

COMMUNITY CHURCH

Community Church

Strategic Plan As of June 10, 2015

One-Click Created by OnStrategy

MISSION STATEMENT

The mission of Community Church is to present authentic Christianity to our families, community, country and the world.

VISION STATEMENT

To be the premier charismatic, seeker driven, community church in the state.

CORE VALUES

- Family - We believe there is nothing more important than strong united families.
- Excellence - We believe excellence honors God and inspires greatness.
- Relationships - We believe that loving relationships should permeate every aspect of church life.
- Equipping - We believe in equipping the saints for ministry and life by helping them to operate in their spiritual gifts.
- Devotion - We believe that full devotion to Christ and His cause are normal for every believer.
- Sound Doctrine - We believe that teaching and doctrine should be balanced on the historical roots of Christianity that shaped the theology and orthodoxy of faith. Sound doctrine is held in high esteem.
- Prayer - We believe in the power of prayer, and that makes a critical difference in all we attempt to achieve.
- Character - We believe that character is more important than talent.
- Evangelism - We believe that an effective church services its community and treats everyone with love, respect, and dignity.
- Worship - We believe that full devotion to Christ and His cause are normal for every believer.

CORE COMPETENCIES

- We are young minded, progressive and culturally relevant messengers of the Gospel
- Holy Spirit as our guide
- Resources to serve the spiritual needs in our community
- Mature and trained leaders

CHURCH-WIDE STRATEGIES

Year One - Training leaders

Year Two - Growing ministry teams

Year Three - Community penetration

CONSTITUENT GROUPS

- Baby Boomers - Ages 45-55 Characteristics: Influenced by television. Anti-establishment. They created the "generation gap". Best educated generation in history. Held a new morality. They have stayed true to their own needs: even in changing times. Think of themselves as "very special". The world revolves around them. They represent the second largest demographics (14.4%) in west part of our state. We are heavy on education. We advertise on television. We down play institutionalism into family and relationships words. We offer absolutes.
- Busters and Generation X - Ages 35-44 Characteristics: They are disillusioned by institutions. They are comfortable with change. They feel abandoned. They expect high quality. They are independent. They are sensitive. They are pluralists. No absolutes or immovable standards. They are situational. They are highly relational. Family is important. They are presently parents. In our community they represent the highest demographics with 14.6% of the total population. We are a new cultural relevant church. We have excellence as a core value. We down play institutionalism and concentrate on relationships. We give them a foundation for moral absolutes. We watch our calendars to deal with situational issues. We are family oriented. Our number one goal is to build strong Christian families.
- New or Millennium Generation - Ages 25-34 Characteristics: Self-Reliance. Love of family. Brand Identification is high. Will only buy products that meet their needs. Pop Culture oriented. Very Mobile. Addicted to Media. Fun seekers. Actually growing up with hope. Represents third largest demographics in western part of our state. We are teaching people to spiritually feed themselves. We are founded on the family. We are carefully developing a brand identity. We build programs according to needs. We understand modern culture. We are technological driven. We speak the message of hope. We make church fun.

STRATEGIC PLAN — AT-A-GLANCE

FINANCIAL/MISSION STRATEGIC OBJECTIVES & CHURCH GOALS

1 Financial Stewardship: To be financially responsible.

- 1.1 To develop an accurate 2011/2012 budget that we follow and monitor.
- 1.2 Increase church savings by \$25K each year.
- 1.3 To spend 10% of our budget on evangelism by the end of the year.

2 Revenue Generation: Increase funds from giving.

- 2.1 To average \$100,000 in tithes and offerings monthly.

PROGRAMS AND MINISTRIES STRATEGIC OBJECTIVES & CHURCH GOALS

3 Adult and Children Education Programs: To grow more understanding in God and His Word.

- 3.1 Provide excellence in family ministry education classes.
- 3.2 Add more small groups annually.
- 3.3 Provide excellence in childrens' ministry education classes.

4 Prayer Ministry: To bring healing to the people of our area.

- 4.1 Develop and nurture an intercessory team of lay persons within the church.
- 4.2 Establish and support a monthly Prayer Night at the church.

5 Missions Programs: To equip and send out people to take God's Word around the world.

- 5.1 Enhance our missions program for extensive international outreaches by 12/31/2011.

6 Momentum: Focused intensity, over time, multiplied by God, equals unstoppable Momentum

- 6.1 Step One: Unveil
- 6.2 Step Two: Equip

OPERATIONAL STRATEGIC OBJECTIVES & CHURCH GOALS

7 Facilities: To provide adequate facilities and maintain property.

- 7.1 To prepare our current building for sale in Spring 2011.
- 7.2 Determine needs and develop plan for new facility by 8/30/2010.

8 Administration Mgmt: To improve office efficiency.

8.1 To hire office manager and assistant by 11/2009.

8.2 To hire a new staff member with an anointing in the area of music and fine arts by 11/30/2009.

9 Communication Mgmt: To maintain database management and all communication.

9.1 Implement distribution of a monthly online newsletter by 01/15/2010.

9.2 Research the possibility of purchasing a church database management system.

PEOPLE STRATEGIC OBJECTIVES & CHURCH GOALS

10 Leadership: Create a leadership culture

10.1 Train 30 new Small Group leaders in Level One by 3/31/2010.

10.2 Provide at least 4 training programs for Level One leadership annually.

10.3 Provide at least 4 training opportunities for Level Two leadership annually.

10.4 Provide at least 4 trainings for Level Three leadership annually.

11 Staff Development: Learn and adopt best practices.

11.1 Have each pastor attend one best practice church conference each year.

12 Culture: Be the most creative and culturally relevant church around.

12.1 Push evangelicalism envelope by implementing ideas from some of the most progressive churches in America.

12.2 Attend 3 new churches that are progressive annually.

12.3 Have all elders attend 1 other progressive church annually.

STRATEGIC PLAN - DETAIL

FINANCIAL/MISSION STRATEGIC OBJECTIVES & CHURCH GOALS

1 Financial Stewardship: To be financially responsible.

1.1 To develop an accurate 2011/2012 budget that we follow and monitor. (Elders -) (12/31/10)

Measure: Budget completed

Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
1.1.1 Update and analyze 2009/2010 budget for benchmarks. (Administrative Assistant)	% complete	100%	10/01/10, 11/01/10

1.2 Increase church savings by \$25K each year. (Elders -) (12/31/11)

Measure: increase in \$ in savings account

Target: \$25,000

Team Member Goals	Measure	Target	Start Date, End Date
1.2.1 Develop plan for how the church can cut costs. (Elders -)	% complete	100%	03/01/09, 11/01/09

1.3 To spend 10% of our budget on evangelism by the end of the year. (Senior Pastor) (12/30/11)

Measure: % for evangelism

Target: 10%

Team Member Goals	Measure	Target	Start Date, End Date
1.3.1 Use monthly Elder meetings to determine what evangelistic ministries to support for the next month. (Elders -)	% complete	100%	01/01/09, 12/31/11

2 Revenue Generation: Increase funds from giving.

2.1 To average \$100,000 in tithes and offerings monthly. (Senior Pastor) (12/31/11)

Measure: \$ per month

Target: \$1,200,000

Team Member Goals	Measure	Target	Start Date, End Date
2.1.1 Introduce short teachings each week on the benefits of tithing and giving. (Senior Pastor)	# of teachings each month	54	01/01/09, 12/31/11

3 Adult and Children Education Programs: To grow more understanding in God and His Word.

3.1 Provide excellence in family ministry education classes. (Sunday School Director) (05/15/09)

Measure: Satisfaction rating from survey

Target: 80%

Team Member Goals	Measure	Target	Start Date, End Date
3.1.1 Survey members as to the classes they would like offered. (Sunday School Director)	Survey given out	100%	08/01/09, 09/30/09
3.1.2 Survey members to determine their satisfaction with the current Adult Education programs. (Sunday School Director)	Survey sent out	100%	04/01/09, 05/01/09

3.2 Add more small groups annually. (Small Groups Director) (12/31/11)

Measure: # of new small groups

Target: 10

Team Member Goals	Measure	Target	Start Date, End Date
3.2.1 Place those in training as an assistant in a small group. (Small Groups Director)	% of trainees placed	100%	01/01/09, 12/31/11
3.2.2 Determine areas of town that need more Small Groups. (Small Groups Director)	% complete	100%	04/01/09, 06/01/09

3.3 Provide excellence in childrens' ministry education classes. (Sunday School Director) (05/15/09)

Measure: Satisfaction survet rating

Target: 75%

Team Member Goals	Measure	Target	Start Date, End Date
3.3.1 Survey parents to determine their satisfaction with the current Childrens' Ministry programs. (Sunday School Director)	Survey given out	100%	04/01/09, 05/01/09
3.3.2 Survey children to determine what activities they might like added to the Childrens' Ministry programs. (Sunday School Director)	Survey sent out	100%	04/01/09, 05/01/09
3.3.3 Add or update at least 2 features in the Childrens' Ministry programs annually. (Sunday School Director)	# of features	2	01/01/09, 12/31/11

4 Prayer Ministry: To bring healing to the people of our area.

4.1 Develop and nurture an intercessory team of lay persons within the church. (Pastor of Ministry Development) (04/30/11) Measure: % complete Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
4.1.1 Provide training for the new team. (Pastor of Ministry Development)	% complete	100%	09/01/09, 09/30/09

4.2 Establish and support a monthly Prayer Night at the church. (Pastor of Ministry Development) (12/31/11) Measure: # of months with prayer night Target: 12

5 Missions Programs: To equip and send out people to take God's Word around the world.

5.1 Enhance our missions program for extensive international outreaches by 12/31/2011. (Pastor of Ministry Development) (12/31/11) Measure: % complete Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
5.1.1 Collect information on organizations that assist churches developing a missions program. (Elders -)	% complete	100%	02/01/09, 04/01/09
5.1.2 Develop the plan for our missions program by 11/01/2009. (Pastor of Ministry Development)	% complete	100%	09/01/09, 11/01/09

6 Momentum: Focused intensity, over time, multiplied by God, equals unstoppable Momentum

6.1 Step One: Unveil (Momentum Leadership Team) Measure: Target:

6.2 Step Two: Equip (Momentum Leadership Team) Measure: Target:

7 Facilities: To provide adequate facilities and maintain property.

7.1 To prepare our current building for sale in Spring 2011. (Elders -) (04/01/11) Measure: % completed Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
7.1.1 Paint exterior of property. (Volunteers -)	% complete	100%	03/01/11, 03/30/11
7.1.2 Inspect wiring and plumbing in the building. (Elders -)	% complete	100%	09/01/10, 11/30/10
7.1.2.1 Hire contractor to upgrade any necessary wiring and plumbing. (Elders -)	% complete	100%	11/01/10, 01/01/11

7.2 Determine needs and develop plan for new facility by 8/30/2010. (Senior Pastor) (08/30/10) Measure: Blueprints completed Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
7.2.1 Have a facilitated planning meeting of all members. (Elders -)	% complete	100%	06/01/10, 06/30/10
7.2.2 Conduct a survey of congregants to determine services that they use or would like to see added / expanded. (Elders -)	% complete	100%	03/01/10, 05/01/10
7.2.2.1 Analyze survey results to determine possible direction for planning. (Elders -)	% complete	100%	05/01/10, 06/01/10

8 Administration Mgmt: To improve office efficiency.

8.1 To hire office manager and assistant by 11/2009. (Administrative Assistant) (11/01/09) Measure: % complete Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
8.1.1 Develop position descriptions. (Administrative Assistant)	% complete	100%	07/01/09, 07/31/09
8.1.1.1 Place want ads on Christian online sites and the local media. (Administrative Assistant)	% complete	100%	08/01/09, 09/01/09

8.2 To hire a new staff member with an anointing in the area of music and fine arts by 11/30/2009. (Senior Pastor) (11/30/09)

Measure: % complete

Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
8.2.1 Research network of pastors with background in music and fine arts. (Music and Fine Arts Pastor)	% complete	100%	07/01/09, 08/01/09

9 Communication Mgmt: To maintain database management and all communication.

9.1 Implement distribution of a monthly online newsletter by 01/15/2010. (Volunteers -) (12/31/11)

Measure: # of monthly newsletters

Target: 12

Team Member Goals	Measure	Target	Start Date, End Date
9.1.1 Collect best practices and samples for a church enewsletter. (Volunteers -)	% complete	100%	09/01/09, 12/15/09
9.1.2 Determine what content will be covered in each newsletter. (Volunteers -)	% complete	100%	11/01/09, 12/15/09

9.2 Research the possibility of purchasing a church database management system. (Administrative Assistant) (06/01/10)

Measure: % complete

Target: 100%

Team Member Goals	Measure	Target	Start Date, End Date
9.2.1 Determine needs for a church database management system. (Administrative Assistant)	% complete	100%	01/01/10, 02/20/10
9.2.2 Research different church database management options for price and usability. (Administrative Assistant)	% complete	100%	02/01/10, 04/01/10
9.2.2.1 Present options to Senior Pastor and the Elders for review. (Administrative Assistant)	% complete	100%	05/01/10, 05/15/10

10 Leadership: Create a leadership culture

10.1 Train 30 new Small Group leaders in Level One by 3/31/2010. (Small Groups Director) (03/31/10) Measure: # trained Target: 30

Team Member Goals	Measure	Target	Start Date, End Date
10.1.1 Determine appropriate interested people for training. (Small Groups Director)	% complete	100%	03/15/09, 01/01/10
10.1.2 Develop a training manual for Small Group leader training. (Small Groups Director)	% complete	100%	04/01/09, 06/01/09
10.1.3 Establish a training schedule for training Small Group leaders. (Small Groups Director)	% complete	100%	06/01/09, 06/30/09

10.2 Provide at least 4 training programs for Level One leadership annually. (Pastor of Ministry Development) (12/31/11) Measure: # of basic leadership trainings Target: 4

Team Member Goals	Measure	Target	Start Date, End Date
10.2.1 Determine schedule for 2009 trainings. (Pastor of Ministry Development)	% complete	100%	01/01/09, 02/01/09
10.2.2 Have all Level One leadership attend at least 2 trainings a year. (Pastor of Ministry Development)	% of Level One attending 2 trainings annually	95%	01/01/09, 12/31/11

10.3 Provide at least 4 training opportunities for Level Two leadership annually. (Pastor of Ministry Development) (12/31/11) Measure: # trainings offered Target: 4

Team Member Goals	Measure	Target	Start Date, End Date
10.3.1 Have all Level Two leadership attend at least 2 trainings annually. (Pastor of Ministry Development)	% of Level Two attending 2 times annually	95%	01/01/09, 12/31/11

10.4 Provide at least 4 trainings for Level Three leadership annually. (Pastor of Ministry Development) (12/31/11) Measure: # trainings offered Target: 4

Team Member Goals	Measure	Target	Start Date, End Date
10.4.1 Have all Level Three leadership attend at least 2 trainings annually. (Pastor of Ministry Development)	% of Level Three attending 2 trainings annually	95%	01/01/09, 12/31/10

11 Staff Development: Learn and adopt best practices.

11.1 Have each pastor attend one best practice church conference each year. (Senior Pastor) (12/31/11)

Measure: # of pastors attending

Target: 3

Team Member Goals	Measure	Target	Start Date, End Date
11.1.1 Obtain information on scheduled conferences in 2009. (Administrative Assistant)	% complete	100%	01/01/09, 01/31/09

12 Culture: Be the most creative and culturally relevant church around.

12.1 Push evangelicalism envelope by implementing ideas from some of the most progressive churches in America. (Senior Pastor) (12/31/11)

Measure: # of ideas implemented annually

Target: 3

Team Member Goals	Measure	Target	Start Date, End Date
12.1.1 Obtain articles on churches for research from Outreach Magazine and Church Executive Leadership. (Administrative Assistant)	% complete	100%	01/01/09, 12/31/11
12.1.2 Discuss new progressive ideas with Elders to determine what new ideas to implement in the church. (Senior Pastor)	% complete	100%	01/01/09, 12/31/11

12.2 Attend 3 new churches that are progressive annually. (Senior Pastor) (12/31/11)

Measure: # of progressive churches visited

Target: 3

Team Member Goals	Measure	Target	Start Date, End Date
12.2.1 Determine churches in close location that fits progressive description. (Senior Pastor)	% complete	100%	01/01/09, 03/01/09

12.3 Have all elders attend 1 other progressive church annually. (Elders -) (12/31/11)

Measure: # of Elders visiting

Target: 5

Team Member Goals	Measure	Target	Start Date, End Date
12.3.1 Determine churches in close location that fits progressive description. (Senior Pastor)	% complete	100%	01/01/09, 03/01/09
12.3.2 Have Elders present new ideas at monthly Elders meeting observed at other churches. (Elders -)	% complete	100%	01/01/09, 12/31/11

Internal and External Assessment (SWOT: Strengths, Weaknesses, Opportunities, Threats)

Internal

Strengths

- Committed core members
- Spirit-filled worship
- Strong childrens' program
- Faith-driven pastors
- Counseling ministries
- Rich physical assets
- LT permanent funds
- Budget giving increases annually
- Appealing nursery
- PMO services
- Centrally located

External

Opportunities

- Culture is anti-Christian
- Western part of our state has a young demographic
- The two highest age group demographics are 18-24 and 35-44The third highest demographic is 25-341000 new coal mining jobs
- The development of 165 acres commercially
- The moving of evangelicalism to conservatism35 minute driving distance could be extended to 45 minutes
- The current market places a prime rate of sale for our current property
New Interstate will make travel to our city more convenient
- The potential place for re-location is prime location for our area for all new homes
- Our style is aligned culturally

Weaknesses

- Poor HR mgmt - comp pkg
- PD's inconsistent direction/policy
- Mission/outreach not visible thru the budget
- Poor cash flow - no reserves
- Financial planning nil - investments; operating;
- LT maintenance
- Minimal team work - staff vs. lay; silo ministry
- Lay leaders don't know their jobs
- Lax financial internal controls
- Church-wide communication at all levels
- No vision statement
- Lay representation not diverse enough - age, gender
- Website incomplete

Threats

- Others engage excellence and family better
- Others master follow-up and new comers better
- Coal companies have went bust before70 years of abuse amongst churches
- The current church people in our community are predominately church hoppers
- Hiring the correct people that would desire to live here under our present conditions
- The non-development of the Ruby Property
- The exit of coal companies
- The City Government at times has an anti bias against growth
- A younger generation or middle age generation could possible move because of economy

APPENDIX B: FY15 - FY19 ROADMAP

Strategic Objectives & Church Goals	Short Term Items (FY15)	Mid Term Items (FY16-FY17)	Long Term Items (FY18-FY19)
1 Financial Stewardship: To be financially responsible.			
1.1 To develop an accurate 2011/2012 budget that we follow and monitor.			
1.2 Increase church savings by \$25K each year.			
1.3 To spend 10% of our budget on evangelism by the end of the year.			
2 Revenue Generation: Increase funds from giving.			
2.1 To average \$100,000 in tithes and offerings monthly.			
3 Adult and Children Education Programs: To grow more understanding in God and His Word.			
3.1 Provide excellence in family ministry education classes.			
3.2 Add more small groups annually.			
3.3 Provide excellence in childrens' ministry education classes.			
4 Prayer Ministry: To bring healing to the people of our area.			
4.1 Develop and nurture an intercessory team of lay persons within the church.			
4.2 Establish and support a monthly Prayer Night at the church.			
5 Missions Programs: To equip and send out people to take God's Word around the world.			
5.1 Enhance our missions program for extensive international outreaches by 12/31/2011.			
6 Momentum: Focused intensity, over time, multiplied by God, equals unstoppable Momentum			
6.1 Step One: Unveil			
6.2 Step Two: Equip			
7 Facilities: To provide adequate facilities and maintain property.			
7.1 To prepare our current building for sale in Spring 2011.			
7.2 Determine needs and develop plan for new facility by 8/30/2010.			
8 Administration Mgmt: To improve office efficiency.			
8.1 To hire office manager and assistant by 11/2009.			
8.2 To hire a new staff member with an anointing in the area of music and fine arts by 11/30/2009.			

9 Communication Mgmt: To maintain database management and all communication.			
9.1 Implement distribution of a monthly online newsletter by 01/15/2010.			
9.2 Research the possibility of purchasing a church database management system.			
10 Leadership: Create a leadership culture			
10.1 Train 30 new Small Group leaders in Level One by 3/31/2010.			
10.2 Provide at least 4 training programs for Level One leadership annually.			
10.3 Provide at least 4 training opportunities for Level Two leadership annually.			
10.4 Provide at least 4 trainings for Level Three leadership annually.			
11 Staff Development: Learn and adopt best practices.			
11.1 Have each pastor attend one best practice church conference each year.			
12 Culture: Be the most creative and culturally relevant church around.			
12.1 Push evangelicalism envelope by implementing ideas from some of the most progressive churches in America.			
12.2 Attend 3 new churches that are progressive annually.			
12.3 Have all elders attend 1 other progressive church annually.			

APPENDIX C: FY15 - FY18 BUDGET





Items	FY15	FY16	FY17	FY18
1 Financial Stewardship: To be financially responsible.				
1.1 To develop an accurate 2011/2012 budget that we follow and monitor.				
1.1.1 Update and analyze 2009/2010 budget for benchmarks.				
1.2 Increase church savings by \$25K each year.				
1.2.1 Develop plan for how the church can cut costs.				
1.3 To spend 10% of our budget on evangelism by the end of the year.				
1.3.1 Use monthly Elder meetings to determine what evangelistic ministries to support for the next month.				
2 Revenue Generation: Increase funds from giving.				
2.1 To average \$100,000 in tithes and offerings monthly.				
2.1.1 Introduce short teachings each week on the benefits of tithing and giving.				
3 Adult and Children Education Programs: To grow more understanding in God and His Word.				
3.1 Provide excellence in family ministry education classes.				
3.1.1 Survey members as to the classes they would like offered.				
3.1.2 Survey members to determine their satisfaction with the current Adult Education programs.				
3.2 Add more small groups annually.				
3.2.1 Place those in training as an assistant in a small group.				
3.2.2 Determine areas of town that need more Small Groups.				
3.3 Provide excellence in childrens' ministry education classes.				
3.3.1 Survey parents to determine their satisfaction with the current Childrens' Ministry programs.				
3.3.2 Survey children to determine what activities they might like added to the Childrens' Ministry programs.				
3.3.3 Add or update at least 2 features in the Childrens' Ministry programs annually.				
4 Prayer Ministry: To bring healing to the people of our area.				
4.1 Develop and nurture an intercessory team of lay persons within the church.				
4.1.1 Provide training for the new team.				
4.2 Establish and support a monthly Prayer Night at				







the church.				
5 Missions Programs: To equip and send out people to take God's Word around the world.				
5.1 Enhance our missions program for extensive international outreaches by 12/31/2011.				
5.1.1 Collect information on organizations that assist churches developing a missions program.				
5.1.2 Develop the plan for our missions program by 11/01/2009.				
6 Momentum: Focused intensity, over time, multiplied by God, equals unstoppable Momentum				
6.1 Step One: Unveil				
6.2 Step Two: Equip				
7 Facilities: To provide adequate facilities and maintain property.				
7.1 To prepare our current building for sale in Spring 2011.				
7.1.1 Paint exterior of property.				
7.1.2 Inspect wiring and plumbing in the building.				
7.1.2.1 Hire contractor to upgrade any necessary wiring and plumbing.				
7.2 Determine needs and develop plan for new facility by 8/30/2010.				
7.2.1 Have a facilitated planning meeting of all members.				
7.2.2 Conduct a survey of congregants to determine services that they use or would like to see added / expanded.				
7.2.2.1 Analyze survey results to determine possible direction for planning.				
8 Administration Mgmt: To improve office efficiency.				
8.1 To hire office manager and assistant by 11/2009.				
8.1.1 Develop position descriptions.				
8.1.1.1 Place want ads on Christian online sites and the local media.				
8.2 To hire a new staff member with an anointing in the area of music and fine arts by 11/30/2009.				
8.2.1 Research network of pastors with background in music and fine arts.				
9 Communication Mgmt: To maintain database management and all communication.				
9.1 Implement distribution of a monthly online newsletter by 01/15/2010.				
9.1.1 Collect best practices and samples for a church enewsletter.				
9.1.2 Determine what content will be covered in each newsletter.				

9.2 Research the possibility of purchasing a church database management system.				
9.2.1 Determine needs for a church database management system.				
9.2.2 Research different church database management options for price and usability.				
9.2.2.1 Present options to Senior Pastor and the Elders for review.				
10 Leadership: Create a leadership culture				
10.1 Train 30 new Small Group leaders in Level One by 3/31/2010.				
10.1.1 Determine appropriate interested people for training.				
10.1.2 Develop a training manual for Small Group leader training.				
10.1.3 Establish a training schedule for training Small Group leaders.				
10.2 Provide at least 4 training programs for Level One leadership annually.				
10.2.1 Determine schedule for 2009 trainings.				
10.2.2 Have all Level One leadership attend at least 2 trainings a year.				
10.3 Provide at least 4 training opportunities for Level Two leadership annually.				
10.3.1 Have all Level Two leadership attend at least 2 trainings annually.				
10.4 Provide at least 4 trainings for Level Three leadership annually.				
10.4.1 Have all Level Three leadership attend at least 2 trainings annually.				
11 Staff Development: Learn and adopt best practices.				
11.1 Have each pastor attend one best practice church conference each year.				
11.1.1 Obtain information on scheduled conferences in 2009.				
12 Culture: Be the most creative and culturally relevant church around.				
12.1 Push evangelicalism envelope by implementing ideas from some of the most progressive churches in America.				
12.1.1 Obtain articles on churches for research from Outreach Magazine and Church Executive Leadership.				
12.1.2 Discuss new progressive ideas with Elders to determine what new ideas to implement in the church.				
12.2 Attend 3 new churches that are progressive annually.				

12.2.1 Determine churches in close location that fits progressive description.				
12.3 Have all elders attend 1 other progressive church annually.				
12.3.1 Determine churches in close location that fits progressive description.				
12.3.2 Have Elders present new ideas at monthly Elders meeting observed at other churches.				
Totals				

APPENDIX D: SCORECARD AND EVALUATION PLAN

Church Goals	Key Performance Indicators	EOY Target	Actual	Status
1.2 Increase church savings by \$25K each year.	increase in \$ in savings account	\$25,000	\$24,000	 \$-1,000 As of 06/05/15
2.1 To average \$100,000 in tithes and offerings monthly.	\$ per month	\$1,200,000	90,391.67	 \$-1,199,910 As of 06/04/15
5.1 Enhance our missions program for extensive international outreaches by 12/31/2011.	% complete	100%	100%	 As of 06/05/15
10.1 Train 30 new Small Group leaders in Level One by 3/31/2010.	# trained	30	27	 -3 As of 06/05/15

 Not Started
  Deferred
  On Target
  Off Target
  Waiting on Someone
  Critical
  Achieved

APPENDIX E: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
Core Values/Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed – your future state – your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long-Term Strategic Objectives (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Invalid Variable Name and Invalid Variable Name (1 year)	Short-term Invalid Variable Name that convert the Strategic Objectives into specific performance targets. Effective Invalid Variable Name clearly state what, when, who and are specifically measurable – they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Strategic Objectives?
Key Performance Indicators (KPIs)	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Invalid Variable Name. How will we know we have achieved our Invalid Variable Name?