



# Strategic Plan

**2009**

**FCA Vision:**

*"To see the world impacted for Jesus Christ through the influence of athletes and coaches."*

**FCA Mission:**

*"To present to athletes and coaches, and all whom they influence, the challenge and adventure of receiving Jesus Christ as Savior and Lord, serving Him in their relationships and in the fellowship of the church."*

**FCA Values:**

*"Our relationships will demonstrate steadfast commitment to Jesus Christ and His Word through Integrity, Serving, Teamwork, and Excellence."*

**FCA Endurance Summary Objectives:**

*Unite & Equip*

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## Facts, Assumptions, and Commentary:

- As we explore how to have maximum impact in the endurance community through presenting Jesus Christ as Lord and Savior, we currently feel that our best strategy is to increase the number and effectiveness of our presenters. This, combined with the understanding that our current infrastructure and resource base has limits, has directed us to the current strategy. In order to accomplish our vision and mission as an organization, we must focus our efforts on our Ministry Team, the 1,300+ soldiers for Christ in the endurance battlefield. By keeping this Team inspired and equipped for battle, as well as engaged in the battle, we feel that we can have maximum impact.
- It is generally agreed that relationships are often a key component of successful evangelism (presenting) in any setting. As such, we will continue to develop initiatives that increase the likelihood of relationship growth between our Team and those in the endurance community who don't know Jesus.
- It is agreed that continued Team growth is important, both for increased impact and an increased resource pool. However, based on history and momentum, we pray that Team growth will continue to happen on it's own as a function of other initiatives. Therefore, at this time, we will focus resources on the objectives listed in this plan and welcome growth as it occurs secondarily to these initiatives.
- It is agreed that participation in event ministry is a viable part of our impact within the endurance community. We are also extremely thankful for the abundant opportunities afforded to us by God via our growing network of "Christian friendly" race organizers, increased volunteer leadership and service, and growing momentum. Based on this history and our current momentum, we will continue our involvement in high-impact, low-cost event ministry opportunities. However, due to the abundance of opportunities and the significant resources required (time, talent, and treasure) to administrate, manage, and in some cases participate in event ministry, we will actively shift event ministry operations from the National level to individual Teammates and Huddles. This shift seeks to maximize the effectiveness of event ministry, while freeing limited National resources to pursue and build the ministry objectives outlined by this plan. Our 2009-2010 Event Ministry Plan can be viewed as appendix A of this document.
- FCA Endurance is not called to or capable of replacing the local church. As such, we will focus on uniting and equipping to achieve FCA's mission within endurance sports, referring and encouraging those within our influence to active local church participation for personal spiritual growth. We pray that personal spiritual growth will take place as our Team engages in our ministry, but that may not be our primary focus/objective.
- As a ministry of FCA, we will continue to enthusiastically partner with local FCA Field Staff who are engaged in local/regional endurance ministry. Our partnership abilities and guidelines will be outlined in a future document (Appendix C).
- While increased commitment from the Team is a goal, it may be hard to strategically plan for and measure. We also realize that each Teammate may have commitment limitations based on God-led life priorities. It is a hope and prayer that commitment and engagement will rise as the Lord calls and we achieve the planned objectives.
- It is important to continually build (size and maturity) our infrastructure to accomplish God's calling with a higher level of excellence. We will continue to do as we focus on the listed objectives.
- Funding our growing ministry is a vital and ongoing task. As such, in addition to seeking the Lord's guidance in providing for our ministry needs, we will be developing a funding plan during the '08-'09 fiscal year. This will be done by the Stewardship Team and added to this document (Appendix D) upon completion.

- While we believe this plan represents God’s current calling for FCA Endurance, we hold it with an open hand, inviting the Holy Spirit to move and guide it as He wills. As such, we understand that this plan will likely be a dynamic document, adapting as His plan is revealed to FCA-E leadership. As we work towards achieving this plan, the Executive Team of the National Leadership Board will be charged with overseeing its progress, as well as recommending modifications as the Spirit guides, minimally semi-annually.

**Definitions:**

“**Set expectation**” – This is a guideline that will become the expected minimum. Where such an expectation is set, positive peer accountability will be provided. Recurrent failure to achieve the set expectation will result in re-evaluating an individual’s role where such an expectation is set.

“**Strongly encouraged**” – This is a guideline where the said task is believed to be highly beneficial and therefore strongly encouraged. However, there will be no role re-evaluation for failure to achieve.

**Abbreviations Key:**

EMI – Endurance Ministry Institute

FCA-E – FCA Endurance

HL – Huddle Leader

HLYG – Huddle Leaders Yahoo Group

MP – Ministry Partner

NYG - National Yahoo Group

SP – FCA Endurance Strategic Plan (this document)

TM - Teammate

## CURRENT OBJECTIVES

### UNITE:

- Increase FCA Endurance Team unity through the development and growth of active Huddles and an electronic community that will facilitate communication and connectivity to unengaged/geographically separated Teammates by the end of the calendar year.
  - 2008 “active” \* Huddles: 18
    - 2009 goal: 27
    - 2010 goal: 40
  - 2008 (11/08) Yahoo membership: 383/1110= 35%
    - 2009 goal: 50%
    - 2010 goal: 75%
- Increase qualitatively FCA Endurance National Leadership Board participation and the number of non-board members who assist National Leadership Board teams in order to more effectively execute National activities and tasks by the end of the calendar year.
  - 2008 Board Team non-Board member participation: 13 (Prayer Team)
    - 2009 goal: 1 per Board team plus Prayer team
    - 2010 goal: 3 per Board team plus Prayer team

### EQUIP:

- Provide conference opportunities and develop web-based resources to teach FCA Endurance Teammates to concisely and effectively share their faith, their testimony and the Gospel message by the end of the calendar year. Develop a transportable evangelism training conference program and an online evangelism training program/curriculum for fielding in 2010.
  - 2008 Teammates trained = 0
    - 2009 goal 50
    - 2010 goal 100
    - (two year total 150)

\*"Active" Huddles meet or exceed the following guidelines:

1. Have at least one scheduled face-to-face meeting/event in each of 9 months
2. Some form of monthly communication is present between the Huddle Leader and each Huddle member
3. Participate in or schedule at least 3 ministry events per year
4. Huddle Leader is meeting all HL expectations (Appendix B)

**2009 UNITE TASKS-** Increase FCA Endurance Team unity through the development and growth of active Huddles (see bottom of page 5 for this definition)

1. Increase the initial knowledge base and expressed commitment expected to certify a new Huddle/Huddle Leader (HL)
  - 1.1. Develop a guide that clearly outlines FCA Endurance Huddle information and HL expectations
  - 1.2. Ensure that each new HL has read and understands the above guide before certifying a new Huddle
  - 1.3. Establish a weekly call with HLs for the first month of each new Huddle certified
  
2. Increase the knowledge base and desired commitment level for current HLs
  - 2.1. Make guide developed above (1.1.) available to all current HLs
  - 2.2. Ensure that each HL has read the guide by July 1, 2009
  - 2.3. Establish a system where each HL has minimally 1 call per month with the National Director
    - 2.3.1. This call will move to the “Huddle Coordinator” upon such a time as the position exists
  
3. Increase HL interactions for the purpose of peer role-related sharing and growth
  - 3.1. Set and communicate the expectation that all HL will join the Huddle Leader’s Yahoo Group (HLYG) by May 1, 2009
  - 3.2 Execute a strongly encouraged quarterly conference call for HLs, one for the western US HLs one for the eastern US HLs
    - 3.2.1 In an effort to facilitate discussion, this may be broken into regions if call attendance is consistently over eight
  - 3.3 National Director (or future Huddle Coordinator) will establish communication between HLs who are working on similar opportunities and issues as appropriate
  
4. Increase resource availability for Huddle Leaders.
  - 4.1. Develop a Huddle Guide (1.1)
  - 4.2. Develop a Huddle Program Guide and template (addendum to Huddle Guide) to capture best practices and lessons learned from Huddle program experiences
    - 4.2.1 Solicit an after-action report from HLs after successful events
      - 4.2.1.1 Add to the guide upon completion
      - 4.2.1.2 Post on HLYG
      - 4.2.1.3 Share program successes, lessons learned, and inspiring report stories with the Team via the newsletter, web site, and/or NYG
    - 4.2.2 Include other useful, quick, and simple resources. Examples: quick guide to hosting a booth and race service and volunteering
  - 4.3. Develop a process that consistently notifies HLs of new information and resources available

- 4.3.1. Continue to add resources to the HLYG as they are produced
- 5. Increase Team awareness of Huddle opportunities
  - 5.1. Solicit a monthly update (strongly encouraged) from each HL, outlining current and upcoming Huddle activities, success stories, and service (leadership) opportunities
    - 5.1.1. Create template to use or tweak
  - 5.2. Share this information with the Team as applicable via the website, newsletter, and/or NYG
  - 5.3. Investigate changing web site placement and mapping of Huddle information in order to more effectively publicize Huddle opportunities
- 6. Ensure that current members within a Huddle's geographic area are aware of current/potential Huddle opportunities
  - 6.1. Add content to the TM welcome page (page they are automatically directed to upon joining the Team) that encourages them to connect with their local HL
  - 6.2. Add Huddle-related content to the welcome email that members receive when they initially join, inviting them to join a Huddle within their area
  - 6.3. Maintain a current HLYG Team database
  - 6.4. Immediately forward new member information to HL closest to the new member
    - 6.4.1. Set the expectation that HLs make contact within 48 hours
      - 6.4.1.1. Develop a checklist that outlines the desired information to be passed to a new TM during their initial contact from a HL
      - 6.4.1.2. Include the suggested report generated in 5.1. if available
  - 6.5. Set the expectation that HLs will contact (minimally by email) each person in their state at least monthly, updating them on past/current/planned Huddle activity and inviting them to participate
    - 6.5.1. Recommend forwarding on the report generated in 5.1. if available
  - 6.6. Produce newsletter stories/content that strongly encourages members to connect with their local Huddle

**2009 UNITE TASKS-** Increase FCA Endurance Team unity through the development of our National Yahoo Group (NYG), facilitating communication, connectivity, and engagement of geographically separated Teammates by the end of the calendar year.

7. Increase new member (MP/TM) NYG membership and participation
  - 7.1 Educate new members regarding FCA Endurance's online community
  - 7.2 Investigate optimum web site placement and mapping of NYG information
  - 7.3 Have information available on the welcome page after joining
  - 7.4 Send an invitation to each new member
  - 7.5 Set the expectation that HLGs will advocate that new members join the NYG
  
8. Increase member sign-up within current Team
  - 8.1 Increase member perceived value through education regarding NYG community opportunities and features
    - 8.1.1. Investigate optimum web site placement, mapping, and content of NYG information
    - 8.1.2. Produce NYG-specific newsletter content explaining features and benefits
    - 8.1.3. Through posts on the NYG and HLYG, detailing, reminding, and encouraging members of the features available
  - 8.2 Publicize NYG daily digest feature in an effort to remove possible anxiety regarding email inbox content and quantity through above routes (2.1.1.-2.1.3.)
  
9. Ensure utilization of relevant available features
  - 9.1 Posting
    - 9.1.1. Organize, recruit, and train 3-10 NYG monitors, each with specific tasks as outlined by the "Communications Team" (or similar NYG sub-team)
      - 9.1.1.1. Create job descriptions
        - 9.1.1.1.1. Monitor content
        - 9.1.1.1.2. Drive relevant content
        - 9.1.1.1.3. Publicize, educate, and encourage feature use
      - 9.1.1.2. Make the Team aware of the opportunity
  - 9.2 Files
    - 9.2.1. Ensure files are current, relevant and useful
    - 9.2.2. Maintain current released database
  - 9.3 Calendar
    - 9.3.1. Continue to publicize the calendar as a way to share Team event information
    - 9.3.2. Continue to publicize that the events posted on the calendar are added to the Prayer Team's prayer list and the ministry's prayer calendar
  - 9.4 Other features- Explore using other features to increase potential intimacy/unity of the group/Team
    - 9.4.1. Photos, Member Profiles, etc.

**2009 UNITE TASKS-** Increase qualitatively FCA Endurance National Leadership Board participation and the number of non-board members who assist National Leadership Board teams in order to more effectively execute National activities and tasks by the end of the calendar year.

10. Continue to Unite our current Board

10.1. Continue with current monthly conference calls

10.1.1. Re-explore timing to be sure it is ideal for most to make regularly

10.2. Continue to plan one annual face-to-face retreat/meeting

10.3. Set the expectation that the Chairman will contact each Board member monthly

10.4. Strongly encourage each Board Member to contact one other member monthly, preferably not on their Board Team, via the route best suited for them and/or the other member

11. Restructure the Board according to this plan for maximum effectiveness

11.1. Re-create Teams (name and functions)

11.2. Have current members pray about Team placement for maximum effectiveness and gifting usage- place accordingly

11.3. Develop job descriptions and terms of Board offices by the end of the calendar year

11.4. Continue to move Board leadership to the Chairman and Vice-Chairman

12. Continue to seek out new Board members

12.1. Pray for during monthly Board Conference calls

12.2. Add to monthly prayer calendar (each month)

13. Create an Advisory Team

13.1. Create roles and responsibilities for this Team in order to increase our time and talent pool and to allow potential new Board members to serve, giving them a feel for leadership and opportunity to experience service in this capacity

13.1.1. Set the expectation that each Board member will intentionally pray for and seek out individuals who God would identify as Advisory Team members to serve with them

**2009 EQUIP TASKS-** Begin developing the Endurance Ministry Institute (EMI), an endurance-specific evangelism training program/curriculum. In 2009, provide conference opportunities and develop web-based resources to teach FCA Endurance Teammates to concisely and effectively share their faith, their testimony, and the Gospel message. Develop a transportable evangelism training conference program and an online evangelism training program/curriculum for fielding in 2010.

14. Develop a Ministry Training Conference

- 14.1. Develop the conference goals and objectives ('09)
- 14.2. Develop the core curriculum ('09)
- 14.3. Create and gather resources necessary to meet objectives and curriculum needs ('09)
- 14.4. Develop a core of instructors who are capable of presenting ('09-'10)
  - 14.4.1. Determine core competencies for instructors
  - 14.4.2. Establish a training program/curriculum to develop instructors
  - 14.4.3. Develop a set of standards and/or testing criteria to ensure instructor competency
- 14.5. Develop a way to measure and reward completion and application of the conference content
  - 14.5.1. Develop a cognitive and practical follow-up "testing" opportunity upon completion of the conference
    - 14.5.1.1. Develop reward and public acknowledgement after completion of program
- 14.6. Explore live video-feed opportunities for conferences
  - 14.6.1. Discuss strategy and effectiveness
  - 14.6.2. Explore technology needs

15. Create conference opportunities to train the Team

- 15.1. Create the desire to host and attend conferences through positive feedback, testimonials, compelling publicity, and success stories through the web site, newsletter, and NYG
- 15.2. Evaluate current conference opportunities across the country
  - 15.2.1. Factor in Team presence geographically
  - 15.2.2. Factor in Team servant-leaders available
  - 15.2.3. Factor in overall local Team engagement
  - 15.2.4. Factor in desire to host and administrate locally
- 15.3. Explore and plan future conference
  - 15.3.1. Goal: Three in 2009, Five in 2010
- 15.4. Communicate conference opportunities to Team
  - 15.4.1. To host conferences
  - 15.4.2. To attend conferences

- 16. Develop our web-based ministry training
    - 16.1. Develop web-based content
      - 16.1.1. Explore needs
        - 16.1.1.1. Determine what is currently available
          - 16.1.1.1.1. Explore a way to determine what resources qualify to be endorsed
            - 16.1.1.1.1.1. As appropriate, post resources on our site or link to the resource source
        - 16.1.1.2. Determine what needs to be created
          - 16.1.1.2.1. Explore time, treasure, and talent resources to determine a timeline for content development
    - 16.2. Communicate and encourage web-based training use
    - 16.3. Investigate optimum web site placement, mapping, and naming
    - 16.4. Explore site and content tracking
    - 16.5. Explore ways to measure and acknowledge completion of web-based curriculum
      - 16.5.1. Explore developing a follow-up “testing” opportunity upon completion of curriculum
      - 16.5.2. Develop reward and public acknowledgement after completion of curriculum
    - 16.6. Ensure web content is kept current and relevant
17. Develop a long-term course program, with levels of achievement/competency, and a method for measuring and awarding advancement.
  - 17.1. Example: Level 1 Presenter, Level 2 Presenter, Course Instructor, Course Developer
18. Develop a Board/Advisory Team to effectively oversee all Equipping
  - 18.1. Done during Board Restructuring and Advisory Team development

**2009-2010 Event Ministry Plan:** Continue to develop our ministry event presence through low-cost, high-impact events that are managed by FCA-E volunteers in the field.

1. Use current momentum and our building network to support events where FCA-E has an official ministry presence (ministry service, expo, etc.)
2. Encourage Teammates and Huddles to explore and develop event service opportunities that have the highest probability of starting and/or growing relationships within the Team and endurance community
3. Shift administration and control of events to local members and Huddles
4. Shift FCA-E National's event ministry role
  - 4.1. Networking- connect local FCA-E leaders with race/event organizers, FCA-E members who are traveling to events, local FCA staff, and other key contacts as pertinent
  - 4.2. Resourcing- make available information and resources to further equip local event leaders
    - 4.2.1. Develop an Event Guide to help guide local ministry event coordinators
    - 4.2.2. Make available resources such as brochures, Bibles, New Testaments, tracts, and other FCA Endurance specific ministry resources
5. Continue to seek out, develop, and equip national volunteers to help coordinate event ministry
  - 5.1.1. Iron Prayer Coordinator(s) and sub-coordinator(s)
  - 5.1.2. Endurance Prayer Coordinator(s) and sub-coordinator(s)
6. Maintain or decrease the current budget line item amount for ministry events through 2010.
  - 6.1. Within the guidelines above, prioritize participation opportunities at events that are:
    - 6.1.1. Free
    - 6.1.2. Free with an exchange of service and/or labor
    - 6.1.3. Low cost per number of potential people impacted
  - 6.2. Continue to partner with other ministries in opportunities where expenses can be shared
  - 6.3. Where expense cannot be avoided, seek donor and/or local funding to cover expenses at 100%
    - 6.3.1. Any ministry event with a proposed net expense over \$500 requires Event Team (or sub-Team) approval
    - 6.3.2. Any ministry event with a proposed net expense over \$1,000 needs National Board approval
7. Working within the guidelines above, prioritize networking and event opportunities that grow our ministry impact within running and cycling

**Huddle Leader Roles and Responsibilities:** The following expectations and suggestions are made with the desire to strengthen local Huddles, increasing their impact in the community. National FCA-E leadership will help support and equip HLs to successfully and joyfully achieve the below.

1. Expectations

- 1.1. Meet and continue to meet all initial HL qualifications as outlined in the Huddle Guide (SP 1.2.)
- 1.2. Be on the HLYG (SP 3.1.), participating as applicable.
- 1.3. Contact new members in their geographic area within 48 hours of learning of the new member (SP 6.4.1.)
- 1.4. Contact each member in their geographic area / state at least monthly (SP 6.5.)
- 1.5. In an effort to connect Huddle members with the rest of the Team, HLs will advocate that Huddle members are part of the NYG (SP 7.5.)

2. Strongly Encouraged

- 2.1. Meet scheduled call times with National Director (SP 2.3.)
  - 2.1.1. 1/week - first month (SP 1.3.)
  - 2.1.2. 1/month - ongoing (SP 2.3.)
- 2.2. Participate in quarterly HL Conference Call (SP 3.2.)
- 2.3. Communicate and work with other HL's who are working in/on similar opportunities as appropriate (SP 3.3.)
- 2.4. Fill out the (to be developed) after-action report for Huddle events (SP 4.2.1)
- 2.5. Produce a monthly update, outlining current and upcoming Huddle activities, success stories, and service opportunities (SP 5.1)
  - 2.5.1. Send to new members (1.3. above)
  - 2.5.2. Send to current members (1.4. above)
- 2.6. Produce newsletter/website content to share with the Team (SP 6.6.)