

Strategic Plan for First Christian Church (Disciples of Christ) Edmond, Oklahoma

2013-2020

Second Draft June 11, 2013

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The purpose of this strategic plan is to aid in the implementation of the Future Story. There is more detail in the first three years or so of the plan because the unfolding of the later years will depend a great deal upon what is accomplished in the first two years and upon regular evaluation of progress and of the plan itself. This plan should be reviewed every 6 months in order to make adjustments as needed and to celebrate that which has been accomplished since the last review. Changes and celebrations should be shared with the congregation in a public way and, preferably, in a context of worship.

A primary factor in the rate at which we can realize what we have discerned together as God's future for First Christian Church is the congregation's *capacity* in terms of time, energy, and money. As the congregation grows and reorganizes, new time, energy and money will become available and a greater rate of movement will be achievable. Thus, for example, what might seem to be impossible in the second year of the plan (when seen from the perspective of the current day) will become quite do-able as the congregation steadily grows over the next seven years.

Significantly, this plan seeks to move us from being a "pastor-style" church to a "corporate" church. This means being less dependent upon the senior pastor as a "hub" of activity and decision-making. It means recruiting, entrusting, empowering, engaging and equipping more members for mission and ministry.

First Christian Church currently has about 1200 participating members and 400 in worship services on average. Drawing on the Future Story itself (see Appendix A), and the Themes and Dreams Report of the Re-*New* process, this plan aims to make First Christian a congregation of 1600 participating members and 560 in worship by mid-2020.

An additional 300 participating members and an additional 160 people or so in worship, would speak to our responsibility to the Great Commission (sharing our faith) while also helping insure the effectiveness and sustainability of our life as a congregation. These new people would also help us be more effective in our responsibility to the Great Commandment (loving our neighbor through ministries of charity and justice).

Objectives:

1. To develop radical hospitality: going beyond welcoming to inviting.
2. Become a more connected community of faith (with each other and God).
3. Improve the quality and usage of our space to be a key resource for our ministries.
4. Entrust, empower, engage, and equip all members for our mission and our ministries.
5. Expand and deepen our influence and witness, both to we who are currently part of First Christian Church and to the wider community and world.
6. Intentionally meet the needs of each specific generation while also engaging the generations with each other.
7. By 2020, to increase worship attendance from the current 400 by 40% to 560 and participating membership from 1200-1600.

Key Strategies employed in this plan:

1. Expanding the scope and number of small groups offered (in which participation is emotionally significant). Small groups will be designed to appeal to the needs of both current members and people not participating in a church as well as the de-churched. (“De-churched” people are those who were connected to a church at one time but left or were pushed out by negative experiences.)

Small groups are typically 8-12 participants in size. Some will be ongoing, some relatively short-term (six weeks or so, but with at least one such short term group being offered each 6-8 weeks throughout the year). For example, some may address a theme (such as grief recovery, single-parenting and Bible study), some will be mission oriented (such as Habitat house-building), some will be aimed at leadership development), etc. All will foster mutual support and intentional faith development.

2. Continue developing as a “safe” community (emotionally and spiritually) in which faith and Christian love are central and diversity of all kinds is sought. This will mean *connecting* with each other by listening to, educating ourselves to, and respecting one another’s various perspectives, strengths and weaknesses; engaging all of us in various experiences and reflection upon those experiences; and coming to see our differences as gifts. It will also mean being intentional about developing a sense of unity and identity even as we offer many options for worship, learning, service and action. While some of our programs will be generation-specific, many will be cross-generational (many generations involved together).

3. Continue to develop our communication methods, both within the congregation and to the wider community. In part, this means more effective use of current communication technologies while respecting everyone’s preferred methods of communication (electronic, paper, etc.). The speed at which these technologies are changing means we need an ongoing communication group that will help us to “keep up” with current technologies (such as social media and texting) and to anticipate developing opportunities and challenges.

In addition to keeping up with developments in communication technology, we also need to address the structural issues of our communication: how can more people know more about what is happening in the day to day governance and ministry of our

congregation? How can we be more “open” in our decision making, thus enhancing trust and community?

4. Continue to develop our building and grounds to support worship, nurture, and mission. In particular, we will address the rotunda as a welcoming space including a “welcome center”, the location and configuration of offices, and parking.

5. Develop greater consistency in how we are organized for mission and ministry. Currently, we have a hybrid of “pastor-centered” and “program centered” organization. This hybrid arrangement creates confusion, inadequate communication, and other problems and interferes with growth and effectiveness. We need to move toward a consistent “corporate” paradigm of organization which is able both to address the needs of individuals and to maintain consistent decision making processes. (See appendix B: “Four Types of Congregations” at the end of this document.)

6. Streamline our governance (planning and decision making processes) so fewer volunteer hours and committees are required. Primary tools toward this goal will be the use of “annual consultations” in various program areas and an “Annual Ministry Planning event” (AMP) in September which will do coordinated planning for the coming program years. Dick Hamm will assist in this work of streamlining.

The AMP will be held on a Saturday in September, typically 9am – 2pm. All members will be invited to attend and self-select which program area they wish to participate in for the day (this is not a commitment to become part of a committee or other ongoing group). AMP participants will be asked to assist in recruitment of persons to take responsibility for particular tasks and programs throughout the year and to complete that recruitment within two weeks of the AMP event. A printed program document will be developed for distribution to the congregation in time for the October stewardship campaign with names of those taking responsibilities printed so as to assist in accountability. As the annual consultations and the AMP gain momentum, fewer committees and committee meetings will be needed.

7. Regularly review and modify staff responsibilities and add staff as needed to provide the necessary support for these programs and initiatives. First Christian is currently at least one minister short of what it needs to adequately cover the pastoral responsibilities and other ministerial duties. The rule of thumb is one full-time minister for the first 150 people in worship and one full-time minister for each 100 in worship after that. By this formula, FCC should have 3.5 ministers, simply to be staffed for maintenance. FCC has two currently. The finances will not likely permit the immediate calling of 1.5 or (better) 2 new ministers, but this should be accomplished as soon as practical.

The first staff addition anticipated is a senior associate who would serve as an executive pastor (chief administrator and coordinator of staff and program). A second addition (more likely a lay person than a minister) will likely be a volunteer and activities coordinator. Some staff may be licensed (rather than ordained), if their skills commend them. Some new staff positions may be part-time time or part-time moving toward full-time.

All ministers will have an active pastoral relations committee and all employees will be provided with an annual review in order to help them succeed and to head off potential problems. (Dick Hamm recommends the use of 360 degree evaluations.)

8. Generational programming that seeks to meet the needs of each generational group while also encouraging cross-generational fellowship, learning, and mission service. This means, in part, Bible based curriculum for children and youth; college age programming including work with UCO students; young adults, young married and empty nesters educational programming (including skills for life such as marriage seminars, financial seminars, etc.), leadership development, and service opportunities; Golden Agers fellowship, service and sharing their stories and wisdom.

9. Increase invested funds (endowment) from the current level of about \$500,000 to \$2,000,000 by 2020. \$2 million dollars in invested funds will generate \$100,000 in interest each year for the support of mission and ministry (assuming a total average return of 8%, which would provide annually a 5% draw and 3% added to the principle to compensate for the average rate of inflation). This annual resource of \$100,000 could make possible the undergirding of additional staff and program.

10. Assertive stewardship education and “extravagant generosity”.

11. Opening hands-on local and global mission opportunities to people outside current membership (e.g. mission trips, Habitat builds).

12. Providing ongoing training for existing and potential church leaders through the Fellowship of Twelve program.

13. Helping members identify their gifts and find a ministry/mission engagement that suites them (rather than the current approach which seeks leaders to fill institutional slots).

Again, it is important to note that the congregation will not realize the future story in a year! Rather, this plan seeks to help the congregation grow into this vision over the course of the next *seven* years (2020).

The Focus Team offers the following strategic plan in the hope that it will lead us to the fulfillment of the vision that was generated by the Re:*New* Process in 2011 and the Future Story generated in 2012-13.

Some of the programs, activities and groups mentioned in this strategic plan have already been operating in some form, but we hope to make them more intentional and to frame them in an integrated, holistic approach.

The Strategic Plan (2013-2020)

2013

Overall Goals for 2013:

1. To present a strategic plan based on the Future Story to the church board for review, amendment (if needed), and adoption (of the overall strategies and the first year of the plan for implementation) and to the congregation for review and comment.
2. To begin implementing the plan, with special emphasis on securing a new senior associate minister to serve as chief administrator and coordinator of staff and program. (undergirds all Key Strategies but especially 1, 3, 5, 6, 7, and 8)
3. Begin an architectural assessment of the buildings and grounds. Terry Kerr, chair of property and grounds, is an architect and will be able to lead in this process. (Key Strategy 4)
4. To stabilize (a) average worship attendance at 420, (b) participating membership of 1225, and (c) to start two new small groups in which participation is emotionally significant (increasing the number from 27 to 29). (Key Strategy 1)
5. To begin development of an in-depth leadership development program, the Fellowship of Twelve, which will prepare people to lead effectively at FCC in various roles in the life of the church. (Undergirds all Key Strategies)
6. To develop a comprehensive communication plan for the congregation. (Key Strategy 3 and undergirding all key strategies)

July, 2013

1. The Focus Team readies the strategic plan for review and affirmation by the Board and for sharing with the congregation. (It is suggested the plan be reviewed by the board in June, shared with the congregation for review and comment in late June, and reviewed and affirmed by the board in July, with specific approval of the first year of the plan for implementation beginning immediately.)
2. A Senior Associate/Executive Pastor search process begins with the appointment of a search committee by the board. (Key Strategy 1, 5, 6, 7)
3. An architectural assessment of the building and grounds is undertaken under the leadership of Terry Kerr. The assessment will be reviewed with the entire staff once the new senior associate pastor is on staff. Special attention should be given to how the building and grounds can support the initiatives contained in this strategic plan. (Key Strategy 4)
4. The staff designs two new small groups to be implemented in the fall. (Key Strategy 1). Many more small groups will need to be started in the years ahead, but only two new small groups are imagined during the remainder of 2013 given that the congregation is currently understaffed due to several recent departures.

5. The board approves an Implementation Team to give oversight to the implementation of the strategic plan. The Implementation Team is a group of perhaps 9 people (in three classes of three years each – except in the first year there will be a class of one year and a class of two years), broadly representative of the church’s program life, who track the work as the strategic plan unfolds, holds those who have responsibility for implementing various parts of the plan accountable, reviews the plan each six months to determine whether changes in the plan are needed (and recommends such changes to the board for action), and leads the congregation in celebrating what has been accomplished (preferable in a context of worship as well as in any other ways deemed helpful in building awareness and ownership of the plan and what has been accomplished).

It is anticipated that 2 or 3 of those who served on the Focus Team (which will have completed its work once the plan is approved by the board) will be interested in continuing on the Implementation Team in order to provide continuity. (Key Strategy 5, and 6)

6. The Communications Ministry continues to assist the Communications Coordinator in developing a comprehensive plan for internal communication using The Hub and external communications through various resources. This is a group of 3-4 members who have some communication expertise in various areas (electronic, print, advertizing, etc.), and 3-5 members who understand the whole scope of the communication needs of the congregation, working with the Coordinator of Communication. (Key Strategy 3 and undergirding all key strategies)

August, 2013

1. The senior pastor and a task force of three persons interested in leadership development and adult education, begin designing a “Fellowship of Twelve” lay leader development program of one year’s length. This program teaches: the history, polity, and national and global mission and ministry of the Christian Church (Disciples of Christ); the history, mission and ministry of First Christian Church; public speaking and presentation in worship and other settings; active listening and basic conflict resolution; the content and meaning of our worship services; both the use of Roberts Rules and consensus building methods; such other skills and knowledge as the senior pastor and task force shall determine is helpful. The purpose is to develop a pool of well prepared leaders, both men and women. Those participating in the Fellowship will include some current members and some who have never been involved at a deep level in FCC’s leadership. Participants will be chosen in November and the Fellowship will begin meeting in January. (Key Strategies 12)

2. Expanding on “Discover First Christian”, selected staff and key lay leadership plan a monthly 90 minute “visitors orientation seminar” (with refreshments) to provide an overview of Disciples of Christ history and beliefs, a brief history of this congregation, and current offerings of First Christian Church. This event should provide interaction between visitors/prospective members and 3 or 4 key lay leaders as well as the pastoral staff. The seminars will be offered monthly beginning in October, 2014. There may be months in which there are no or only one or two visitors who attend this seminar, but offering it regularly will begin to build attendance as new people feel welcomed. (Undergirds all Key Strategies)

3. The staff and key leadership meet to plan a continuous membership class that repeats in content after every six sessions (so people can begin and end when they wish/are able). This curriculum should offer an overview of the history of the Disciples of Christ and First Christian Church, orient participants to all of the worship services (with particular attention paid to the origin and meaning of the structure and language of each service, since traditional worship forms may be new to some or all participants), address the other offerings of FCC and the expectations of members (Christian growth, worship attendance, mission engagement based on their gifts, stewardship, etc.). This continuous class will begin meeting no later than October 1. (Undergirds all Key Strategies)

4. One staff person and 3-4 elders form a task force that meets over the course of three months or so to develop ways to help FCC, on an ongoing basis, continue to become a “safe” place/community without making the most “different” among us feel uncomfortable (this may require workshops or other approaches that address both the knowledge and skills of members in regard to diversity and that address the “ethos” or atmosphere of FCC). (Key Strategy 2)

September, 2013

1. The fall stewardship campaign is designed to highlight the future that we have begun implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.

October, 2013

1. Continuous six-week membership class begins meeting (see August, 2013)
2. The monthly 90 minute “visitors orientation seminar” begins meeting on one Sunday of the month this month (see August, 2013) (Undergirds Key Strategy 1)

November, 2013

1. The elders and pastoral staff select 12 persons to comprise the first “Fellowship of Twelve” class which will begin in January. (Key Strategy 12 – see August, 2013)

December, 2013

2014

Overall Goals for 2014:

1. To grow average worship attendance from 420 to 440, participating membership from 1220 to 1270, and to start 12 (net) new small groups in which participation is emotionally significant. (Objective 7, Key Strategy 1)

2. To review FCC's governance structures (after the new senior associate has become established) with a view to streamlining to free up members' time and energy for faith development, ministry, and mission and to improve decision making and the quality of communication with the congregation. (Key Strategies 5.6)
3. To begin implementing new ways of doing program planning using consultations and an Annual Planning Event. (Key Strategy 1,6, 8, 11)
4. To begin implementing the "Fellowship of Twelve". (Key Strategy 12)
5. Begin an intentional program to help people with "Stewardship of Accumulated Resources" (planned giving). (Key Strategy 9)
6. Begin doing annual evaluations for all staff, after the new senior associate arrives. (Key Strategy 7)
7. Begin helping members identify their gifts and where they might feel a call to ministry. (Key Strategy 13)
8. To begin the process of calling an additional associate.

January, 2014

1. The "Fellowship of Twelve" lay leader development group begins meeting and meets monthly throughout the year. (Key Strategy 12)
 2. The elders are trained to meet with members individually to help them assess their gifts and identify places of ministry for them. (Key Strategy 13)
- Very few people will fill out a form that seeks to identify their experience, gifts and talents. However, people will often reveal these things in face to face conversation. Thus elders are asked to interview people one on one to gather information which can be used by program builders, the nominating committee, and others. Dick Hamm can help develop such a survey. It is expected that each elder could do ten such brief interviews a year (thus every member would be interviewed over the course of just a few years). In addition, it would provide a new sense of connection between the elders and the members they interview.
3. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)

February, 2014

1. A "Governance Task Force" of five people including the senior associate pastor and the past two moderators meets with Dick Hamm via Skype to begin a discussion of how FCC's governance might be streamlined and otherwise improved.
2. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2014

April, 2014

1. The Communications Ministry begins addresses the following: a) the need for marketing and visibility (working with other committees as appropriate and needed): appoint and support a publicity person to communicate regularly through social media; develop flyers/door hangers; possible direct mailings to the zip code, etc. (these plans may be partially developed at AMP); consider possibilities for greater visibility in the city and neighborhood. b) development of a common “look” to published and posted materials as a means of “branding”; c) input from those who do not use electronic media to determine and meet their communication needs; d) prominent display of website address on street front and in all communication; e) new street signage which might include all or part of the mission statement, “welcome” and “try us” signs, signs with pictures of members “in action” at public areas; f) creation of a “picture board” of all members and a “governance” display that shows pictures of officers/leaders; g) quarterly “congregational meetings” are held to share information about church life and for the church board to hear input regarding upcoming decisions. (Key Strategy #3)

May, 2014

1. The architectural assessment (initiated in June, 2013) will be reviewed with the entire staff once the new senior associate pastor is on staff. Special attention should be given to how the building and grounds can support the initiatives contained in this strategic plan. (Key Strategy 4)

June, 2014

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. There are currently 29 small groups for adults in which participation is emotionally significant (including two that were added during 2013). The “rule of thumb” is 7 per 100 participating adult members), which implies a need for about 85 small groups for the 1220 participating members FCC has currently (we do not have the capacity to go from 29 to 85 small groups in a single year, of course, but we will add 12 new small groups (net) this year and additional groups will be added each year). The possible composition and theme of a new small group should be reviewed with the needs of both members and non-members in mind. Also, there needs to be generational balance in the small group offerings (some for each of the various adult age groups as well as groups that are cross-generational).

As small groups are further developed over the next several years, possible themes/subjects could include: Bible studies (including short term studies on themes such as “Survey of the Old and New Testaments,” “The Life and Times of Jesus,” etc.; forms and styles of worship (helping people better understand the elements of various styles); groups built around grief recovery, single parenting, life transitions, caring for aging parents, financial planning, Church history; Christian ethics; Centering Prayer; other themes around Scripture, the spiritual disciplines, life issues, etc.; other groups will focus on praying together or engaging in specific forms of mission together. Some groups will be aimed at specific generations, others will be aimed at multiple generations.

The task force will work three years out, remembering that not every needed or desired small group can be added immediately without exceeding capacity. But a three year plan for development of small groups will provide intentionality. This task force (with somewhat different individuals serving each year) will meet annually to review the plans already made and to extend the plans to the third year. The task force may want to do surveys of the congregation or look to see what small groups are doing well in other congregations, etc.

The task force will remember the four reasons people stay connected to groups: “BEAR” - **B**elong (they experience a sense of belonging); **E**steem (they are affirmed by being part of a larger mission that matters – something larger than themselves); **A**gency (they feel they are accomplishing something and can make a difference); **R**ecognition (they see themselves recognized for who and what they are).

This task force’s plans for small group development will be shared with the AMP (Annual Ministry Planning event) in late August and may be altered or enhanced in conversation with AMP planners.

It is anticipated that this task force will meet in June only to plan and perhaps once during the late fall to be sure groups are succeeding and/or to make changes in the plan as needed. (Key Strategy 1, 6)

2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. The consultation would include the ministerial staff, the music staff, those serving in the Worship arena, and 3 or 4 additional lay people chosen to be representative of the diversity of the congregation generationally, etc. This group will devise a three year plan for (a) current worship services to be enhanced, including music and drama; (b) any additional services to be offered in a way that does not “cannibalize” current services but addresses identified needs as effectively as possible; and (c) finding ways to connect the services through common themes, etc. New services of worship would likely be different in character from the present services: there might be a kind of contemplative service (such as Taize) – depending on perceived needs of the target audience. Alternative services may be offered at a time other than Sunday. This plan will be reviewed by a similarly comprised group each June or July, extending and maintaining a three year plan. These plans will be shared with the AMP (Annual Ministry Planning event) in September so those interested in helping implement the new services can be identified from among AMP participants. (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. This consultation would address all aspects including (a) contacting other Disciples and UCC congregations in the area to develop ways to work together in local mission and in domestic and/or overseas mission trips this year and beyond; and (b) finding ways to exploit the building’s proximity to UCO and other neighborhood resources.

This consultation would include the ministerial staff, those serving in the Mission arena and 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. A three year plan will be developed and reviewed annually by a similarly comprised group each June or July, extending and maintaining a three year plan. These plans will be shared with the AMP (Annual Ministry Planning event) in September and may be altered or enhanced in conversation with AMP planners. (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. A three year plan will be developed and reviewed annually by a similarly comprised group each June or July, extending and maintaining a three year plan. These plans will be shared with the AMP (Annual Ministry Planning event) in September and may be altered or enhanced in conversation with AMP planners. This consultation will consider not only how to draw new people into FCC but also how to integrate them into the life of the congregation. (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. Recommendations may be made to the Annual Ministry Planning event. (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. The consultation will include appropriate staff, those serving in the Christian Education arena and 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. A three year plan will be developed and reviewed annually by a similarly comprised group each June or July, extending and maintaining a three year plan. These plans will be shared with the AMP (Annual Ministry Planning event) in September and may be altered or enhanced in conversation with AMP planners. (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. 6-8 youth and young adults will be asked to serve in this consultation, in addition to the chair of Christian education and 2-3 others the associate pastor may deem helpful. These plans will be shared with the Annual Ministry Planning event (AMP) in September for coordination. Programming will provide for mutual support and fun and may include seminars for the young adults featuring themes such as parenting, sexuality, finances, and marriage, being Christian and single, etc. The community wedding ministry may also be enhanced. (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). We want to identify what educational, social, spiritual, and missional opportunities may address these generations specifically. This consultation would involve five representatives of each of the generations named. The groups of five would brainstorm their thoughts and then these will be shared in plenary. In some cases, the groups of five may decide that they need more input from their cohorts. The ideas that result from this consultation will be shared with the Annual Ministry Planning event (AMP) in September for coordination and further consideration. (Key Strategy 8)

July, 2014

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year’s programming and prepare any relevant recommendations for the consideration of those participating in

the Annual Ministry Planning event (“Which programs and events are thriving?” “Which programs are declining and should either be renewed or terminated?”, etc.). (Key Strategy 6)

2. A search committee is appointed to seek a third association minister in hopes of extending a call before the following Easter.

August, 2014

1. Annual Ministry Planning event (AMP): This will help provide better program coordination and lessen dependence upon monthly program committee meetings during the course of the year, thus releasing some time and energy for other projects. It will also help develop wider ownership of the church’s program by the congregation. This event may result in some expansion of programming, yet care must be taken to plan within capacity while also involving new members and longer term members in the planning and execution of the programs. This will help alleviate burn-out among those who have “always been the workers” and will intentionally seek to involve more people. The primary focus of the AMP will be the 2014 program year, though some planning may be done for the remainder of 2013 as needed and some attention will be given to 2015 and 2016. (Key Strategy 6)

2. Annual 360 degree evaluations are conducted for all staff. Dick Hamm has materials to assist in developing these evaluation processes.

3. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)

September, 2014

1. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.

2. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

October, 2014

November, 2014

1. The senior pastor and the trustees of the permanent fund develop a year-round emphasis on the stewardship of accumulated resources (S.O.A.R.) in order to begin building the congregation’s invested funds to \$2,000,000 by 2020. The first educational event will occur in May, 2014. Resources for developing this event and an overall promotional/educational program can be found in the Christian Church Foundation of the Christian Church (Disciples of Christ) in Indianapolis.

2. The elders and pastoral staff select 12 persons to comprise the “Fellowship of Twelve” class which will begin in January. (Key Strategy 12 – see August, 2013)

December, 2014

2015

Overall Goals for 2015:

1. To grow average worship attendance from 440 to 460, participating membership from 1270 to 1325, and to start 12 (net) new small groups in which participation is emotionally significant (so that there will be 53 small groups operating by the end of the year. (Objective 7, key Strategy 1)
2. Approve a new governance structure in the June board meeting and implement it over the course of the following 12 months. (Key Strategy 6)
3. Begin education and promotion of the “stewardship of accumulated resources”. (Undergirds all Key Strategies)
4. Consultation with Church Extension regarding a possible capital campaign as needed to realize needed improvements identified in the architectural assessment of June, 2013 and May, 2014).

January, 2015

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)
2. The “Fellowship of Twelve” lay leader development group begins meeting and meets monthly throughout the year. (Undergirds all Key Strategies)

February, 2015

1. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2015

1. Consultation with Church Extension regarding a possible capital campaign for 2016. (Key Strategy 4)

April, 2015

May, 2015

1. Annual “Stewardship of Accumulated Resources” (SOAR) emphasis begins as planned in November, 2014. (Key Strategy 8)

2. Prepare final recommendations to the board for restructuring governance. (See February, 2014) (Key Strategy 6)

June, 2015

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. The plan calls for 41 small groups for adults in which participation is emotionally significant as 2014 began. The goal is to start 12 more (net) during 2014 so that there will be 53 small groups by the end of 2014. (See June, 2014 of this strategic plan for more detail about small group development.)

(Key Strategy 1, 6)

2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 8)

9. Recommendations regarding governance structures are considered by the board. (Key Strategy 6)

July, 2015

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration of what has been achieved to date.

(Undergirds all Key Strategies)

August, 2015

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year's programming and prepare any relevant recommendations for the consideration of those participating in the Annual Ministry Planning event. (Key Strategy 6)
2. Annual 360 degree evaluations are conducted for all staff.

September, 2015

1. The Annual Ministry Planning event. (Key Strategy 6)
2. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%. (Key Strategy 10)
3. A public (in worship) celebration of what has been achieved so far through the strategic plan. (See July, plan #1 for preparation.) (Key strategy 3 and all Key Strategies)

October, 2015

November, 2015

1. The elders and pastoral staff select 12 persons to comprise the "Fellowship of Twelve" class which will begin in January. (Key Strategy 12 – see August, 2013)

December, 2015

2016

Overall Goals for 2016:

1. To grow average worship attendance from 460 to 480, participating membership from 1325 to 1385, and to add 12 (net) new small groups in which participation is emotionally significant (so that there will be 65 small groups operating by the end of the year. (Objective 7, key Strategy 1)
2. Finish implementation of new governance structures (see February 2014, May 2015, and June 2015) (Key Strategy 6)

January, 2016

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)

2. The “Fellowship of Twelve” lay leader development group begins meeting and meets monthly throughout the year. (Undergirds all Key Strategies)

February, 2016

1. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2016

April, 2016

May, 2016

1. Annual “Stewardship of Accumulated Resources” (SOAR) emphasis. (Key Strategy 8)

June, 2016

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. The plan calls for 41 small groups for adults in which participation is emotionally significant as 2014 began. The goal is to start 12 more (net) during 2016 so that there will be 53 small groups by the end of 2014. (See June, 2014 of this strategic plan for more detail about small group development.) (Key Strategy 1, 6)

2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 8)

July, 2016

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration of what has been achieved to date. (Undergirds all Key Strategies)

August, 2016

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year’s programming and prepare any relevant recommendations for the consideration of those participating in the Annual Ministry Planning event. (Key Strategy 6)

2. Annual 360 degree evaluations are conducted for all staff.

September, 2016

1. The Annual Ministry Planning event. (Key Strategy 6)

2. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.

3. A public (in worship) celebration of what has been achieved so far through the strategic plan. (See July, plan #1 for preparation.) (Undergirds all Key Strategies)

October, 2016

November, 2016

1. The elders and pastoral staff select 12 persons to comprise the “Fellowship of Twelve” class which will begin in January. (Key Strategy 12 and undergirds all key strategies – see August, 2013)

December, 2016

2017

Overall Goals for 2017:

1. To grow average worship attendance from 480 to 500, participating membership from 1385 to 1450, and to add 15 (net) new small groups in which participation is emotionally significant (so that there will be 80 small groups operating by the end of the year. (Objective 7, key Strategy 1)
2. To call a fourth associate minister.

January, 2017

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)
2. The “Fellowship of Twelve” lay leader development group begins meeting and meets monthly throughout the year. (Undergirds all Key Strategies)

February, 2017

1. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2017

1. A search committee begins seeking a fourth associate (assuming the benchmark for worship attendance of 500 has been met).

April, 2017

May, 2017

1. Annual “Stewardship of Accumulated Resources” (SOAR) emphasis. (Key Strategy 8)

June, 2017

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. The plan calls for 41 small groups for adults in which participation is emotionally significant as 2014 began. The goal is to start 12 more (net) during 2016 so that there will be 53 small groups by the end of 2014. (See June, 2014 of this strategic plan for more detail about small group development.) (Key Strategy 1, 6)
2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 8)

July, 2017

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration of what has been achieved to date. (Undergirds all Key Strategies)

August, 2017

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year’s programming and prepare any relevant recommendations for the consideration of those participating in the Annual Ministry Planning event. (Key Strategy 6)

2. Annual 360 degree evaluations are conducted for all staff.

September, 2017

1. The Annual Ministry Planning event. (Key Strategy 6)

2. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.

3. A public (in worship) celebration of what has been achieved so far through the strategic plan. (See July, plan #1 for preparation.) (Undergirds all Key Strategies)

October, 2017

November, 2017

1. The elders and pastoral staff select 12 persons to comprise the “Fellowship of Twelve” class which will begin in January. (Key Strategy 12 and undergirds all key strategies – see August, 2013)

December, 2017

2018

Overall Goals for 2018:

1. To grow average worship attendance from 500 to 520, participating membership from 1450 to 1520, and to add 15 (net) new small groups in which participation is emotionally significant (so that there will be 95 small groups operating by the end of the year. (Objective 7, Key Strategy 1)
2. Begin preparing for a new visioning process.

January, 2018

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)
2. The “Fellowship of Twelve” lay leader development group begins meeting and meets monthly throughout the year. (Undergirds all Key Strategies)

February, 2018

1. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2018

April, 2018

May, 2018

1. Annual “Stewardship of Accumulated Resources” (SOAR) emphasis. (Key Strategy 8)

June, 2018

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. The plan calls for 41 small groups for adults in which participation is emotionally significant as 2014 began. The goal is to start 12 more (net) during 2016 so that there will be 53 small groups by the end of 2014. (See June, 2014 of this strategic plan for more detail about small group development.) (Key Strategy 1, 6)

2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 8)

July, 2018

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration of what has been achieved to date. (Undergirds all Key Strategies)

August, 2018

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year's programming and prepare any relevant recommendations for the consideration of those participating in the Annual Ministry Planning event. (Key Strategy 6)
2. Annual 360 degree evaluations are conducted for all staff.

September, 2018

1. The Annual Ministry Planning event. (Key Strategy 6)
2. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.
3. A public (in worship) celebration of what has been achieved so far through the strategic plan. (See July, plan #1 for preparation.) (Undergirds all Key Strategies)

October, 2018**November, 2018**

1. The elders and pastoral staff select 12 persons to comprise the "Fellowship of Twelve" class which will begin in January. (Key Strategy 12 and undergirds all key strategies – see August, 2013)

December, 2018

1. The board selects a visioning process to begin in early 2019.

2019**Overall Goals for 2019:**

1. To grow average worship attendance from 520 to 540, participating membership from 1520 to 1600, and to add 17 (net) new small groups in which participation is emotionally significant (so that there will be 112 small groups operating by the end of the year. (Objective 7, Key Strategy 1)

January, 2019

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)

2. The “Fellowship of Twelve” lay leader development group begins meeting and meets monthly throughout the year. (Undergirds all Key Strategies)

February, 2019

1. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2019

April, 2019

May, 2018

1. Annual “Stewardship of Accumulated Resources” (SOAR) emphasis. (Key Strategy 8)

June, 2019

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. The plan calls for 41 small groups for adults in which participation is emotionally significant as 2014 began. The goal is to start 12 more (net) during 2016 so that there will be 53 small groups by the end of 2014. (See June, 2014 of this strategic plan for more detail about small group development.) (Key Strategy 1, 6)

2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 8)

July, 2019

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration of what has been achieved to date. (Undergirds all Key Strategies)

August, 2019

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year’s programming and prepare any relevant recommendations for the consideration of those participating in the Annual Ministry Planning event. (Key Strategy 6)

2. Annual 360 degree evaluations are conducted for all staff.

September, 2019

1. The Annual Ministry Planning event. (Key Strategy 6)

2. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.

3. A public (in worship) celebration of what has been achieved so far through the strategic plan. (See July, plan #1 for preparation.) (Undergirds all Key Strategies)

October, 2019

November, 2019

1. The elders and pastoral staff select 12 persons to comprise the “Fellowship of Twelve” class which will begin in January. (Key Strategy 12 and undergirds all key strategies – see August, 2013)

December, 2019

2020

Overall Goals for 2020:

1. To grow average worship attendance from 540 to 560, participating membership from 1600, and to add 17 (net) new small groups in which participation is emotionally significant. (Objective 7, key Strategy 1)

January, 2020

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration in February of what has been achieved to date. (Undergirds all Key Strategies)

2. The “Fellowship of Twelve” lay leader development group begins meeting and meets monthly throughout the year. (Undergirds all Key Strategies)

February, 2020

1. Celebration in public worship and otherwise of what has been accomplished in the past six months through the strategic plan. (Undergirds all Key Strategies)

March, 2020

April, 2020

May, 2020

1. Annual “Stewardship of Accumulated Resources” (SOAR) emphasis. (Key Strategy 8)

June, 2020

1. A “small groups task force” meets to consider what small groups likely need to be added in the next 3 years. The plan calls for 41 small groups for adults in which participation is emotionally significant as 2014 began. The goal is to start 12 more (net) during 2016 so that there will be 53 small groups by the end of 2014. (See June, 2014 of this strategic plan for more detail about small group development.) (Key Strategy 1, 6)

2. A “Worship Consultation” is convened to review the current worship offerings and any needed change, expansion, timing, etc. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

3. A “Mission Consultation” is convened to review the current mission involvements of FCC locally and globally and to develop a three year plan for mission work locally and beyond. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

4. An “Evangelism Consultation” is convened with members in the Evangelism arena plus 3 or 4 additional lay people chosen to be representative of the diversity of the congregation. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

5. A “Fellowship Consultation” is convened with 6-8 members representative of the various adult age groups to explore possible ways to enhance fellowship among the members. . (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

6. A “Children’s Christian Education Consultation” is convened to review the current offerings in children’s educational ministries and to develop plans for expansion of this area of programming. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

7. A “Youth and Young Adult Consultation” will be convened and led by the associate pastor for youth ministry to develop programming and ministry for youth and young adults in the years ahead. (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 6)

8. A consultation regarding the needs of each of the following generations at FCC: the Millennial generation (born 1982-2000, Generation X (born 1965 – 1982), the Boomer generation (born 1945 – 1965), and the Builder and Silent generations (born 1915 – 1945). (See June, 2014 of this strategic plan for more detail about this consultation.) (Key Strategy 8)

July, 2020

1. The Implementation Team meets to review the Strategic Plan to determine any needed amendments and to plan for public celebration of what has been achieved to date. (Undergirds all Key Strategies)

August, 2020

1. Preparation for Annual Ministry Planning event: Staff, officers and program chairs review the Strategic Plan, evaluate the current and previous year’s programming and prepare any relevant recommendations for the consideration of those participating in the Annual Ministry Planning event. (Key Strategy 6)

2. Annual 360 degree evaluations are conducted for all staff.

September, 2020

1. The Annual Ministry Planning event. (Key Strategy 6)

2. The fall stewardship campaign is designed to highlight the future that we are implementing and asking people to consider increasing their giving by 1% of their income toward a tithe of 10%.

3. A public (in worship) celebration of what has been achieved so far through the strategic plan. (See July, plan #1 for preparation.) (Undergirds all Key Strategies)

October, 2020

November, 2020

1. The elders and pastoral staff select 12 persons to comprise the “Fellowship of Twelve” class which will begin in January. (Key Strategy 12 and undergirds all key strategies – see August, 2013)

December, 2020

Some Assumptions and notes:

1. More small groups are added with each Annual Ministry Planning event. It may be best to over-plan a bit as two out of three will take hold and continue, while one of three will likely be unsuccessful or will succeed but end after running their course in a year or a few years.

2. As the plan unfolds, it may be found that the designated months for specific events are not the best. As experience is gained, the dates of specific events in the plan may be changed to reflect optimum times, rates of change, etc. (This is one reason there are two designated times during the year for the Implementation Team to review the plan and how things are going – so that adjustments may be made as needed.)

3. The congregation will regularly pray (individually and in worship and other group settings) for what it needs in the way of visitors, new members, leadership, and other resources. (God *does* answer prayer!)

4. Many of the year to year details of these plans will be developed in the yearly AMP (Annual Ministry Planning event) beginning in 2014. This is to say that this document is a *strategic plan* not a *program plan*.

5. The Stewardship Campaign may be planned during the Annual Ministry Planning event. In any case, it should be planned by those interested in stewardship and not by those charged with maintaining a balanced budget (those charged with maintaining a balanced budget will nearly always look for ways to cut the budget rather than increasing the giving, since most of us feel more comfortable with cutting budgets than we do asking people to increase their giving).

6. If a financial plan for the future is developed, I suggest including the following assumptions: a) build in 5% inflation annually; b) assume new members will begin by contributing 50% of what long term members are contributing, but will increase their giving by about 10% (of their previous pledge) a year so that they will become “average” givers by the fifth year; c) assume that the outreach budget needs to grow at the same rate as the operating budget.

7. Though we usually think of “capital” campaigns as being for “bricks and mortar”, a capital campaign can also be for the purpose of funding new programs and ministries. It may at some point be necessary to conduct a capital campaign to fund the new programs, staff, etc. needed to make the jump to the realization of this strategic plan.

Numerical Benchmarks

	Worship Beginning	Adds	Worship End	Members Beginning	Adds (net)	Members End	Groups Beginning	Adds (net)	Groups End
2013	400	20	420	1200	20	1230	27	2	29
2014	420	20	440	1220	50	1270	29	12	41
2015	440	20	460	1270	55	1325	41	12	53
2016	460	20	480	1325	60	1385	53	12	65
2017	480	20	500	1385	65	1450	65	15	80
2018	500	20	520	1450	70	1520	80	15	95
2019	520	20	540	1520	80	1600	95	17	112
2020	540	20	600	1600			112		

Some strategic ideas to keep before planners:

1. Up-grading of technologies periodically.
2. Co-mentoring of young and old by each other.
3. Consider holding some small groups in homes rather than all small groups meeting in the building. This may make it easier for members to invite new people to small groups and may be less intimidating to people who have had or imagine bad experiences in church buildings.

Other programs/ideas to consider:

1. Establish an “In-house Book Store” to sell books regarding the Disciples, church history, good Bible study resources, etc.
2. Hold a “Film Festival” that invites provocative discussion and reflection on movies.
3. An occasional off-site worship service open to the community.

Appendix A: Future Story of First Christian Church

The Next Step

It's the year 2020 and we rejoice as we look back at our successful 2013 Strategic Plan, compiled following a two year period of reflection and visioning through our reNew process, Prayer Triads and Focus discussions. This plan urged First Christian to move forward, expand and build on the strengths and programs already in place; yet be aware of new missions, service and possibilities that God may place in our path. Through thoughtful planning, dedicated servants, assertive stewardship and faithful giving, we have followed God's plan for First Christian Church and give thanks for His abundant glory!

First Christian Church continues to be a recognized leader and community of faith in the City of Edmond. Sitting prominently on the corner of 2nd and Boulevard, First Christian has completed an update of the Rotunda entrance, Fellowship Hall and addition of new offices and classrooms and other improvements. Visitors now have easy access to information about the many growing programs and service opportunities offered on a daily basis. Members gather for conversation, small group studies, activities and programs designed to educate, encourage and promote a commitment to serve the body of Christ through work in the Edmond community, our state and our world. Worship participation has increased over 40 percent and First Christian continues to welcome new members into the body of Christ.

The First Christian congregation and programs are led by a strong staff of committed and Christ-centered individuals – a Senior Minister, a Senior Associate for Administration and four ordained associate ministers each leading areas of expertise in Adult, Youth and Children's Education, Pastoral Care and Counseling, Worship Coordination and Volunteer and Activities Coordination, in addition to a passionate and energetic Music Ministry. Support staff includes secretarial support, financial, facilities and administrative support, communications and technology support, music ministry support and a strong liaison with the thriving Child Care Center.

The staff has support from a streamlined, congregation-led Board of committed and Christ-centered individuals representing our core values of Open Doors, Open Arms, Open Table, Open Minds, Open Hands and Open Hearts. The Board maintains strong

and open communication with their staff liaison and the congregation to best represent their thoughts, ideas, goals and dreams for the future of First Christian Church.

As a congregation serving many generations, First Christian Church recognizes the need to offer opportunities for individuals in all stages of life. From birth to young families, teens to college and single adults, to empty nesters and Golden Agers, we benefit from community worship and fellowship and strengthen our core value of Open Arms through common bonds when participating with our generational peers.

Through our core value of Open Minds, First Christian Church offers many different programs for children and lays a strong foundation of faith for our youngest members – Nursery care, Sunday School, VBS, Children’s Worship and Wonder at both the 9:00am and 11:00am services, Unite, Children’s Choir, Children’s Sunday and Pastor’s Class. We recognize that to serve the children we must also serve their parents. We make a personal contact with each parent when children are of the age to participate in Children’s ministry activities and encourage mentorship of these families by other faithful members. We provide strong programs, focusing on basic Bible knowledge and utilize a wide volunteer base so parents can participate in their own generational activities and personal worship.

First Christian’s youth program is strong, full of energy and continues to grow, utilizing the expertise of a full-time ordained minister focused on Student Ministry. With summer mission trip participant numbers increasing every year, more mission opportunities have been offered along with multi-generational opportunities. The Wednesday night Unite program continues to maintain and grow a strong base of members and faithful friends attending regularly and completing the 6th through 12th grade series. Through the implementation of exciting Bible focused curriculum and non-traditional worship services, attendance has increased and with new ideas and programs introduced on a yearly basis, the Student Ministry program at First Christian Church thrives as a generational program.

College students and young adults are an important generation at First Christian Church. UCO students from all walks of life have been able to find a home in our college and young adults ministries. Utilizing a dedicated outreach minister and focusing on intentional faith development through small groups, Bible studies, and programs for UCO students and returning college students, we’ve made use of our existing facilities conveniently located near the UCO campus for study and gathering. Generational and inter-generational mission work and leadership development was expanded to encourage the spiritual growth, participation and attendance of this maturing generation. With the help of Childcare Center employees who are part of the UCO Christian organizations, we were able to reach out to this group and appeal to their interests and find the best way to meet their needs. We recognize as a whole this is a hard generation to reach. They either fall away from the church or follow the path they were raised; however, with the proximity of UCO and the graduation of many of our own youth, it is important to serve this generation with strong ministries and active programs.

Ministering to our married adults, newly single adults and empty-nester generation is a priority at First Christian. By offering small group opportunities for new members, marriage seminars, financial planning, single adult events, generational and inter-generational mission work and topic focused conversation groups, we strive to meet the needs of this generation that gave so much of their time to children's and youth programs of the past. Once empty nesters reach this milestone, we encourage new commitments to programs, travel, small group activities and leadership. This generation is a vital part of the continued support for Samaritan meals and receptions, Stephen Ministry support, Elder Shepherding, young adult and new member mentoring.

The Golden Agers comprise the firm foundation of our congregation. Their ideas and traditions are strong and while some recognize change of times, others hold firmly and fondly to their origins and wish to worship among the rituals, practices and traditions in which they remember and are so strongly rooted. To better serve our widows and widowers, through our Core Value of Open Hands, we offer organized small group opportunities and assistance. Pastoral care of our elderly goes beyond staff involvement and includes peer-to-peer assistance programs. We not only offer rides to church and special events to our seniors and those needing assistance; but also provide assistance to doctor's appointments, funerals, and other important events when transportation is unavailable. Our strong reNewing Hands program offers assistance for basic home needs and our new Listening Ears program offers conversation and Shepherding for those homebound who need pastoral care and understanding.

1 Corinthians 12:14 now the body is not made up of one part but of many.

Through our commitment to core values of:

*Extending Radical Hospitality through Open Doors,
Forming authentic relationships with Open Arms,
Passionately worshiping God at the Open Table,
Developing faith intentionally with Open Minds,
Providing risk-taking mission and service with Open Hands, and
Extravagant Generosity through Open Hearts*

each generation together forms the entire body of Christ. Working as one, they strengthen bonds, form relationships and grow in faith and willingness to serve.

The leaders and staff at First Christian Church must continue to acknowledge, understand, listen and faithfully minister to the ever-changing needs of each generation. Together, as one body, these generations form the core of our faith, the foundation of our traditions and the future of fulfilling our commission.

1 Corinthians 12:25 so that there should be no division in the body, but that its parts should have equal concern for each other.

Appendix B: “Congregational Size and Style”

Those who study congregational life have found that the size of a congregation is directly related to a congregation’s style of operation. The following four congregational sizes/styles have been identified:

Family Church

“Family Church” tends to have worship attendance of about 50 or less. The pastor tends to be part-time (since the congregation is not large enough to pay a full-time person) and tends to be short term (perhaps a year or two or so). The pastor’s “job” is simply to preach and visit people. The pastor is never fully “in the family” because he/she is “not from there” and the congregation knows he/she is unlikely to be in the community for long. The Family Church thus is self-reliant and is remarkably durable over the years.

The Family Church depends upon a matriarch or patriarch (or a combination of the two) to give primary leadership. Under the best circumstances, the matriarch/patriarch gives solid leadership and the church does well, providing ministry and doing mission beyond itself. Sometimes the congregation becomes a “chapel” for the dominant family and does little else.

Pastor-Centered Church

The term “pastor-centered” is a description, not a criticism. A pastor-centered congregation tends to have 50-150 or so in worship attendance. As the term suggests, the pastor is smack in the middle of everything. Over time, the pastor knows just about everything about everyone in the congregation. He/she knows about almost everything that goes on in the congregation. Thus the pastor-centered congregation becomes very dependent upon the pastor for leadership and spiritual direction.

When a long-time pastor of a “pastor-centered” church leaves, people often have trouble transferring their loyalty to the new pastor. The new pastor does not know everything about everybody yet and so can’t connect in the same deep way as the former long-term pastor did. Sometimes congregations will go through a succession of short-term ministers after a long-term or very popular pastor. Nonetheless, the pastor-centered church can be a very pleasant experience for all so long as people like the pastor and the pastor has the skills to connect with most everyone in the church and the wider community.

Program Church

A “program church” typically has 150 – 350 or so in worship, more than one minister, and is built around high quality programs. Each of the ministers relates to one or more of the program areas, which might be a high quality music program, youth program, mission program, education program or other well developed program. In some ways, the “program church” is a group of pastor-centered congregations within a single congregation.

The primary role of the senior pastor includes preaching, some pastoral care, responsibility for perhaps one of the program areas, and the overall direction of the staff and church. Members tend to fellowship *primarily* with others who are active in their program area of choice and the minister giving oversight to that program area is typically their primary provider of pastoral care.

Corporate Church

A ‘corporate church’ typically has more than 350 in worship, has several ministers, and highly developed lay leadership. The primary role of the senior pastor is two-fold: to preach and to cast vision for the congregation. There is often a business manager to give oversight to day-to-day operations. The senior pastor is known to everyone in the congregation, but does not know everyone in the congregation.

The corporate church offers an amazing array of possible involvements for members, but also offers the possibility of anonymity if it is desired. In a way, it is unfortunate that the terminology ‘corporate’ was chosen for this size of congregation, because ‘corporate’ has a negative connotation to some people (large, impersonal, etc.). But the corporate size church can be just as warm and friendly as the ‘pastor-centered’ size.

Each of these four sizes/kinds of congregations has their own strengths and weaknesses. A congregation the size of Edmond, FCC has many people who have joined here as adults but grew up in one or another of these size/kinds of congregation and still carry expectations born of that early experience. Sometimes this can be a source of conflict as some, for example, think the senior pastor should be calling on them in their home while others would think it very odd were the senior pastor to do so. Some think the senior pastor should very much lead in the development of program, while some think the senior pastor should leave that to staff or to lay leadership. You can think of other examples of how one’s expectations from childhood church experience might conflict with the size/kind of church Edmond FCC is. Expectations tend to be unconscious, which is what makes them tricky to deal with sometimes.

Another challenge comes when a church grows beyond a size/kind of congregation but does not change its style (its system) to fit its new size. When this happens, a conflict or other event will occur that will tend to whittle the congregation back down to its previous size – the one for which it is set up to operate. For example, First Christian has hit worship attendance of more than 500, only to drop back 50 or a 100 in average attendance. The problem is, in part, that the congregational ‘system’ has remained a hybrid of pastor-centered, program-size, and corporate-size and has never successfully made the complete transition to a ‘corporate-size church’ that can successfully minister to and integrate the larger numbers of people. Again, this is not a criticism of either a pastor or pastors, or of the congregation. It is simply an organizational dynamic that has not been addressed but that must be if the congregation is to grow beyond and sustain 400 in attendance.