

Strategic Planning

OCI

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Example of Planning

Then the king said to me, “What do you request?” So I prayed to the God of heaven. And I said to the king, “If it pleases the king, ... I ask that you send me to Judah, to the city of my fathers’ tombs, that I may rebuild it.” [Nehemiah 2:4, 5, NKJV.](#)

While Nehemiah implored the help of God, he did not fold his own hands, feeling that he had no more care or responsibility in the bringing about of his purpose to restore Jerusalem. With admirable prudence and forethought he proceeded to make all the arrangements necessary to ensure the success of the enterprise....

The example of this holy man should be a lesson to all the people of God, that they are not only to pray in faith, but to work with diligence and fidelity. How many difficulties we encounter, how often we hinder the working of Providence in our behalf, because prudence, forethought, and painstaking are regarded as having little to do with religion! This is a grave mistake. **It is our duty to cultivate and to exercise every power that will render us more efficient workers for God. Careful consideration and well-matured plans are as essential to the success of sacred enterprises today as in the time of Nehemiah....**

Why Do We Need Strategic Planning

- Mission Change or Adjustment
- Organizational Uncertainties
- Decision Making
- Fund Raising
- Resource Allocation
- Performance Evaluation
- Organizational Effectiveness

**Strategic Planning
determines where the
organization is going
over the next three to
five years.**

Strategic Planning is a Management tool

- Helps the organization do a better job
- Focuses the Energy
- Ensures Members are working towards the same goal
- Assesses and adjusts direction

The purpose is not to decide what should be done in the future but to decide what should be done now to make the desired things happen in an uncertain future.



Strategic Planning is the process of determining **WHAT** your organization intends to accomplish, and **HOW** you will direct the organization and its resources towards accomplishing these goals over the coming months and years

What Strategic Planning can accomplish

- Helps determine priorities
- Strengthens Leadership
- Defines measures of success and accountability
- Forms the basis for evaluations
- Builds energy and momentum
- Broadens participation
- Builds stronger programs
- Improves finances
- Analyzes critical issues
- Focuses on excellence

Expected results

- Clearly establishes the purpose of the organization
- Communicates goals and objectives to the constituents
- Develops a sense of ownership
- Ensures effective use of resources
- Provides a way to measure progress
- Builds a strong team

Critical Steps in the process

- Organize strategic planning process
- Clarify Mandates
- Determine purpose and direction
- Assess the external and internal environments
- Identify critical issues
- Define or Redefine Mission, Vision, Core Values and Vision
- Formulate goals and objectives
- Review and adopt strategic plan
- Refine vision
- Develop action plans
- Implement, monitor, evaluate, and revise

Mission Statement Development

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Questions to consider

- Who are we?
- What do we do?
- For whom do we do it?
- Why do we do it?
- How do we do it?

Mission Statement Criteria

- Brief
- Simply worded and easily understood
- Not so universal so that your organization is not distinguished
- Clear statement about what, who, and how the organization serves
- It should have a primary thrust (vision)

OCI'S Mission

- **Outpost Centers International is committed to inspiring and facilitating the development of a global network of sustainable lay ministries. These ministries support the work of the Seventh-day Adventist Church through education, community service, health evangelism, and media, preparing the world for the second coming of Christ.**

Vision Statement

- A compelling conceptual image of the desired future
- Where and what we want to be
- A critical ingredient for change
- Represents a constant purpose
- Inspires and invigorates
- Ultimate standard towards which progress is measured

Vision Criteria

- Brief and memorable
- Inspiring and challenging
- Appealing
- Enduring

OCI'S Vision

**To see a thriving network of
lay ministries reaching
every country of the world.**

Core Values

- How will the organization conduct itself
- How do we want to treat others
- How do we want to be treated
- What do we value as an organization

Values

- Express the organizations attitude about
 - People – the way employees or clients are treated
 - Processes – the way the organization is managed, decisions are made, and services provided
 - Performance – The expectations regarding the quality of services

OCI'S Values

- **Accountability**
- **Balance**
- **Diversity**
- **Excellence**
- **Integrity**
- **Service**
- **Sustainability**

Goals

- The desired result after three or more years

Goal Criteria

- Be in harmony with and clarify mission vision and values
- Will fulfill or contribute towards fulfilling the mission
- Will address priorities and critical issues
- Will tend to remain unchanged
- Will normally encompass a relatively long period

Goal Criteria

- Will address gaps between what is and the desired future
- Will chart a clear direction for the organization
- Be within your authority
- Will be challenging but realistic achievable and measurable

OCI'S Goals

- **Growth**-Attract and birth ministries
- **Networking**-Create an efficient and effective network within and without
- **Communication**-Develop a Comprehensive Communications plan
- **Finance**-Create a strong stable and self-sustaining organization
- **Governance**- Operate in an effective and productive manner

Action Plans

- The specific things that will be done to accomplish each objective.
- Each action plan is a step in the process
- Each action plan can be assigned to a person or entity to accomplish
- Each action plan has a designated start and finish date
- Each action plan has a cost estimate
- Each action plan has a specific outcome when complete

What are the potential results

- OCI
- Wildwood
- Mattison
- Harbert Hills
- Other

Challenge

- **Commit to studying the effectiveness of your current strategy and adjust if needed.**
- **Help may be available**