

ALIGNING STRATEGY WITH RESOURCES

BUILDING WATERMARK'S MASTER CALENDAR



Operational?

Pastoral?



**Getting you on the same
team, heading in the same
direction**



HOW IT STARTED

Actual footage of what it was like to plan anything at Watermark . . .



HOW IT STARTED

In 2021, we were facing the following problems

- No singular master calendar of events
- Limited understanding of the complexity, scope, and cross-team impact of planning ministries or events
- Support teams consistently ask: *What resources should be put toward x, y, z events or ministry?*
- Ministries have unclear expectations about the level of resources they can expect

**Lots of energy trying to
prevent . . .**

Operational

Facilities

Communication

Production

Kids Midweek

Worship

vs.

Pastoral

Ministry teams

THE CONVERSATION THAT CHANGED IT ALL

“I feel like I am calling balls and strikes all day long about who gets resources and who doesn’t.”

-Exhausted Communications Director

“How can we make it so I am the *mayor* and you are the *chief of police*? ”

-Heroic Senior Pastor

GOALS

- **Alignment:** Ensure the support teams are working on the right things, given the elders' priorities
- **Clarity:** To set expectations and eliminate confusion and frustration
- **Efficiency:** To maximize the number of events, ministries, and campaigns given the current boundaries of our support teams and shared resources

ENVISIONED FUTURE

Imagine a world with . . .

- A strategic plan for every ministry
- A calendar of every ministry, event, and campaign for the upcoming year
- Clarity from leadership on what level of support should be allocated to each ministry, event, and campaign

SOLUTIONS

Since 2021, we've been addressing these problems with the following solutions:

1. Strategic planning process (New in 2025)
2. Master calendar
3. Designation system and service menu



**Where we are all heading
in the same direction**





"Behold, how good and how pleasant it is for brothers to dwell together in unity (Psalm 133:1)."



THE BASICS



STRATEGIC PLANNING PROCESS

A guided exercise for ministries to determine the following:

- Where are we **now?** (SWOT analysis)
- Where are we **going?** (Keep, start, stop)
- How will we **get there?** (Measurable goals)

STUDENTS

STRATEGIC PLANNING GUIDE

JULY 2025 - JUNE 2026

PART 1: WHERE ARE YOU TODAY?

To make a plan for the future, you need to have a clear understanding of the present. Evaluate your current state of affairs using the SWOT Analysis questions below and the worksheet on the following pages.

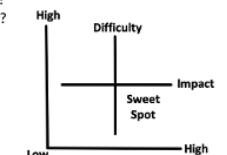
- What are the **strengths** of your ministry or department?
- What are the **weaknesses** of your ministry or department?
- What **opportunities** is your ministry or department pursuing?
- What **threats** are hindering your ministry or department?

PART 2: WHERE IS THE LORD LEADING YOU THIS YEAR?

Using your SWOT Analysis as a guide, make prayerful, Spirit-led plans using the questions below and the worksheet on the following pages.

- What would the Lord have you **keep** doing this year?
- What would the Lord have you **stop** doing this year?
- What would the Lord have you **start** doing this year?

Your resources are limited, and you can't do everything at once. Don't **dream** about new things to do without identifying things causing **drag** that must go **dark**. Consider using this simple grid to help sort out your plans. Think of difficulty in terms of time and resources required. Think of impact in terms of Watermark's vision and 10 markers.



PART 3: HOW WILL YOU GET WHERE THE LORD IS LEADING YOU THIS YEAR?

Map out how you will bring your plans to life using the questions below and the worksheet on the following pages.

- What specific goals need to be accomplished to execute each of your plans?
- For each specific goal for each of your plans, who will do what by when?
- What budget or additional resources would be required to support each of your plans?

WHAT IS THE MASTER CALENDAR?

A calendar of every **ministry, event, or campaign** at Watermark

- Aligned with the fiscal year

The screenshot shows a digital calendar interface for the week of May 4 to May 10, 2025. The top navigation bar includes a back arrow, a date range selector ("May 4 to May 10, 2025"), and a forward arrow. Below the date range are buttons for "Today", "List", "Calendar" (which is selected), "Past Events" (with a toggle switch), "Month", "Week", and two dropdown menus for "People" and "Bus". The main area is a grid of days from Sunday to Saturday. Each day's column contains a numbered header (e.g., "4" for Sunday) and a list of events. Some events are in blue text, while others are in red, likely indicating different types of events or categories.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
4 7:00am -6:00pm Sunday Service 7:00am -6:00pm 23 Kids, 45 Kids 7:00am -6:00pm K1 Kids 7:00am -6:00pm Preschool Kids 7:30am -10:30am Men's/Women's Community Formation 9:00am -12:00pm Baptisms 9:00am -12:30pm Kaleidoscope 9:00am -10:30am Married Community Formation 9:00am -12:00pm Prayer Engine Room 9:00am -10:30am Wake 11:15am -1:00pm Watermark En Espanol 12:30pm -2:00pm Interpreter/Volunteer Appreciation 5:30pm -6:30pm Prayer Service	5 CLC 8:00am -3:00pm Watermark Institute 5:30pm -8:30pm Courageous Hope Spring 2025 5:30pm -8:30pm MENd Spring 2025 5:30pm -8:30pm re:generation 7:00pm -8:30pm Great Questions	6 CLC 8:30am -11:00am Careers in Motion 8:30am -1:00pm City - Staff Serve Day 6:00pm -8:00pm The Porch 6:00pm -7:00pm The Porch All Leader Meeting 6:30pm -8:00pm Membership Class May 2025 6:30pm -8:30pm Trail Life 8:30pm -9:30pm The Porch Equipping Night	7 CLC 1:30pm -2:45pm Staff Prayer 5:30pm -8:30pm rejengage 5:30pm -8:30pm Spring Merge 2025 6:00pm -9:00pm Finals Study Night 6:00pm -9:00pm Gather Winter/Spring 2025 6:30pm -9:00pm Shoreline Senior Celebration Spring 2025 6:30pm -8:30pm Spring Merge - Week 6 Breakout	8 10:00am -12:00pm Foster Care & Adoptive Moms (The Life Initiatives) 10:00am -12:00pm Square One Spring 2025 5:30pm -8:30pm Job Connection Program (South Dallas) Spring 2025	9 5:30pm -10:00pm Kaleidoscope Parent Dinner 2025 5:30pm -10:00pm rEcess	10

WHAT IS A CAMPAIGN?

Any message that needs to be communicated broadly in Watermark's channels

- Awareness of an event or ministry
- Promotion of a process or message (i.e., baptism process, giving, etc.)

WHAT ARE MINISTRY DESIGNATIONS?

- Designation system developed to determine level of resources allocated to every event, ministry, or campaign by the support teams
 - Green
 - Blue
 - Black Diamond
 - Double Black Diamond
- Designation based on complexity, tie to strategic priority, and other active events



WHAT ARE MINISTRY DESIGNATIONS?

- A ministry can have a different designation *by support team*

Night of Prayer and Worship

When: Thursday, August 7, 2025 @7:00pm - 9:00pm

Where:

Building/Room: Auditorium, Coffee Shop/Town Center

Significant use of campus

- Facilities - Blue
- Production - Black
- Comms - Blue
- Midweek Kids - N/A
- Worship - Black

WHAT SUPPORT TEAMS DOES THIS APPLY TO?

The master calendar process designates support from the following teams

- Facilities
- Production
- Communications
- Kids Midweek (i.e., childcare)
- Worship

WHAT IS A SERVICE MENU?

A menu of what services you can expect by designation from each support team



<i>Creative Package (i.e., what the communications teams makes for you)</i>				
Web title card - 1920x1080	✓	✓	✓	✓
Social feed - 1080x1350	✓	✓	✓	✓
Social story - 1080x1920	✓	✓	✓	✓
Mobile title card - 1080x1920	✓	✓	✓	✓
Static pre-roll slide - 1920x1080	✓	✓	✓	✓
The Current title card - 1920x1080	✓	✓	✓	✓
OTS (over-the-shoulder) - 608x1080	✓	✓	✓	✓
Signage (simple, directional, appropriate scope)	✓	✓	✓	✓
T-shirt design, with solidified concept	✓	✓	✓	✓
Name tag design	✓	✓	✓	✓
Stage look (as needed and strategic)	✓	✓	✓	✓
Editable logo and font files	✓	✓	✓	✓
Editable background texture files	✓	✓	✓	✓
Full brand guide	✓	✓		
Stage bumper (as needed and strategic)	✓	✓		
Print piece (booklet, brochure, one-pager, cards)	✓	✓		
Animated pre-roll (as strategic and available)	✓	✓		
Social media reel	✓	✓		
Environmental design				✓
Additional merch or swag				✓
Additional programming elements (testimonial, etc.)				✓

HOW IT ALL FITS TOGETHER



HOW DO WE MAKE THIS HAPPEN?



PROCESS OVERVIEW

We back up this process to align with Watermark's fiscal year and budget process
(July 1, 2025 - June 30, 2026)



STRATEGIC PLANNING

- Each team were given a half-day away to complete their strategic plans
- Plans were submitted to the Executive Team for directional feedback

STUDENTS

STRATEGIC PLANNING GUIDE
JULY 2025 – JUNE 2026

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- What are the weaknesses of your ministry or department?
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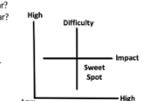
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Pro tip: Allow several weeks for creating and providing feedback on plans

MASTER CALENDAR & DESIGNATIONS

- Based on the strategic plans, teams fill out forms to request all events, ministries, and campaigns for the next fiscal year
 - 1.0: Intake requests via Formstack
 - 2.0: Intake requests via Asana (project management software)

Pro tip: Determine right software can help keep you organized

MASTER CALENDAR & DESIGNATIONS

- The master calendar team resolves space issues or conflicts and then assigns a designation
 - 1.0: To designate, team members edit a shared spreadsheet
 - 2.0: To designate, team members use Asana
- Each event, ministry, and campaign (~2500) is designated by the support team that's required

Pro tip: Determine right software can help keep you organized

MASTER CALENDAR & DESIGNATIONS

- Designations are approved by the Executive Team
- Feedback is processed through the Executive Team

Pro tip: Approval from people with true authority is the ball game

MASTER CALENDAR & DESIGNATIONS

- The master calendar team publishes out to the staff
 - 1.0: Published via spreadsheet
 - 2.0: Published via MyChurchEvents.com
- Staff updates budgets

The screenshot shows a monthly calendar for December 2023. At the top, there's a logo for "WATERMARK COMMUNITY CHURCH". A "Featured Events" box highlights an event on January 11, 2024: "Staff Retreat" at Facilities - Black Production - Black Comms - N/A Midweek Kids - N/A. Below the calendar, there are navigation buttons for "December 2023" and "Today", and tabs for "List", "Calendar" (which is selected), "Past Events", "Month", "Week", and "Grid". The main grid shows days from Sunday, December 26, to Saturday, December 31. Specific events are listed for each day:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27 7:00pm - 8:00pm Great Questions	28 5:00pm - 10:00pm Porch	29	30	1	2
3 7:00am - 6:00pm Sunday Service	4 7:00pm - 8:00pm Great Questions	5 5:00pm - 10:00pm Porch	6	7	8	9
10 7:00am - 6:00pm Sunday Service	11 7:00pm - 8:00pm Great Questions	12	13	14 8:30am - 12:00pm Mom to Mom	15	16 8:00pm - 9:00pm Reclaimed: Refuge for Women
17 7:00am - 6:00pm Sunday Service	18 7:00pm - 8:00pm Great Questions	19	20	21	22	23
24 7:00am - 6:00pm Sunday Service	25 Christmas Day	26	27	28	29	30
31 7:00am - 6:00pm Sunday Service 7:00am - 10:00pm Elementary 2-5 7:00am - 10:00pm K/Kids 7:00am - 10:00am Walk 3:00pm - 7:00pm Elementary 4 PM	1 New Year's Day 5:30pm - 8:30pm Regen Groundwork Only	2	3 5:00pm - 9:00pm ReEngage 6:00pm - 9:00pm Shoreline Leader Training	4 6:30am - 8:00am Dad U	5	6

To the right of the calendar, a small December 2023 calendar is shown.

PROCESS OVERVIEW

- We back up this process to align with Watermark's fiscal year
 - July 1, 2025 - June 30, 2026



WHAT WE'RE LEARNING

- Start simply. Simply start.
 - 1.0 Only applied to the big events; low tech
 - 2.0 Applied to almost everything; better technology and automation
 - Beta testing improvements each year (e.g., strategic planning in 2025)

WHAT WE'RE LEARNING

- Implementation of a big change takes grit and patience
 - Expect to teach and reteach often

WHAT WE'RE LEARNING

- Buy-in from the top down is a game-changer

“I feel like I am calling balls and strikes all day long about who gets resources and who doesn’t.”

-Exhausted Communications Director

“How can we make it so I am the *mayor* and you are the *chief of police*? ”

-Heroic Senior Pastor

WHAT WE'RE LEARNING

- Most pastoral teams have appreciated the clarity of the process and the challenge to think more strategically
 - Treat this as an opportunity to develop your staff
 - Call people higher and give them the tools to get there

WHAT WE'RE LEARNING

- Support teams must have a supportive mindset
 - Maximize resources within healthy boundaries
 - Beware of weaponization



**Getting you on the same
team, heading in the same
direction**



Questions?