

STAGE 4: LEAD STRATEGIC PLANNING

THE PURPOSE OF THIS STAGE:

Strategic planning is a process whereby a church leadership team works together to develop or clarify a biblical mission and a compelling vision, discovering the church's core values, and crafting a strategy that implements a unique, authentic church model.

Strategic planning enables leaders to answer three basic organizational questions: Who are we? Where are we going? How will we get there? Clearly weighing and articulating answers to these questions will have a more profound impact on your ministry's future than attempting any long-range plan.

Strategic planning is the key to the long-term survival of the church, where ministry circumstances are constantly changing. Churches must change and adapt their ministry methods, using strategic planning as their vehicle.

STRATEGIC PLANNING CONSISTS OF THE FOLLOWING COMPONENTS:

- 1. OUR PURPOSE** – Why do we exist?
- 2. OUR MISSION** – What task has God called this church to accomplish?
- 3. OUR VALUES** – Why do we do what we do? What is important to us?
- 4. OUR VISION** – Where are we headed?
- 5. OUR STRATEGY** – How will we fulfill our Mission & Vision?
- 6. OUR ONE-YEAR GOALS AND OBJECTIVES** – What now?
- 7. IMPLEMENTATION ACTION PLAN** – Who? When?

1. AFFIRM OUR PURPOSE

Purpose answers the “why” question: Why do we exist?

It defines our reason for existence.

Quite simply, our purpose is to glorify God.

The over-arching purpose of the church is to glorify God.

1 Corinthians 10:31-33 is a core verse for our purpose. Here the Apostle Paul states, “*So whether you eat or drink or whatever you do, do it all to the glory of God.*” (ESV)

Other verses that speak to purpose are: **Romans 15:5-6; 1 Corinthians 6:20**

2. WRITE A BIBLICAL MISSION STATEMENT

Mission answers the “What” question. What task has God given us to do?

Our mission defines the “task” of the church. It clarifies what we are supposed to do.

Mission is not “what are we going to do” but, “what should we be doing?”

WHAT TASK HAS GOD CALLED THIS CHURCH TO ACCOMPLISH?

- The church’s mission is the Great Commission. Jesus gave the Great Commission in Matthew 28:19-20 when he said to his disciples “Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age.” (ESV)
- Christ mission involves making (evangelism) and maturing (edification) disciples.
- Therefore, our mission is to make disciples by pursuing the lost and maturing the found at home and abroad. Our mission is moving people from wherever they are in their relationship to God (lost or saved) to where God wants them to be (mature).
- In short, our mission is to: To MAKE DISCIPLES by helping people find and follow Christ.

SADLY, MANY CHURCHES ARE NOT “ON MISSION.” THEY ARE:

- Cognitive Centers – Mini-seminaries
- Country Clubs – Fellowship Centers
- Retirement Centers – “I’ve done my share. It’s time for someone to serve me”
- Evangelistic Centers – Winning without spiritual formation

SO, THE MISSION QUESTION IS:

Are we pursuing and winning lost people and helping them to mature in the faith?

If there’s a discrepancy, why aren’t we doing what God wants us to do? There’s a good chance we have become inward focused. We are just taking care of current members.

Maybe our pastor is strong in one area such as preaching or shepherding, but not in evangelism. Again, maybe we are disobedient, fatigued, or ignorant of what we should be doing. Is fear a factor? Are there any hidden agendas? Are we lazy? If we continue our present course, where will our church be ten years from now? There is a good chance we will be dead like the churches in Revelation 2 and 3. **Let’s get on mission and accomplish the work that God has given us!**

EXAMPLE OF A MISSION STATEMENT (PEACHTREE CHRISTIAN CHURCH, ATLANTA, GA)

Mission Statement for PCC



PEACHTREE CHRISTIAN CHURCH 

THE MISSION TEST

1. Is the Great Commission at its core?
2. Can you write it down?
3. Is it something we can all remember and use?
4. Is it short enough to fit on a T-shirt?

MISSION QUOTES:

“What matters is not the leader’s charisma. What matters is the leader’s mission. Therefore, the first job of the leader is to think through and define the mission of the institution. The moment we lose sight of the mission we are gone.” –Peter Drucker

“You’ll never do ministry that really matters until you articulate what matters.” –Dr. Aubrey Malphurs

“The main thing is to keep the main thing the main thing!” –Stephen Covey

3. IDENTIFY THE CHURCH'S VALUES

VALUES ANSWER THE QUESTION “WHY.” Why do we do what we do?

VALUES ARE THE BELIEFS THAT GUIDE AND MOTIVATE OUR DECISIONS AND ACTIONS. Shared values are the underlying beliefs of a group of people; the convictions that ground and guide our behavior as a church. Values tell us what's most important. Values tell us what we stand for. They help us clarify our identity. Values define our essential DNA. They tell us who we are. The question isn't “do we have values,” but “which values go deep and really, truly guide what we do?” The kind of church that we have depends on our values!

THERE ARE TWO TYPES OF VALUES: CORE AND MINISTRY. Core Values are our beliefs that are foundational to our church and life. Core Values identify what we stand for. Core Values rarely change. The early church in Acts 2 had five core values:

1. Teaching (42)
2. Fellowship (42, 44-46)
3. Worship (47)
4. Evangelism (47)
5. Service (44, 45)

MINISTRY VALUES ARE “HOW WE DO MINISTRY AROUND HERE.”

They reflect our style, target audience, methods (Contemporary, Small-Group based). Ministry Values are dynamic. They may change over time.

FURTHER, VALUES CAN BE CLASSIFIED AS ACTUAL AND

ASPIRATIONAL. Actual Values are those beliefs that are exemplified in behavior. Actual Values are lived. They are the fuel that propels a church to accomplish its purpose and vision.

Aspirational Values are beliefs not demonstrated in our behavior. We may say that prayer is one our values, but if we don't pray then it is not an actual value, but instead an Aspirational Value. Our challenge is to bridge the gap between our beliefs and actions.

EXAMPLES OF CORE VALUES

Biblical – Inerrancy of Scripture. Clear, accurate and relevant communicating and application of God’s word that ministers grace and urges obedience.

Christ-Centered – Living a life centered around and immersed in a relationship with Jesus Christ. Loving the Lord God with our whole person.

Dependency on God through prayer – Relying on God for every area of our life.

Winning lost people to Jesus Christ – Praying for the lost, building redemptive relationships with nonbelievers, sharing a witness with them, inviting them to church services and seeking to assimilate them into our fellowship.

Spiritual Maturity – Being committed to making fully devoted and fully developed followers of Jesus Christ who love God intrinsically and love others immensely.

Equipping – Training believers to serve within the body based on their spiritual gifts, passions and a sense of calling from God.

Foreign Missions – Giving to and praying for those who are carrying the message of Christ around the world.

Authenticity – Being committed to being consistent in our witness; having integrity.

Loving – We are committed to unity, love and forgiveness.

EXAMPLES OF MINISTRY VALUES

- Contemporary vs. Traditional
- Creativity and Innovation
- Casual vs. Formal
- Risk vs. Stability
- Staff-led vs. Board-led
- Biblical Community (organizing around small groups rather than programs)
- Excellence (honors God and inspires people)
- An Outstanding Program (youth, children, singles, women, men, single parents)
- Leadership Development
- Church Planting
- Verse-by-Verse Biblical Exposition
- Every Member a Minister (participant vs. spectator).

EXAMPLE OF A VALUE STATEMENT

HILL COUNTRY COMMUNITY CHURCH VALUES

CORE VALUES (WHAT IS MOST IMPORTANT TO US)

- **The Bible** – The authority and inerrancy of the Scriptures, clear, accurate and relevant communicating and application of God’s word that ministers grace, teaches God truth and urges obedience. (Actual)
- **Christ-Centered Living** – Living a life centered around and immersed in a relationship with Jesus Christ; Loving the Lord God with our whole person. (Actual)
- **Dependency on God** – Relying on God for every area of our life. (Actual)
- **Prayer** – Individual and corporate prayer as crucial elements in God’s work (Actual)
- **Leading Lost People to Jesus Christ** – Praying for the lost, building redemptive relationships with nonbelievers, sharing a witness with them, inviting them to church services and seeking to assimilate them into our fellowship. (Actual)
- **Spiritual Maturity** – Being committed to making fully devoted and fully developed followers of Jesus Christ who love God intimately and love others intensely. (Actual)
- **Equipping** – Training believers to serve within the body based on their spiritual gifts, passions and a sense of calling from God. (Aspirational)
- **Global Missions** – Giving, praying, championing and going to carry the message of Christ to the ‘ends of the earth.” (Aspirational)
- **Authenticity** – Being real and genuine, living without hypocrisy. (Actual)
- **Loving Relationships** – We are committed to acceptance, love, unity, caring for the needs of one another, transparency and forgiveness. (Actual)

MINISTRY VALUES (HOW WE DO THINGS AROUND HERE)

- **Contemporary Worship** – that is vibrant, heartfelt and reflective (Actual)
- **Casualness (Actual)** – with reverence (Aspirational)
- **Small Groups** – for spiritual growth and relationship building (Actual/Aspirational)
- **Enthusiasm** – laughing, having fun, enjoying God and one another (Actual)
- **Strengthening Families** – encouraging marriages (Aspirational)
- **Empowering Leadership** – strong leaders that train others (Aspirational)

TAKE A VALUES AUDIT

CHURCH'S CORE VALUES AUDIT

Directions: Using the scale below, circle the number that best expresses to what extent the following values are important to your church (actual values). Work your way through the list quickly, going with your first impression.

	Not Important	Somewhat Important	Neutral	Important	Most Important
1. Fairness: Being treated impartially, without bias or prejudice	1	2	3	4	5
2. Authenticity: Being real and genuine; without hypocrisy	1	2	3	4	5
3. Family: People immediately related to one another by marriage or birth	1	2	3	4	5
4. Bible Knowledge: A familiarity with the truths of the Scriptures	1	2	3	4	5
5. World missions: Spreading the gospel of Christ around the globe	1	2	3	4	5
6. Community: Caring about and addressing the needs of others	1	2	3	4	5
7. Encouragement: Giving hope to people who need some hope	1	2	3	4	5
8. Giving: Providing a portion of one's finances to support the ministry	1	2	3	4	5
9. Loving relationships: How people get along with one another	1	2	3	4	5
10. Leadership: A person's ability to influence others to pursue God's mission	1	2	3	4	5
11. Cultural relevance: Communicating truth in a way that people who aren't like us understand	1	2	3	4	5
12. Prayer: Communicating with God	1	2	3	4	5
13. Excellence: Maintaining the highest of ministry standards that bring glory to God	1	2	3	4	5
14. Evangelism: Telling others the good news about Christ	1	2	3	4	5

	Not Important	Somewhat Important	Neutral	Important	Most Important
15. Creativity: Coming up with new ideas and ways of doing ministry	1	2	3	4	5
16. Vibrant Worship: Worshipping the Lord with Heartfelt celebration and joy	1	2	3	4	5
17. Status quo: Preference for the way things are now	1	2	3	4	5
18. Cooperation: The act of working together in the service of the Savior	1	2	3	4	5
19. Lost people: Our church is passionate about reaching nonbelievers	1	2	3	4	5
20. Mobilized laity: Christians who are actively serving in the ministries of their church	1	2	3	4	5
21. Tradition: The customary ways or the "tried and true"	1	2	3	4	5
22. Obedience: A willingness to do what God or others ask	1	2	3	4	5
23. Innovation/Creativity: Making changes that promote the ministry as it serves Christ	1	2	3	4	5
24. Initiative: The willingness to take the first step or make the first move in a ministry situation	1	2	3	4	5
25. Shepherding: Taking care of our existing members	1	2	3	4	5
26. Acceptance: Receiving people the way they are	1	2	3	4	5
27. Children/Youth: Outstanding ministries to young ones	1	2	3	4	5
28. Small group structure: We believe that small groups are the best environment for growth	1	2	3	4	5
29. Grace Oriented: Accepting, nonjudgmental, forgiving, caring	1	2	3	4	5
30. Team ministry: A group of people ministering together	1	2	3	4	5

Write below all the values that you rate 4 or 5. Rank these according to priority.

The first six are your church's core values.

4. WRITE A VISION STATEMENT

VISION ANSWERS THE “WHERE” QUESTION. Where are we headed?

Vision is a clear, challenging picture of the church’s future as you believe it can and must be. At the core, Vision is not where we want to see the church go, but where God wants it to go! It’s God’s Vision for our church that we must ascertain and pursue.

Vision drips with potential. John F. Kennedy once said, “George Bernard Shaw, speaking as an Irishman, summed up an approach to life: Other people, he said “see things and ... say ‘Why?’ ... But I dream things that never were and say: ‘Why not?’”¹ In addition, Robert Greenleaf spoke of the power of vision when he wrote, “nothing much happens without a dream and for something great to happen there must always be a great dream.”

QUESTIONS TO CONSIDER:

- How can we build on our strengths to optimize our Kingdom impact?
- What do we see when we envision our church 5, 10 and 20 years from now?
- What kind of church would we like to become?
- What needs in our community are we uniquely prepared to meet?
- Where is God leading us?
- With God’s blessing, what could He accomplish in our church in the next 3 years?
- Tell us what our Church will look like in five years if our hopes and wishes are fulfilled.
- Are we practicing “envisioning Prayer” (Nehemiah 1)?
- Are we thinking big (Ephesians 3:20)?

PROCESS TO WRITE YOUR VISION STATEMENT:

The TT divides into groups of 3-4. Each person writes down their vision on a 3x5 card of what the church will be in in 3-5 years. Use the words “We picture” or “We see.” Remember to base this faith-dream on your Purpose, Mission and Values.

Then select a Vision Writing Team of 2-3 who edit and write a rough draft.

Then have the TT and Church Leadership put final touches on it.

¹ John F. Kennedy Presidential Library and Museum: Address Before the Irish Parliament, June 28, 1963 – transcript: <https://www.jfklibrary.org/archives/other-resources/john-f-kennedy-speeches/irish-parliament-19630628>

EXAMPLE OF A VISION STATEMENT

HILL COUNTRY COMMUNITY CHURCH VISION

WE HAVE A DREAM OF REACHING EAST COUNTY AND BEYOND WITH THE GOOD NEWS THAT JESUS SAVES (LUKE 15).

We dream of a church passionate to win the lost to Jesus Christ. As a lifestyle, people are building relationships with their unsaved friends and sharing Christ with them. We are supporting this witness through training and providing outreach events where we can bring our lost friends to hear the Gospel. We enthusiastically bring our friends to our services because we know that every service is an opportunity to hear the Gospel and have a face-to-face encounter with the living God.

We see a joyous congregation that people cannot wait to get to attend. When people arrive, they are warmly received and soon feel a deep relationship, connection and belongingness. Each newcomer is properly followed up and included in the life of the church.

We see Hill Country made up of people from different racial, ethnic, national and economic backgrounds. They are a tapestry of God's grace united in the person and work of Christ. To support this expanding church, HCCC is meeting in a location with new facilities with adequate worship seating, educational space, staff offices and parking. We are proud of our meeting place. It is a great tool to serve the Lord.

WE HAVE A DREAM OF TEACHING BELIEVERS, THROUGH THE BIBLE, HOW TO LOVE GOD AND LOVE THEIR NEIGHBORS (COL. 1:28, MATTHEW 22:37-40)

We see a church full of authentic, fully devoted followers of Christ. Through the Word and discipling relationships, life transformation is occurring. People are becoming more and more like Christ. Prayer is a vital value at HCCC. People are truly people of prayer.

We see vibrant ministries (Youth, Marrieds, Singles, Children, Children's Choir, Women and Men). Special classes and groups are offered for spiritual growth and development. In our childhood division, both men and women teach our boys and girls. Small Group Ministry is strong at Hill Country. Over 75% of our people are members of a small group.

We see a church where every believer is equipped for the ministry. People discover their spiritual gifts and passions and become workers in the church and community. Truly the people of HCCC love God, other believers and the lost.

WE HAVE A DREAM OF SENDING BELIEVERS BACK INTO THE WORLD TO SHARE WITH OTHERS THE STORY OF HOW JESUS SAVED THEM (ROMANS 10:13-15, ACTS 1:8).

We see people, both those young and those old in their faith, reaching out to the lost and influencing them to have a personal relationship with Jesus Christ. Outreach is not a program, but an overflow of our lives in Christ. We see people eager to serve the community.

Through compassion ministries that meet the needs of the community, people are drawn to HCCC and to Christ. We see a church with a large missionary budget and regular missionary reports/updates. It is exciting to extend Christ's work to the "ends of the earth" (Matt. 28:20).

5. DEVISE A STRATEGY TO FULFILL THE MISSION AND VISION

STRATEGY ANSWERS THE “HOW” QUESTION. How will we fulfill our Mission and Vision?

Strategy is the step-by-step process to reach our destination. It provides the track for the Mission, Vision and Values to run on. Each effective church has a clear pathway that shows how an individual becomes a mature disciple in their church.

So, the “strategy” question is: how will we develop a clear pathway for making mature disciples?

A STRATEGY TO MAKE MATURE DISCIPLES

1. Reaching the Lost

- a. Evangelizing
- b. Assimilating

2. Maturing the Found

- a. Worshipping
- b. Growing

3. Sending Them to Share Christ

- a. Locally
- b. Globally

Intentionally build all your church programs under one of these strategic processes.

6. DEVELOP GOALS, OBJECTIVES AND ACTION PLANS

Develop specific, measurable, written goals for this ministry.

What new ministries, resources, staff are needed?

Does our budget process reflect our vision, values, objectives and goals?

What changes will have to occur?

Implement those goals and actions that must happen before the calling of a Pastor.

Include more distant goals and objectives in the new Pastor's job description.

A ONE PAGE STRATEGIC PLAN

Our Mission: Share Christ, Build Believers, Serve Others					
Our Values:					
<u>Our Actual Values</u>			<u>Our Aspirational Values</u>		
<p><i>Traditional Worship and Music</i> <i>Prayer</i> <i>Children and Youth</i> <i>Bible Teaching and Knowledge</i> <i>Excellence</i> <i>Loving Relationships</i></p>			<p><i>More Effective Evangelism</i> <i>More Vibrant Worship</i> <i>Dynamic Preaching</i> <i>Leadership that equips and trains</i> <i>A Well Mobilized Laity</i></p>		
Our Goals and Objectives for the next 12 months:					
<ol style="list-style-type: none"> 1. Select a Senior Pastor with strong relationship skills, the gift of leadership, dynamic, biblical preaching/teaching and a passion and plan for evangelism 2. Restructure our Church for greater effectiveness and growth 3. Start 2 new Adult Sunday School Classes 			<ol style="list-style-type: none"> 4. Staff and launch a new alternative worship service. 5. Hire a Director of Assimilation to lead a new assimilation program 6. Hire a Director of Mobilization to lead lay mobilization program 7. Improved Evangelism Ministry 8. Expand LIFE Small Group participation 		
Our Strategy (Process To Make Disciples):					
Share Christ		Build Believers		Serve Others	
Evangelizing	→ Assimilating	→ Worshipping	→ Maturing	→ Serving	→ Sending
Take the message of hope and life in Christ to Greater Atlanta	Include everyone that God sends our way in meaningful and personal relationships	Focus our affections on God, declaring His worthiness to receive all blessing, honor and glory	Reproduce the image of Christ in ourselves and then in those who will repeat the process with others	Serve others through the various ministries of the church as God has gifted each individual	Take the message of hope and life in Christ to the "ends of the earth."
Local Evangelism	Assimilation Process Membership Church-wide Fellowships	Greeters Servers Music Sound Message Ordinances	Sunday School LIFE Groups Life Stage Ministries	Ministry Placement Support Ministries	Community Service Global Missions
Outreach Team	Assimilation Team	Worship Team	Discipleship Team	Ministry Team	Missions Team

COMMUNICATE THE MISSION, VISION AND VALUES THROUGH ...

- Sermons
- Church newsletters
- Website
- Every meeting
- Print it on the church stationery and envelopes
- On the phone
- In the bulletin
- Letters
- Banquets
- Mass emails
- Other...