As Salvationists of the USA Eastern Territory, we commit to transforming communities in the power of Jesus Christ one life at a time.

"Remember the wonders he has done, his miracles, and the judgments he pronounced." Psalm 105:5 (MSG)

"We must be open to change that will draw people to the Kingdom, be conscious of the wonderful blessings we already have and expand where and when God leads, share our beautiful Army heritage. It’s a missional heritage, one of holiness teaching and living. A heritage that ‘gets it done’ in Jesus’ name! Maintain the purity and integrity God demands, both corporately and individually. We eagerly anticipate your reports of victory. ‘May we shout for joy over your victory and lift up our banners in the name of our God’ (Psalm 20:5)."
INTRODUCTION

There are three priorities which are essential to fulfill the mission: People, Programs and Provisions. The Lord provides us with valuable provisions to accomplish His work. He has given us a means of varying programs to reach the masses. And the Lord has blessed the Army with people to fulfill His work, while continuing to bring thousands of people our way each day.

The Lord has an important path in front of us. “20/20” has been chosen as a theme for the journey ahead. The theme 20/20 is intended to provide clarity of focus for our Ministries and provide a long term perspective through the year 2020. This newly formatted Corps Mission Profile provides opportunity for you, as a corps group, to assess where you stand now in each of the Vision categories and to plan where you feel that God is leading you forward as a Corps.

How can you most effectively focus your efforts to advance the 20/20 Vision? What part of the Vision can you move forward this year? Please take a moment as a group to prayerfully consider how your ministry team can most effectively contribute to this process.
20/20 VISION GOALS

People Goals
“The Lord has blessed the Army with people to fulfill His work, while continuing to bring thousands of people our way each day.”

Candidates Reinforce recruiting, pre-training, and mentoring of quality candidates
Soldiership Increase efforts to make new soldiers, equipping and empowering for service
Follow-Up Create local plans for follow-up of all people who come through our doors
Cross-Cultural Ministry Expand cross-cultural ministry, as indicated by the demographics of our communities
Young Adult and Youth Ministry Enhance our ministries to young adults and youth
Adult Ministry Engage adults, providing opportunities for them to be active, growing Christians able to nurture and mentor all generations
Integration of ARC & Corps Develop intentional steps towards better integration between the ARC & Corps ministries

Program Goals
“The Lord has given us a means of varying programs to reach the masses.”

Army Essentials Promote the Essentials in command settings
Christian Education Strengthen Christian education through Sunday School, Bible Studies, and other diverse and multi-generational ministries
Impactful Worship Encourage Spirit-focused, well planned, diverse worship that draws people to God
Music Programs Reinforce music and creative arts programs
Spiritual Life Development Enrich opportunities for focus on Spiritual Life Development and discipleship for all people in commands
Calendar and Events Review all areas of Calendar and Events, at all levels, aiming to combine and/or simplify gatherings so as not to burden our commands, officers or soldiers while still providing quality development opportunities
Evangelism and Outreach Develop evangelistic, outreach and ecumenical/community opportunities (e.g. The Whole World Mobilizing, Anti-Trafficking initiatives)
**Provision Goals**

“The Lord provides us with valuable provisions to accomplish His work.

- **Stewardship** Promote additional tools for teaching corporate and personal stewardship and tithing
- **World Missions** Enrich the emphasis on World Mission support
- **Program Incentive** Grow the Program Incentive Fund
- **Pathway of Hope** Advance funding and support for Pathway of Hope initiatives
- **Mission Expansion** Extend support for new mission opportunities (e.g. Command plants, outposts, new expressions of cultural diversity/ethnic ministries, senior adult ministries/housing

### OUTLINING THE PROCESS

Building on the missional emphases of previous years and integrating the Territory’s 20/20 Vision, the Corps Mission Profile process involves four crucial components – all of them essential.

#### STEP 1
**Gather Your Team**

The greatest value of the Corps Mission Profile is engaging local stakeholders in the process of faithfully evaluating current mission activity and anticipating the future. Success requires the team’s action and accountability from the beginning of the process through its implementation.

#### STEP 2
**Seek the Spirit**

Before a single plan is made and throughout the implementation process, corporate prayer should characterize the Corps Mission Profile process. Confident of Jesus’ promise of the Holy Spirit to all who ask (Luke 11:13), seek God’s will, guidance, provision, courage, hope, and power. Ask for vision.

#### STEP 3
**Tell Your Story**

With your leadership team, complete the narrative portions of the Corps Mission Profile. Identify the strengths, assets, challenges, and opportunities in your community. Faithfully discuss and record the various aspects of your corps’ current mission engagement, and rate yourself in key areas of the 20/20 Vision.

#### STEP 4
**Plan Next Steps**

As a group, identify a small number of strategic, tangible, and courageous steps that you will commit to this year. Let them reflect each of the three 20/20 Vision areas. Be sure to invite and implement accountability among the team, so that your corps will be empowered and encouraged to take these steps.

>>> This document is available at saconnects.org/corps-mission-profile/ along with tools to assist you in the online submission of your Corps Mission Profile form.
### A Balanced Required Minimum Standard

<table>
<thead>
<tr>
<th>Our Mission Values</th>
<th>Children 0–12</th>
<th>Teens 13–18</th>
<th>Young Adults</th>
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<td>SENIOR SOLDIER PREP</td>
<td>WEEKLY PRAYER &amp; BIBLE STUDY MEETINGS</td>
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### Corps Evaluation

Each of the three 20/20 Vision emphases – People, Programs, and Provisions – have a Corps’ Narrative section, where you’ll tell your corps’ story, and a Corps’ Assessment section, where you’ll give yourself a basic score. The narrative questions help your team to have an honest conversation about challenges and opportunities, accomplishments and possibilities in concrete terms. The process for assigning a rating to various areas of ministry is somewhat subjective; but it’s intended to provide a starting point for team discussion, to simply highlight strengths and weaknesses, and to point toward future goal areas.
• Describe the leadership in your corps, especially identifying the number of leaders in various types of ministry, the roles of key local officers, as well as their strengths and needs. Additionally, how are both new and current leaders being developed?

• Provide an overview of staff at the corps responsible for daily operations.

• Describe the activity and strength of the Pastoral Care Council and Corps Council. What plans are there for the further development of each group?

• Tell us ways you are cultivating relationships at the corps and in your community. These could include new recruits, candidates for officership, and volunteers
PEOPLE – CORPS’ ASSESSMENT

As a Territory, we need to set targets that are both realistic but stretching. As we analyze our current attrition rate and growing ministries, each place of ministry must actively recruit, train and develop our future leaders. We believe an annual goal of 75 Candidates, 1000 Junior Soldiers and 1000 Senior Soldiers is necessary to respond to the future growth of our Territory. There is no singular ministry or command that can reach this goal alone. We are asking that every place of ministry contribute to the overall goal as each one is capable.

Think about your Corps’ performance in the following categories, and rate yourselves in each category numerically (1 being lowest, 5 being highest). As your team discusses these areas, please, refer to the 20/20 Vision outline on page 3 of this document for guidance on assigning a rating in each area.

A high numerical rating in a given category would mean that your Corps exemplifies the statement accompanying that heading; a low number suggests that it is an area of weakness for your Corps. The rating your team gives may be somewhat subjective, but it is intended to open up a conversation and to identify areas for attention.

Here are some factors that should correspond with and contribute to a higher self-assessment rating:

- 1 The category reflects the efforts of reliable leadership by competent local soldiers, as opposed to solely officer-led initiatives.
- 2 The category demonstrates the integration of the Army’s holistic mission, rather than fragmented or isolated ministry.
- 3 The category represents a proven means of connecting new people to your Corps, not merely insular activity.

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<th>Category</th>
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PROGRAMS – CORPS’ NARRATIVE

• Describe opportunities for discipleship at your corps with youth and adults. Please include items related to bible study, spiritual formation and worship.

• What is the corps plan to have all employees and volunteers trained who work with, or have access to, children and vulnerable adults? What is the corps doing to implement KeepSafe best practices?

• Describe the relationship that exists between the corps and your nearest Adult Rehabilitation Center? What can be done to deepen the outreach and ministry to ARC beneficiaries/graduates and their families?

• What ministry opportunities are offered on a consistent basis to attract children and families from the community? Do you include Salvation Army outreach ministry (Girl Guards, Sunbeams, Adventure Corps, Boy Scouts and Moonbeams) in your programming?

• Describe the unique social service programming associated with this corps. What points of entry are being used to bridge individuals and families from your social services to corps ministry?

• What evangelistic initiatives will be taking place this year? (i.e. SALT training, VBS, Outdoor meetings, sports related opportunities, etc.)

• General Cox has called The Salvation Army to more intentionally move out of our corps and into our communities. What plans are being made to implement “The Whole World Mobilising” Campaign in your corps?
PROGRAMS – CORPS’ ASSESSMENT

Think about your Corps’ performance in the following categories, and rate yourselves in each category numerically (1 being lowest, 5 being highest). As your team discusses these areas, please, refer to the 20/20 Vision outline on page 3 of this document for guidance on assigning a rating in each area.

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* 2 The category demonstrates the integration of the Army’s holistic mission, rather than fragmented or isolated ministry.
* 3 The category represents a proven means of connecting new people to your Corps, not merely insular activity.

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**PROVISIONS – CORPS’ NARRATIVE**

- What are the financial strengths and weaknesses of this corps? What plans are there to improve the situation, addressing both income and expenditures?

- Is the corps currently engaged in a Pathway of Hope cluster? If so, what are the major outcomes and challenges? What resources and support would be helpful to enlarge or begin this ministry?

- How well is the Army understood and supported by the community? What efforts are being made to improve the perception of the Army within the community?

**PROVISIONS – CORPS’ ASSESSMENT**

Think about your Corps’ performance in the following categories, and rate yourselves in each category numerically (1 being lowest, 5 being highest). As your team discusses these areas, please, refer to the 20/20 Vision outline on page 4 of this document for guidance on assigning a rating in each area.

A high numerical rating in a given category would mean that your Corps exemplifies the statement accompanying that heading; a low number suggests that it is an area of weakness for your Corps. The rating your team gives may be somewhat subjective, but it is intended to open up a conversation and to identify areas for attention. Here are some factors that should correspond with and contribute to a higher self-assessment rating:

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YEAR IN REVIEW

If you're not sure what last year's SMART Goals were, please contact your Program Secretary

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<th>GOALS</th>
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COURAGEOUS STEPS

With your team, outline a handful of next steps that your corps will commit to taking in response to the needs and opportunities, strengths and assets you’ve identified. Consult the 20/20 Vision outline and examples as well as the SMART goals guide in the process of developing your plan. Be sure your corps’ action steps align clearly with specific aspects of the 20/20 Vision.

- **Specific**: State exactly what you want to accomplish (Who, What, Where, Why)
- **Measurable**: How will you demonstrate and evaluate the extent to which the goal has been met?
- **Achievable**: stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?
- **Relevant**: How does the goal tie into your key responsibilities? How is it aligned to objectives?
- **Time-bound**: Set 1 or more target dates, the “by when” to guide your goal to successful and timely completion (include deadlines, dates and frequency)

SOLDIERS AND CANDIDATES

- Using the SMART goals guide provided above, what are your corps’ specific goals as they relate to the enrollment of new Soldiers? How will you measure the outcomes of this initiative?
- Using the SMART goals guide provided above, what are your corps’ specific goals as they relate to the enrollment of new Junior Soldiers? How will you measure the outcomes of this initiative?
- Using the SMART goals guide provided above, what are your corps’ specific goals as they relate to the development and recruitment of Candidates for Officership? How will you measure the outcomes of this initiative?
With your team, outline a handful of next steps that your corps will commit to taking in response to the needs and opportunities, strengths and assets you’ve identified. Consult the 20/20 Vision outline and examples as well as the SMART goals guide in the process of developing your plan. Be sure your corps’ action steps align clearly with specific aspects of the 20/20 Vision.

**PEOPLE — COURAGEOUS STEPS**

Begin by choosing two specific “People” goals from the 20/20 Vision outline on page 3 toward which your corps will take courageous steps. Then, using the SMART goals guide provided above, outline the specific steps your corps will take as they relate to the 20/20 goals you have selected. Be sure to explain how the outcomes of these initiatives will be measured.

1. __________________________________________________________________________________________________
2. __________________________________________________________________________________________________

**PROGRAMS — COURAGEOUS STEPS**

Begin by choosing two specific “People” goals from the 20/20 Vision outline on page 3 toward which your corps will take courageous steps. Then, using the SMART goals guide provided above, outline the specific steps your corps will take as they relate to the 20/20 goals you have selected. Be sure to explain how the outcomes of these initiatives will be measured.

1. __________________________________________________________________________________________________
2. __________________________________________________________________________________________________

**PROVISIONS — COURAGEOUS STEPS**

Begin by choosing two specific “People” goals from the 20/20 Vision outline on page 3 toward which your corps will take courageous steps. Then, using the SMART goals guide provided above, outline the specific steps your corps will take as they relate to the 20/20 goals you have selected. Be sure to explain how the outcomes of these initiatives will be measured.

1. __________________________________________________________________________________________________
2. __________________________________________________________________________________________________
“THE BIG IDEA”

While this section is optional and voluntary, you are encouraged to ‘think big’. Please outline and discuss any strategic plans or opportunities your Corps has in order to meet community needs that may fall outside of the questions that have been asked or the vision that has been cast above. Please be sure to consider, work through, and include implementation steps for "The Big Idea" as a team.

__________________________________________________________________________

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Please describe any ‘big ideas’ that have come from the soldiery within the corps.

__________________________________________________________________________

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