



**CNH DISTRICT**

CALIFORNIA NEVADA HAWAII

LUTHERAN CHURCH MISSOURI SYNOD



# Strategic Ministry Plan

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**PREPARED FOR**  
CNH District

**PREPARED BY**  
CNH District  
Executive Staff

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# Introduction

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In the spring of 2020, the CNH District Executive Staff employed the services of Alan Zacharias to help us develop a Strategic Direction for the District. The intent of this effort was to gain greater clarity on how our District would focus ministry direction for the next triennium.

A list of questions was developed that would be used to interview key leaders in the CNH District. These formative interviews took place in the fall of 2020 and included 35 professional and lay leaders, including pastors, school administrators, teachers, DCEs, and active congregational leaders. A similar list of questions were used to develop a survey that was sent out to all professional church workers in the CNH District. 92 surveys were completed. The results of the interviews and the surveys were summarized and analyzed by the Executive Staff and Board of Directors.

It is important to note that there was great effort to ensure that the basis for this Strategic Ministry Plan was the feedback and input of those District professional and lay members who participated in the interviews and survey. There was strong agreement that the group who were interviewed and those who responded to the survey were a good cross-section of District expertise, experience, and insight.

The Executive Staff held a retreat to develop a Mission Statement, Vision Statement, and List of Key Values using a structure and format provided by our consultant, Alan Zacharias. Multiple additional meetings were then held to develop five main overarching Strategic Goals.

Once the five Strategic Goals were established, strategic initiatives were developed for each of the goals. After several meetings, strategic initiatives were written and revised multiple times. The purpose of these initiatives was to establish specific action items with accountability and timeline that would address our goals over the next 3-4 years. The strategic initiatives were further reviewed and revised by the Board of Directors.

The following Mission and Vision Statements were purposely kept short and clear to identify our unique focus in ministry in the CNH District. The beliefs and values of the CNH District Strategic Ministry Plan are based and founded on the understanding of the Word of God as contained in the Holy Scriptures. These statements reflect our subscription to the doctrines and confessions of the Lutheran Church Missouri Synod.



# Mission and Vision

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## MISSION

We strengthen God's people to serve and bear witness to Christ.

## VISION

A community of healthy and committed Christians who are focused, well-connected, and resourced to make disciples and reach the unreached.





# Our Values

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## **CHRIST'S MISSION**

Focusing on intentionally seeking and saving the lost by proclaiming the Gospel and multiplying disciples. (Matthew 28:19-20, Luke 19:10)

## **UNITY**

We are better when we focus and align ourselves to fulfill common goals. (John 17:20, Psalm 133:1)

## **COLLABORATION**

Partners working together, using the unique collection of skills and talents in our diverse community of believers. (1 Corinthians 12)

## **INTEGRITY**

We act according to Christian principles and strive for reliable follow-through. (Psalm 26:1-3, James 5:12)

## **TRANSPARENCY**

We communicate with clarity and honesty all that we do within our community of believers. (Matthew 5:37, 2 Corinthians 8:21)



## **DISTRICT EXECUTIVE STAFF**

### **Rev. Michael Lange**

President

### **Rev. Joseph Robb**

Assistant to the President, Missions

### **Denise Lo**

Assistant to the President, Operations

### **Joel Wahlers**

Assistant to the President, Education



## Goal: Connection and Collaboration

**Promote a culture of God's people working together to better carry out Jesus' mission.**



The CNH District is one of the most geographically expansive and culturally diverse in the LCMS. This makes the importance of connection and collaboration both a necessity and a great challenge. The importance of connection and collaboration might seem obvious for our District, but it was clear from interviews and surveys with District members that this was seen as a weakness relative to other aspects of what we do. It was also by far the number one area identified in answering “How the District can help churches and schools.” Overwhelmingly, that same group stated that the best possible outcome of our District strategy should be a “unified and strategic focus on our mission. The strategic initiatives for this goal focus on both connection between the District Office and member churches or schools and efforts to connect churches and schools to one another. Collaboration is essential for mutual support as well as working together to more effectively accomplish ministry and mission goals.







# Connection and Collaboration

## Strategic Initiative

## Timeline

Promote three collaborative projects or opportunities per year among District church workers and leaders (planting new ministries, school curriculum initiatives, circuit riders, etc.).

May 2022  
(Annual)

District Executive Staff will physically visit all church and school ministries within the next triennium.

January 2025  
(Annual)

Develop and implement a District Communication Plan that creates more effective communication avenues and tools.

January 2022

Produce a catalog of members with training or skills that can be utilized throughout the District.

May 2022





# Goal: Leadership and Development

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Foster effective leadership in the CNH District through recruitment, retention, and training of God's people, both professional and lay.

Leadership is recognized as a significant factor in the effective operation of churches and schools and is the key to helping the people of God develop a common mission and purpose. Feedback from interviews and surveys indicate a significant need for improvement in this area. The following are some of the most common challenges brought up through this process:

- Stagnation or aversion to change
- Managing a quality staff
- Financial/funding issues
- Aging Congregation

In order to effectively address these items, strong professional and lay leadership is required. It was clear that congregations and schools need support and training in areas related to leadership. The following strategic initiatives are designed to assist congregations in raising up lay leaders and provide a variety of leadership development opportunities. It is also important that we address ways to support workers and leaders as they face many challenges and stressful situations organizationally and personally. This support includes finding alternative ways to strengthen the knowledge and skills of a synodically trained worker in the church.





# Leadership Development

Strategic Initiative	Projected Date of Completion
Provide a training opportunity utilizing professional support materials for congregations and schools to use in identifying and mentoring potential leaders (professional and lay) for local and District service.	May 2022 (Annual)
Create a list of existing leadership training programs and provide a pathway to connect emergent leaders in the District with these opportunities.	January 2025 (Annual)
Develop multiple avenues for colloquy and other spiritual training for non-commissioned or non-Lutheran teachers and administrators.	January 2022
Create a Ministry Training Program that will provide a variety of training opportunities for church worker and lay leaders (e.g. finances, leadership).	May 2022
Develop a process of early identification and engagement of individuals in congregations or studying at seminaries and universities who potentially match ministry opportunities in the CNH District.	





# Goal: Growing Ministries

Create and strengthen existing ministries to develop systems and practices that maximize effectiveness of churches, schools, and other mission organizations.

Growing ministries is at the heart of our mission as a District. It is not only important to expand the ministry of our District with new mission starts, but it is equally important to make sure that our current ministries are healthy and effective in fulfilling their purpose. The number one strength of our District expressed by those we interviewed was our mission-minded emphasis. However, as was stated in the initiative on Connection and collaboration, the number one perceived weakness expressed by those in our District who were interviewed was the lack of a common vision or focus. Additionally, the number one opportunity identified by this group was community outreach and service, followed by the opportunity to reach out and strengthen relationships with school families (for those churches who have school ministries). One of the main congregational challenges was stagnation or the willingness to change and other issues (as listed in the Leadership goal) that show the need for improving the effectiveness of ministries throughout our District.



The following strategic initiatives focus on connecting congregations and schools with specialized organizations and best practices from within our District experts, or individuals with experience in certain areas. There is also an initiative on helping organizations within our District to improve the effectiveness of their governance. There have been a number of situations that have come up recently that have shown the need to improve in this area.



# Growing Ministries

## Strategic Initiative

## Projected Date of Completion

Establish a roster of preferred parachurch vendors to assist District ministries to address specific needs.

January 2022

Provide and promote a governance review process for churches or schools, and provide board training and board effectiveness training, materials or tools.

January 2024

Develop and implement a process or path to starting new ministries (e.g. church plants, new schools, preschools, etc.), identifying leaders and locations within the District.

January 2024

Create and maintain a Skills Network of relevant and current video presentations and list of recommended facilitators and practitioners within and outside the District.

September 2023







## Goal: Worker Wellness

Create and strengthen existing ministries to develop systems and practices that maximize effectiveness of churches, schools, and other mission organizations

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Although “worker wellness” was not sighted by those interviewed and surveyed, it is clear through many of the comments that were shared and situations that have come up throughout the District, that this is an important issue. Through observation and conversation with church workers throughout the District, it has become increasingly evident that people are dealing with a variety of wellness issues. These issues include physical, emotional, financial, spiritual, and social wellness. The stress has been magnified by the sixteen months of pandemic challenges. Finding ways to support our church worker health is essential for us to expect healthy ministries. The following strategic initiatives focus on targeted help and intervention for our workers from not only District staff, but also fellow workers throughout the CNH District. The strategies include coaching, wellness checks, workshops, and counseling.





# Worker Wellness



## Strategic Initiative

## Projected Date of Completion

Develop a Worker Wellness Network utilizing circuit visitors and members of District leadership teams and committees to systematically check on the wellness of all pastors and other church workers

September 2021

Provide a comprehensive program (using the Lutheran Wellness Wheel) featuring at least three worker wellness opportunities per year at existing conferences or as individual workshops/in-services.

May 2022  
(Annual)

Develop a professional support and accountability network available to all workers within the CNH District, utilizing advocates, confessors, mentors, and other specialists

September 2022

Launch a District coaching initiative to serve church and school leaders with the goal of identify and training to six new coaches per year, who then commit to being used within the District to coach others

September 2021



## Goal: Resources

Establish and facilitate a trusted clearinghouse of people and resources that meet stated ministry needs and make them readily accessible.

Providing or making resources available for ministries within our District is one of the most practical services we provide. Although not identified as a weakness, it was clear this is not seen as a strength either. Besides our responsibility to be a clearinghouse of resources, there is also a sense that we, as a District, should be more efficient in how we allocate services, financial resources, and staffing. One of the Board of Directors metrics focuses on not only providing resources efficiently, but also finding ways to harness the availability of resources, so that we “connect resources from throughout the District to congregational needs.”



# Resources

Strategic Initiative	Projected Date of Completion
Develop a monthly review and update (with a system of accountability) of resources on the District website by District office staff.	January 2022 (Annual)
Produce an inventory of best practices and resources from churches and schools that can be utilized throughout the District.	January 2024
Develop a formal Advancement Plan to engage advancement strategies to increase and perpetuate giving to District and congregational missions (raising money, planned giving, etc.).	September 2022
Host a two-day retreat to discuss ways that the Northwest, Pacific Southwest, and other similar-minded Districts to find the best ways/programs to maximize mission efforts and resources.	May 2023
Conduct an evaluation of District resources to determine the most effective use of District Office staff, facilities, and finances to accomplish ministry goals and objectives.	September 2023
Establish a District Foundation: (Missio Dei West), and develop a legacy process to assist congregations whose viability is challenged even to the point of closure	May 2022

# Connect with Us



[WWW.CNH-LCMS.ORG](http://WWW.CNH-LCMS.ORG)



[FACEBOOK.COM/CNHDISTRICTLCMS](https://FACEBOOK.COM/CNHDISTRICTLCMS)



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