

YFC EAST MICHIGAN 2018-2023 STRATEGIC PLAN

STRATEGIC PLAN JUNE 2018

INTRODUCTION

Youth for Christ East Michigan exists to fulfill Christ's Great Commission among the 11-19-year-olds in St. Clair, Macomb and Sanilac Counties. The purpose of this plan is to direct the efforts of Youth for Christ East Michigan to this end alone and bring those efforts into alignment with Youth for Christ USA's Strategic Plan.

Section 1: OVERVIEW

Youth for Christ East Michigan exists to reach young people everywhere by working together with the local churches and other like-minded partners to raise up lifelong followers of Jesus who lead by their godliness in lifestyle, devotion to the Word of God and prayer, passion for sharing the love of Christ and commitment to social involvement.

YFC... We are part of the larger movement of YFC USA and YFC International bound together by a common name, vision, and purpose.

Reaches... We engage lost 11-19-year-old kids through “authentic Christ-sharing relationships”, across the greater East Michigan region.

Everywhere... With the intent of shepherding our calling across our entire chapter.

Working together... We recognize, embrace and prioritize our interdependence with local churches and other like-minded partners within the body of Christ.

To raise up lifelong followers of Jesus... *“who lead by their godliness in lifestyle, devotion to the Word of God and prayer, passion for sharing the love of Christ and commitment to social involvement”*. This is accomplished by and through the power of the Holy Spirit. The goal is for these redeemed young people to become a Christ-centered leader.

VISION

We will establish, strengthen, and demonstrate the love of Jesus Christ with every young person through the power of the Holy Spirit so that they in turn may make the informed decision to be a follower of Jesus Christ.

EXECUTIVE DIRECTOR'S INTENT

The purpose of the Strategic Plan is to position us to reach more lost young kids than ever before. Every goal, objective and action in this plan will help us accomplish our preeminent goal. We will steward the mission in a manner that will make an impact in the lives of our young people. The Strategic Plan reinforces our strong foundation of

relational evangelism, a 3Story way of life (God's story, my story and your story), practicing the Five Essentials, partnering with the local church, and supporting more and better leaders in authentic Christ-sharing relationships with lost kids.

The preeminent goal of this strategic plan is for YFC East Michigan to increase the number of lost teens who are in Christ-sharing relationships with one of our staff, volunteers or student leaders from 491 (2017) to 1000 (2023) with the intent that they will grow to become lifelong followers of Jesus.

YFC EM needs to raise up an army of staff, volunteers and student leaders who can reach out to the estimated 12,000 students in St. Clair County and 60,000 in Macomb County in the age demographics we serve. Currently we are in direct contact with 1614 students/week between both the St. Clair (1092) and Macomb (522) area. With our method of discipleship, we encourage each student to reach out to their "MY FIVE" (8070) in their school building which is a challenge for each student to reach out to five friends who they do not know where they stand with God. The penetration rate numbers for this CORE club model combined with "See You at the Pole (1200), 1st semester Prayer Jam (203) worship night and 2nd semester Momentum (105) worship night, we reached (9578) students for Christ in the 2017/18 school year.

Plans fail for lack of counsel, but with many advisors they succeed. Prov 15:22

God who will direct this plan, but we are to seek wise counsel from the Lord first.

Unless the Lord builds the House, the builders labor in vain. Unless the Lord watches over the City, the guards stand watch in vain Psalms 127:1

We must rely on the power of the Holy Spirit for the building of the house and the needs of this city.

If a man remains in me and I in Him, He will bear much fruit. Apart from me you can do nothing." John 15:5

We humbly acknowledge that, apart from Him, we can accomplish nothing.

SECTION 2

PLANNING CONSIDERATIONS

The Strategic Plan establishes the organizational **goals, objectives**, and related **critical tasks** that will help us successfully accomplish our preeminent goal. It clearly articulates our comprehensive stewardship for the mission entrusted to us by the Father and is implemented with the approval of the Board of Directors. This plan will be reviewed annually and changes in these considerations over the life of the plan may require adjustments which should be incorporated as part of the semi-annual review process.

GUIDING PRINCIPLES

- **The Gospel:** Centered around the Gospel of Jesus Christ.

- **Our Statement of Faith:** Will guide us in partnering with organizations and volunteers.
- **Utmost integrity in Stewardship:** Faithfully stewarding every resource.
- **The 5 Essentials** Each ministry site will implement Widespread Prayer, Collaborative Community Strategies, Empowering Adults, Loving Relationships and Faithful Bible Teaching.
- **Sustainability:** We will continue current ministry and only pursue new ministry growth that is healthy and sustainable.
- **11-19-year olds:** Our focus.
- **“5 to 1” ratio of students to leaders Campus Life and “8 to 1” ratio Core-** sustainable growth and effective relational evangelism.
- **Serving the local Church:** Connecting our club kids to a local church.
- **Excellence:** Will serve with the Biblical expectations of working at whatever we do with all our hearts, as working for the Lord and not for man. (Col 3:23)
- **Commitment to the larger movement of YFC:** We will operate as a part of that larger movement and align our local strategic plan with it accordingly.

FACTS

- YFCEM is a 501(c)(3) non-profit organization.
- YFCEM is a local chapter which is chartered through YFC/USA which is recognized by the IRS as an Association of Churches.
- There are 72,027 kids between the ages of 11 and 19 in northern macomb (M-59-North) and St.Clair counties.
- YFCEM overall population is 1,024,716 as of 2015 and 65.6% are NOT affiliated with a church.
- YFCEM is formally governed by a local Board of Directors and Executive Director.
- The 2018/19 budget has been approved as of June 2018. The objectives within this plan will inform all subsequent budgets during the **2018-2023** timeframe.

ASSUMPTIONS

- This will be a “living document” which will be evaluated and revised annually.
- Revenue projections for each fiscal year will be fully realized.
- Leader to youth ratio goal; campus life 1 to 5; Core 1:10
- Cost of new ministry site – overall budget divided by site number
- Oversight of ministry sites and volunteers/Staff; currently sites 1 campus Life to 12 Core work towards less sites/staff and/or transition to staff to full time campus life or full time core.
- New staff will be able to gradually raise the necessary funding that will be needed for the sustainability of their ministry with YFCEM.

CONSTRAINTS (A limitation or restriction)

- We must adhere to all federal and state laws that apply to an organization with 501(c)3 status.
- We must comply with all YFC USA policies and strategic plan.
- We will not waiver from our mission and evangelistic faith.

RESTRAINTS

- Budgets for each fiscal year covered in the plan will be balanced.
- A Strategic Plan that is not financially viable will not be approved.

SECTION 3: GOALS AND OBJECTIVES

PREEMINENT GOAL 1: The Strategic Plan positions Youth for Christ East Michigan to engage 1000 lost 11-19 year olds in “authentic Christ-sharing relationships” with YFC leaders and approximately 12,000 contacts through club attendance, events and see you at the pole by 2023. The preeminent goal of this plan is to reach an ever-increasing number of lost kids. This goal will be reached through the goals, objectives, critical tasks and actions plans that follow.

GOAL 2: Positions YFC EM to be healthy structurally (financially and culturally).

Objective 1: YFC EM will attract, keep and empower high capacity leaders.

Critical task 1:

- Allocate budget resources.
 - Action Plan 1: Establish benefits that would include: vacation, soul care, and flex time, and continue open talks with the board that would work towards health care/savings plan options.

Critical task 2:

- Utilize national resources.
 - Action Plan 2: Tap into our national resources which are provided on Impact, use as needed.

Critical task 3:

- Budget for training.
 - Action Plan 3: Attend National/Regional/Institute/Local training as needed.

Critical task 4:

- Schedule times for staff, board and family gatherings.
 - Action Plan 4: Establish activities/outings.

Critical task 5:

- Develop Community Support Team (CST)
 - Action Plan 5: Develop one CST in each county; including prayer partners

Critical task 6:

- Keep all HR resources up to date.
 - Action Plan 6: According to current board policies.

Objective 2: An intentional culture shift for certain clubs from hanging out with kids to reaching lost kids.

Critical task 7:

- Seek and implement national “best practice” and seek support when needed.
- Action Plan 7: Set up meetings as necessary and utilize impact tracking program provided.

Critical task 8:

- Keep a pulse on the current needs of each city we serve and how this directly impacts the specific ministry needs of each site and the needs of that site.
 - Action Plan 8: Attend local pastor and youth pastor forums
 - Action Plan 9: Communicate with like-minded ministries.

GOAL 3: Position YFCEM to follow YFC national “best practices” for both growth in attendance and depth of relationship (coach to kid) in current and new ministry sites.

Objective 3: Where YFCEM maximizes best practices for growth we will utilize the National YFC team and resources they provide.

Critical task 9:

- Reach lost souls
 - Action Plan 10: Utilize the MY FIVE cards - directors will expect and inspect this process.
 - Action Plan 11: Set up relational ministry activities (RMA's) to go deeper in “authentic Christ sharing relationships”.

Critical task 10:

- Pace our club time (share, pray, discover).
 - Action Plan 12: Utilize coaches standard of expectation sheet & club pacing guide.

- Action Plan 13: Utilize resources provide on national Impact site.

Critical task 11:

- Ministry Director Accountability
 - Action Plan 14: Submit a quarterly monitoring assessment sheet that would show a rotational schedule of one on one meetings with coaches and other volunteers.

Critical task 12:

- Camp
 - Action Plan 15: Take kids to YFC Camp who have shown relational interest in Jesus at our clubs.

Critical task 13:

- Add Core/Campus Life
 - Action Plan16: Switch certain Core sites to Campus Life sites in a systematic manner (per budget).

GOAL 4: Position YFCM to be a more effective ministry through volunteerism and student leader development

Objective 4: Increase the number of adult volunteers and student leaders. Provide the necessary training that would provide the greatest impact with staff, volunteers and student leaders.

Critical task 14:

- Create church presentations for volunteer and funding needs.
 - Action Plan 17: Create marketing materials that clearly communicate the message of YFCM that would emphasis the need for volunteerism.

Critical task 15:

- Increase our current ratio of adult volunteers to students who attend our Core/Campus Life clubs fully with a higher ratio of adult volunteers and student leaders to the actual students who are attending clubs.
 - Action Plan 18: Continue to utilize non-paid staff as volunteers.
 - Action Plan 19: Enlist YFCM alumni to be ministry leaders and recruiters of ministry leaders.
 - Action Plan 20: Develop a training schedule to fully equip adult volunteer leaders.

Critical task 16:

- Strategically add Core and Campus Life groups, one at a time.

- Action Plan 21: Grow the current clubs we have with full implementation.

Critical task 17:

- Establish non-paid Intern Program
 - Action Plan 22: Project based as determined by the current needs of the chapter.

GOAL 5: Position YFCEM to implement a donor development/funding model. The goal is to increase our operating budget by 10% each year for the next five years, which will ensure sustainable ministry growth.

Objective 5: Implement QuickBooks software

Critical task 18:

Transfer donor database to the new software system.

- Action Plan 23: Upload all existing donors to the new software.
- Action Plan 24: Identify/contact donors who have stopped giving and seek to re-engage.

Critical task 19:

Implement a process for retaining and growing existing donor relationships.

- Action Plan 25: Obtain and review “best practices” of schedule for donor connections from other chapters.
- Action Plan 26: Modify and implement the process.

Critical task 7:

Implement a process for identifying new potential donors (church visits, existing donor referrals, etc.).

- Action Plan 27: Implement a plan for continued church visits.
- Action Plan 28: Utilize existing donor relationships to share YFC with at least one other person.

Objective 6: Evaluate success of current funding methods

Critical task 20:

Seek out other methods that would better position our chapters needs currently and for growth.

- Action Plan 29: Obtain and review “best practices” from other chapter’s.
- Action Plan 30: Modify and implement funding methods identified.

**SECTION 4:
ENABLING EXECUTION**

In order to execute this plan by 2023 we will need to hire two additional ministry directors and an additional part time support staff administrative assistant to service the ministry directors and be gifted in marketing (newsletters, events, and web). This is turn would increase the funding needed from 229,380 to 355,446. This funding needs to be seen as a fluid budget as we will need to allocate more funds toward student activities. We at this time are not interested in funding any facility but utilize our community connections in order to run clubs at a minimal cost to our chapter. This endeavor will only be accomplished by our ability of our ministry directors to help raise support

through their sphere of influence in combination with a team effort to reach out to more church's and businesses.

RISKS

- Hiring full time staff without the ability to maintain a positive cash flow.
- Ongoing business, legal and financial risks.
- Harm to people and/or property.
- Risks created by the plan and the added expectations on the team with this new plan. If we add tasks without reducing or redistributing their existing tasks.
- Spiritual risk as we face increasing opposition to reaching one million 11-19-year olds with the Gospel.

CONCLUSION

This plan reflects time, thoughtful analysis and prayerful consideration of the implications of each of the goals, objectives and critical tasks that comprise it. Each stage in this process has been shepherded by the Spirit of God. On June 11, 2018, the YFCM Board of Directors approved the Goals of the Strategic Plan but understand that the critical tasks and action steps may change based on the National review team's approval. I am confident that this plan is a direct result of intentional prayer and seeking God's Wisdom. Our goal is to engage 700 lost 11-19-year old's in St. Clair, Macomb and Sanilac counties in "authentic Christ-sharing relationships" with YFCM leaders.