

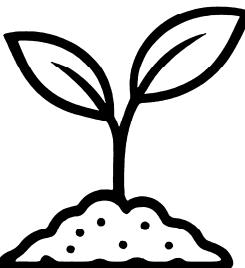
# 4 GROWTH STEPS WORKBOOK

A Purposeful Action Plan  
for Your Church





# 4



## GROWTH STEPS

### WORKBOOK

## A Purposeful Action Plan for Your Church

Including material adapted from “Church Legal Matters Overview” by Michael Best  
and “The Top 5 Reasons Churches Go to Court” by Matthew Branaugh  
and Church Law & Tax

Additional documents, policies, administrative forms and section content by Tim Spencer

Workbook downloads and resources available at

**4GrowthSteps.com**

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# 4 GROWTH STEPS

## WORKBOOK

Then he said to his disciples, “The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field. – Matthew 9:37-38 (NIV)

### 4 Steps to Help Churches Grow



#### Discover

Learn more about church and community trends.



#### Clarify

Develop a God-sized vision and focus.



#### Mobilize

Establish goals and build strategies with action plans.



#### Review

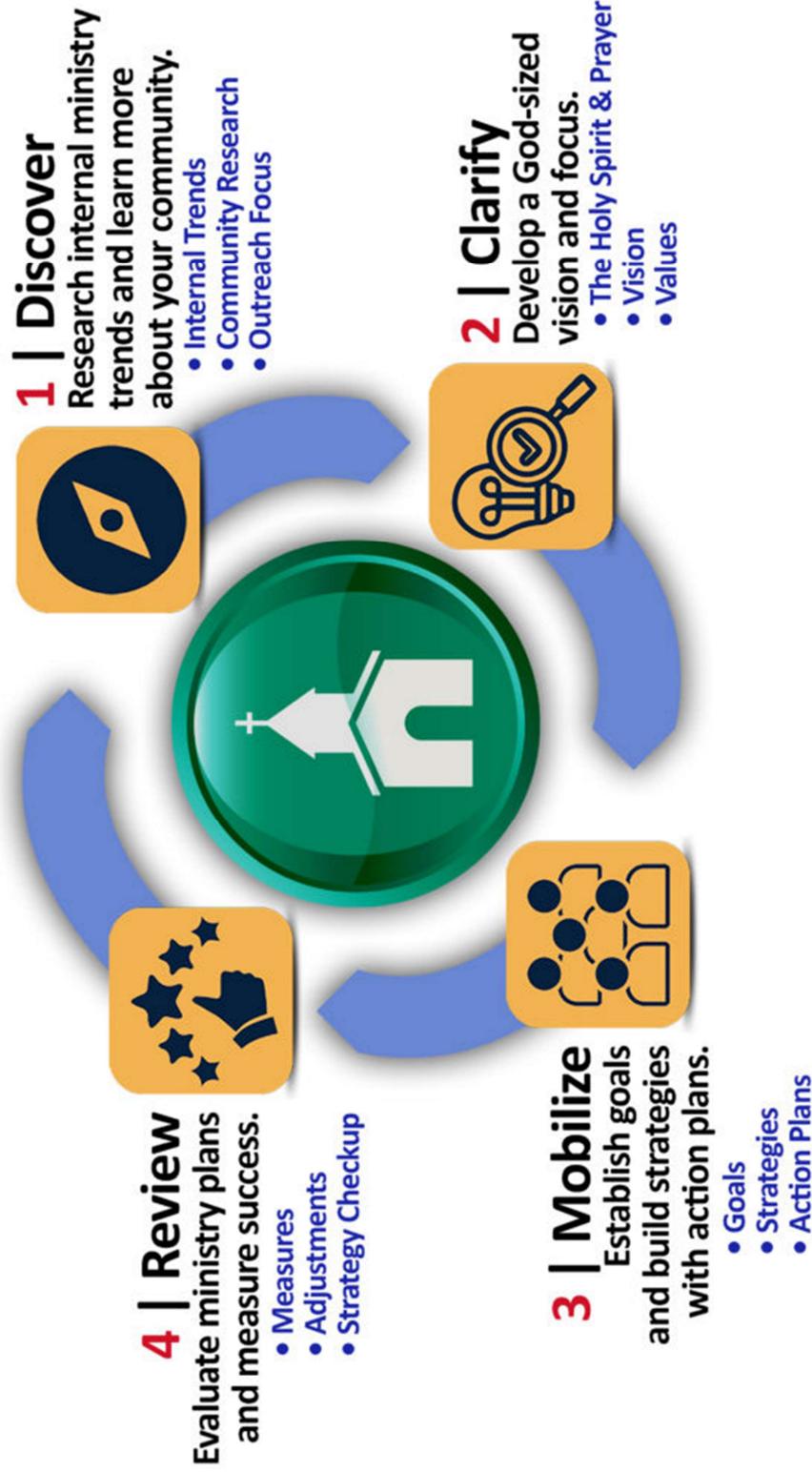
Evaluate ministry plans and measure success.



## 4 Growth Steps

Ministry Action Plans outlines a four-step process to help churches grow:

- **1 | Discover** – Research internal ministry trends and learn more about your community.
  - Internal Trends
  - Community Research
  - Outreach Focus
- **2 | Clarify** – Develop a God-sized vision and focus.
  - The Holy Spirit & Prayer
  - Vision (Global Objective)
  - Values (Defining Objectives)
- **3 | Mobilize** – Establish goals and build strategies with action plans.
  - Goals
  - Strategies
  - Action Plans
- **4 | Review** – Evaluate ministry plans and measure success.
  - Measures
  - Adjustments
  - Strategy Checkup





## Notes



## **Growth Step 1 Discover**



## Discover

Learn more about church  
and community trends.

### Internal Trends

Review church health indicators to reveal  
where ministry is working and where it isn't.

### Community Research

Learn more about your community.

### Outreach Focus

Identify the church's outreach focus—your target.



## Where You Are

Stop for a moment and consider your surroundings. You know where you are and you know how you got there. You occupy a space that has a name and you can look around and find ways to identify and describe it.

This is the starting line for any action plan—knowing where you are. Simply put, you have to know where you are in order to launch out and go somewhere else.

It's important to start any planning effort with discovery. Gathering new facts, data and other information about your church and community is the best way to clearly assess the current situation and plot the best course forward.



## Growth Step 1

Discovery on three levels is a crucial first step in developing a ministry action plan. Gather information in three ways:

- **Internal Trends** – Review church health indicators to reveal where ministry is working and where it isn't.
- **Community Research** – Learn more about your community.
- **Outreach Focus** – Identify the church's outreach focus—your target.



**1 | Discover**  
Research internal ministry trends and learn more about your community.

- Internal Trends
- Community Research
- Outreach Focus

## Community Outreach Focus



## Internal Trends

### Research

Businesses conduct market research because it's important to understand consumers who might buy their product. Churches don't actually "sell" a product the way business do, but we do provide ministries to meet peoples' needs—spiritual, material, emotional and more. And understanding more about the who, what, when and where of ministry can open new doors for meeting the needs around us.

Research helps you know precisely where your church is at this moment. It helps you answer important questions about the people who populate your church:

- What is the age breakdown in your church?
- How many families with children are there?
- Is the average age of your church on the rise? Or is it falling?
- What specific needs do people have?
- How can the church meet them?

Questions like these tell you who your church has reached in the past and who you are reaching now. It indicates that you're doing a good job ministering to many people in your church and community. But you might discover that something—or someone—is being missed.

### Internal Situation Analysis

An internal situation analysis is comprised of numerical data measuring various church health indicators over a defined period (usually 5, 10 or 15 years). The numbers show where growth is occurring and where needs are being met, where there's room for improvement, and where church health is indicated (or not). An internal situation analysis can include traditional measures and data such as:

- **Morning Worship Service**
  - Campuses Average Attendance
  - Traditional | Blended | Contemporary Services Average Attendance
- **Additions**
- **Baptisms**
  - Annual Total | Under Age 6 | Ages 6-8 | Ages 9-11 | Ages 12-17 | Ages 18-29 | Ages 30-59 | Age 60 and Over



- **Groups**
  - Unique Attenders | Unique Monthly Groups Attenders
  - Annual Average | Unique Weekly Groups Attendance
  - Sunday Groups | Home Groups Attendance
  - College | Young Adult (22-39) | Median Adult (40-59) | Senior Adult (60+) Average Attendance
- **Age Divisions**
  - Preschool | Children | Students Average Attendance
  - Children's Summer Outreach (VBS or Backyard Kids Clubs)
  - Student D-Now | Summer Camp Attendance
  - Women's Ministry | Men's Ministry Group or Event Attendance
- **Missions Mobilization**
  - Local Ministries Participation | Global Missions Participation
- **Worship Ministry**
  - Praise Band | Orchestra Average Attendance
  - Vocal Team | Choir Average Attendance
  - Tech | Media | Production Volunteers
- **Total Membership**
  - Campuses
  - Total Members | Resident Members
- **Income**
  - Total Receipts | Missions Giving | Capital Campaign Giving
  - Per Capita Giving (total receipts divided by average Sunday School or morning worship service attendance)

There may be other measures that better represent your specific church or quantify your ministry paradigm. The point is this: compile data and gather information on the journey your church has traveled and where it is right now. Map the trend lines over a period of 10 or 15 years so you can visualize areas of strength and areas of opportunity.

Complete the Internal Trends Worksheet after this section.



Download the Internal Trends Worksheet at:  
[https://ministryactionplans.com/doc/internal\\_trends\\_worksheet.xlsx](https://ministryactionplans.com/doc/internal_trends_worksheet.xlsx)



## Assessment & Analysis

Once you've compiled the data, it is time for assessment and analysis:

- What does the data indicate?
- What describes the state of the church? Growing? Plateaued? Declining?
- Does the church show signs of health?
- How many people were baptized each year?
- What is the baptism ratio (average worship attendance divided by number of baptisms)?  
On average, how many church members did it take to baptize one person? Does this number seem unreasonably high?
- What are the age-graded average attendance patterns in Sunday School or small groups?
- What is the attendance pattern in average morning worship attendance?
- And many other possible questions...

Analysis may take some time and effort. It may also require a brainstorming session of your ministry staff team and other church leaders. Pray over the results of your research. Examine the numerical data closely and stay true to what it tells you about your current situation.

## Assessment Tool

Use the Internal Trends Assessment after this section to kick start the discovery process.



Download the Internal Trends Assessment at:

[https://ministryactionplans.com/worksheets/internal\\_trends\\_assessment.docx](https://ministryactionplans.com/worksheets/internal_trends_assessment.docx)


**Internal Trends Worksheet**

	Worship Average Attendance	Worship Services % Change	Resident Members	Total Members	Other Additions	Baptism Overview							
						< 6	6-8	9-11	12-17	18-29	30-59	60+	Total
2016													
2017													
2018													
2019													
2020													
2021													
2022													
2023													
2024													
2025													
2026													
2027													
2028													
2029													
2030													

	VBS Average Attendance	Music Ministry Enrollment	Women's Ministry Enrollment	Men's Ministry Enrollment	Mission Trip Participants
2016					
2017					
2018					
2019					
2020					
2021					
2022					
2023					
2024					
2025					
2026					
2027					
2028					
2029					
2030					



## 1 | Discover &gt; Internal Trends

Internal Trends Assessment	
<b>Classify Your Church's Current Growth Pattern</b>	<input type="checkbox"/> <b>Explosive Growth</b> <input type="checkbox"/> <b>Steady Growth</b> <input type="checkbox"/> <b>Plateaued—Flat Attendance</b> <input type="checkbox"/> <b>Declining—Falling Attendance</b>
<b>Describe How Church Members Perceive Your Church</b>	
<b>Give Your Best Guess of Your Church's Median Age</b>	
<b>Is Your Church a Mirror of Its Community?</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Is Your Church Ready to Meet Community Needs?</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Is Your Church Ready to Make Ministry Adjustments?</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Give Approximate Baptisms Last Year</b>	
<b>Describe the First-Time Guest Experience</b>	<input type="checkbox"/> <b>Expressway—Seamless Experience</b> <input type="checkbox"/> <b>City Street—Roadblocks and Potholes</b> <input type="checkbox"/> <b>Country Road—50/50 Chance They'll Make It</b> <input type="checkbox"/> <b>Mountain Trail—Lots of Bumps with Few Road Signs</b> <input type="checkbox"/> <b>Overgrown Path—They'll Never Make It</b>
<b>Rate Your Church's Outreach Attitude</b>	<input type="checkbox"/> <b>Strongly Evangelistic</b> <input type="checkbox"/> <b>Somewhat Evangelistic</b> <input type="checkbox"/> <b>Rarely Evangelistic</b> <input type="checkbox"/> <b>Not Evangelistic</b>
<b>Did You Conduct Evangelism Training Last Year?</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Does Your Church Have an Active Outreach Follow Up Plan?</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>

## 1 | Discover > Internal Trends

<b>Give Approximate Average Small Groups Attendance Last Year</b>	
<b>How Many Small Groups Were Started Last Year?</b>	
<b>Does Your Church Have Regular Teacher-Leader Meetings?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do New Members Find Places of Service Easily?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>What % of Members Became Leaders in the Last 5 Years?</b>	
<b>Does Your Church Emphasize Praying for Missions?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>What % of Budget Receipts Are Devoted to Missions?</b>	
<b>Give Approximate # of Mission Trip Participants Last Year</b>	
<b>Give Approximate AM Worship Attendance Last Year</b>	
<b>What Worship Style Best Describes Your Church?</b>	<input type="checkbox"/> Liturgical <input type="checkbox"/> Traditional <input type="checkbox"/> Blended <input type="checkbox"/> Innovative
<b>Does Your Worship Style Connect with Your Community?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Describe Your Church in 15 Words or Less</b>	



## Notes



## Community Research

### Understanding Your Community

While internal trends provide a snapshot of ministry to people inside the walls of the church, community research starts the process of understanding your community. It's true that you already understand a great deal about your mission field. Your ministry has been contextualized over time, born out of living, serving and ministering to diverse people in your area. This new effort to gather information about your community will confirm things you already know and reveal new insights that might have gone unnoticed.

The purpose in learning more is not to remake your church in the image of your environment, but rather to develop ministry in ways that connect with real and felt needs of local residents.

Let's agree that effective ministry always meets a need—material, relational, emotional, recreational, physical and spiritual. Community research is simply a tool to help you understand more clearly what those needs are.

### Preliminary Research

To start with, you need to know more about the environment in which you minister and serve—what we call exploratory or preliminary research. Basic facts about population, income, education and family size are the first things you need to know. Typical preliminary research might include:

- Total Population
- Median Age
- Age Categories
- Racial Classification
- Average Household Size
- Household Types
- Housing Types
- Educational Attainment
- Marital Status
- Median Household Income
- Occupation
- Median Home Value

If you minister in the United States, a good place to gather this information (also called secondary data) is from the U.S. Census Bureau. Try it out now by searching [data.census.gov](http://data.census.gov) for general demographic information for your zip code.



## Assessment & Analysis

Once you've compiled preliminary research, it's time for analysis. Consider these questions:

- What does the data indicate?
- What is the median age of your community? Is there a match between the church and community median ages?
- What is the average family size? Does this indicate anything for church ministries?
- What does the educational attainment in your community mean for church ministries?
- What occupations are typical for your community? What ministries are most likely to connect with people who live and work in your community?
- What proportion of the population falls into specific age categories? How many preschoolers are there? How many children? How many students? How many senior adults?
- What is the average income? What does income say about the felt needs of people in your community? (Consider Maslow's Hierarchy of Needs here)
- And many other possible questions...

## Assessment Tool

Examine the external data closely and strive to learn something new about your community by completing the Community Research Assessment on the next page.



Download the Community Research Assessment at:  
[https://ministryactionplans.com/worksheets/community\\_research\\_assessment.docx](https://ministryactionplans.com/worksheets/community_research_assessment.docx)

## 1 | Discover > Community Research

Community Research Assessment	
<b>In General, Describe Your Community</b>	<input type="checkbox"/> <b>Good Soil—Very Receptive</b> <input type="checkbox"/> <b>Rocky Soil—Often Receptive</b> <input type="checkbox"/> <b>Thorny Soil—Somewhat Receptive</b> <input type="checkbox"/> <b>Hard Soil—Not Receptive</b>
<b>Describe How Your Community Perceives Your Church</b>	
<b>Is This Perception in Line with Your Expectations?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>If No, How Can You Modify Community Perceptions?</b>	
<b>Classify Community Population Trends</b>	<input type="checkbox"/> Rapid Growth <input type="checkbox"/> Steady Growth <input type="checkbox"/> Flat <input type="checkbox"/> Declining
<b>How Does This Trend Impact the Church's Ministry?</b>	
<b>Do Approximate Church &amp; Community Median Ages Match?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

## 1 | Discover > Community Research

<b>If No, What Quick Ideas Can Bridge the Gap?</b>	
<b>What Are the Fastest-Growing Community Age Categories?</b>	<input type="checkbox"/> Preschoolers/Children <input type="checkbox"/> Students—Middle & High School <input type="checkbox"/> Young Adults (Ages 18-39) <input type="checkbox"/> Median Adults (Ages 40-54) <input type="checkbox"/> Meridian Adults (Ages 55-69) <input type="checkbox"/> Senior Adults (Ages 70+)
<b>Is Your Church Equipped to Reach These Age Groups?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Classify Your Overall Ministry to Families</b>	<input type="checkbox"/> Highly Effective <input type="checkbox"/> Somewhat Effective <input type="checkbox"/> Rarely Effective <input type="checkbox"/> Not Effective
<b>Is Ministry to Community Divorced People Needed?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do You Provide Ministry to Divorced People?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Is Ministry to Community Young Adults Needed?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do You Provide Ministry to Young Adults?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Do Approximate Church &amp; Community Education Levels Match?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>If No, What Quick Ideas Can Bridge the Communication Gap?</b>	

## 1 | Discover > Community Research

<b>Do Approximate Church &amp; Community Income Levels Match?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>If No, What Quick Ideas Can Bridge the Affinity Gap?</b>	
<b>Do Approximate Church &amp; Community Occupational Profiles Match?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>If No, What Quick Ideas Can Bridge the Occupational Gap?</b>	

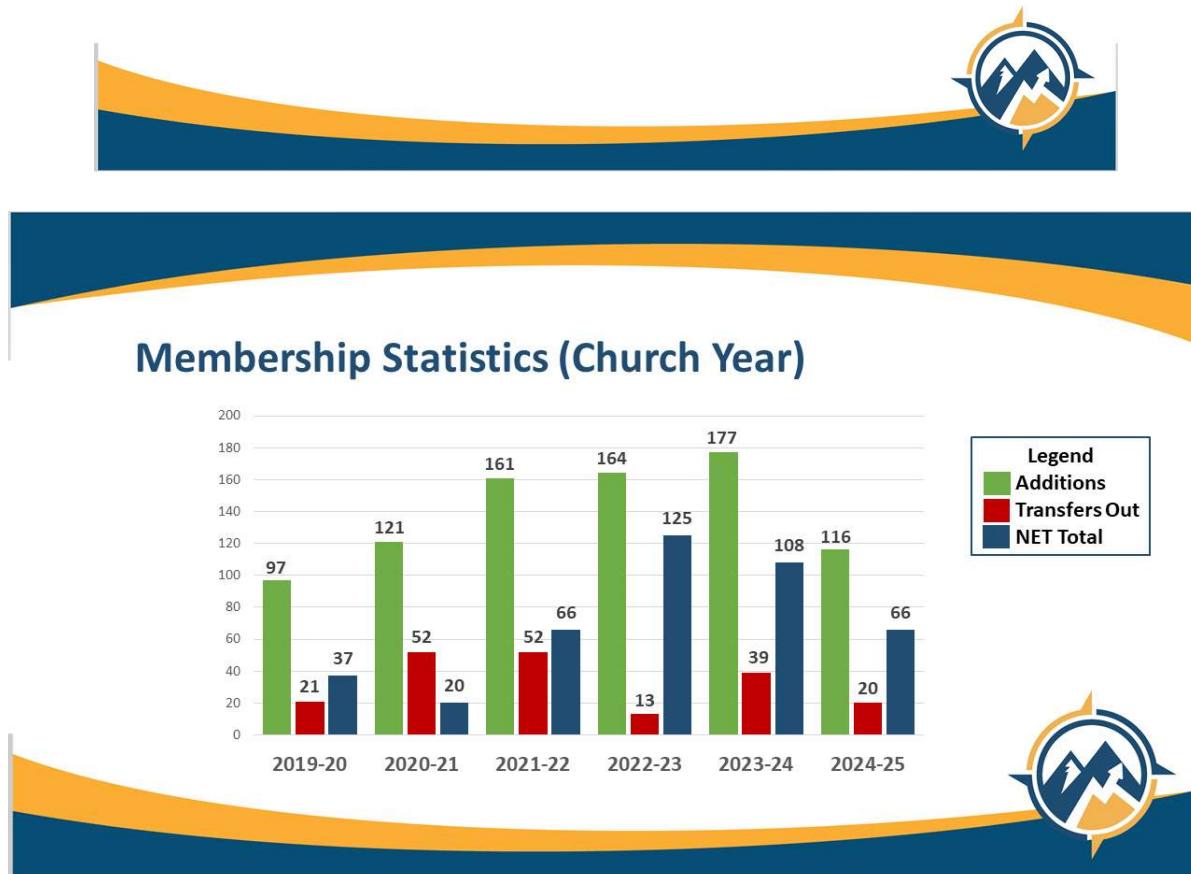


## Research Examples

### Internal Trends Examples

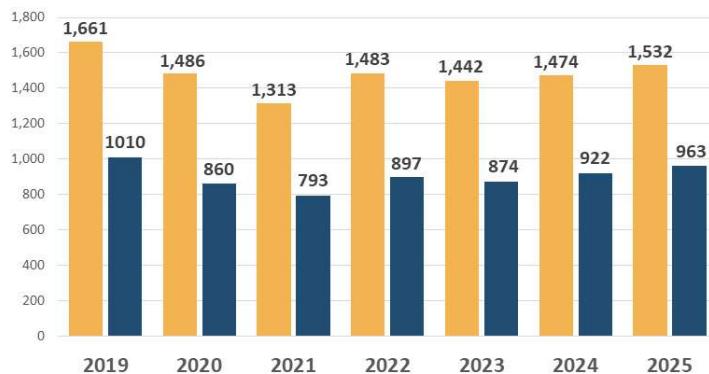
## Internal Trends

Where are we?  
Where have we been?



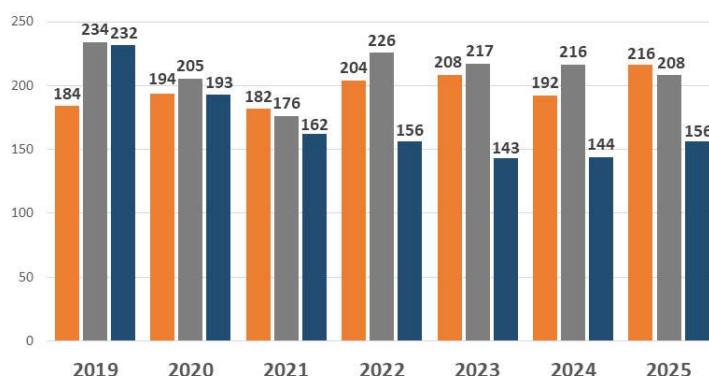


## Unique Monthly LIFE Group Attenders



Legend  
█ Total All Ages  
█ Adult Groups

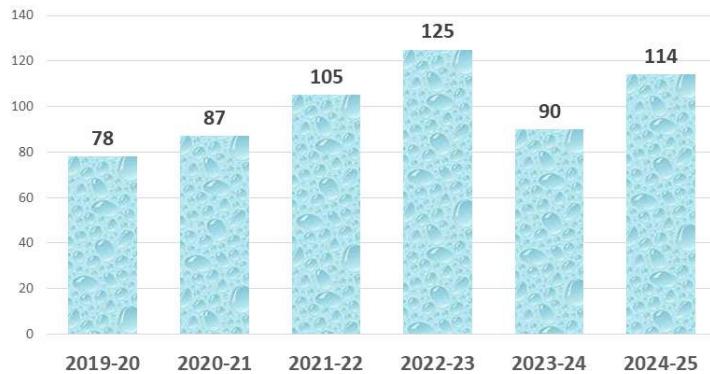
## Annual NextGen Average Attendance



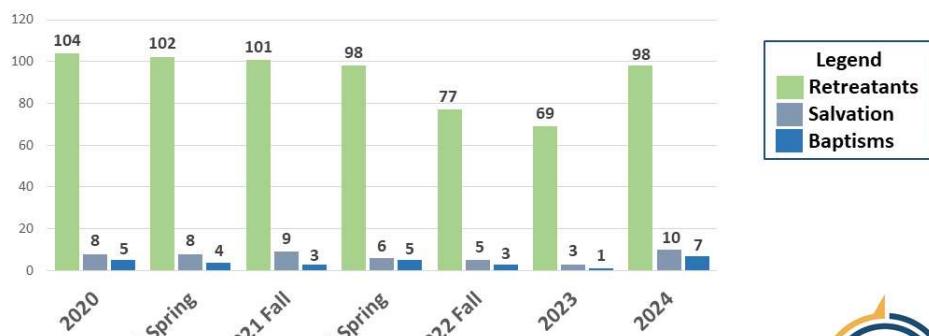
Legend  
█ Students  
█ Children  
█ Preschoolers



## Annual Baptisms (Church Year)

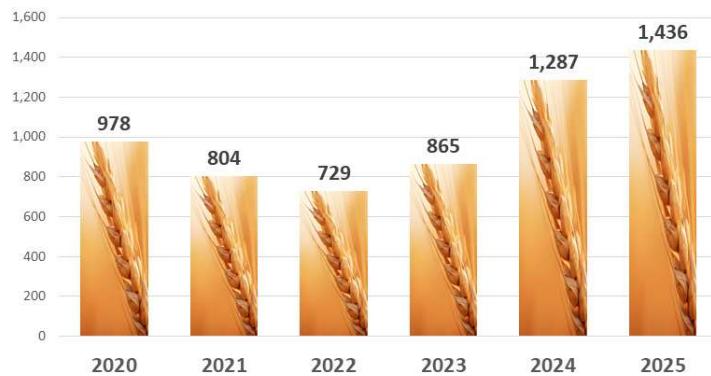


## Men's Spiritual Renewal Retreats

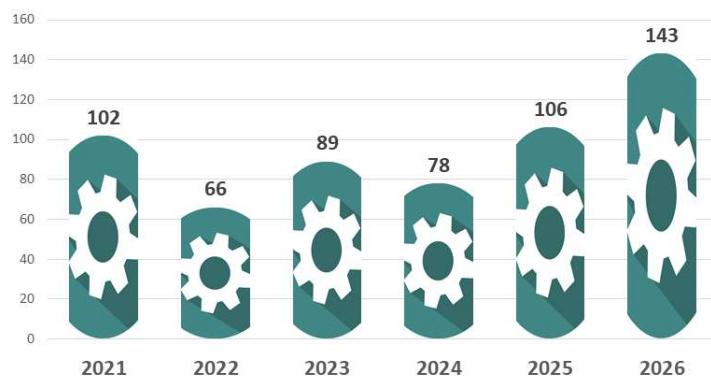




## Annual Gospel Conversations

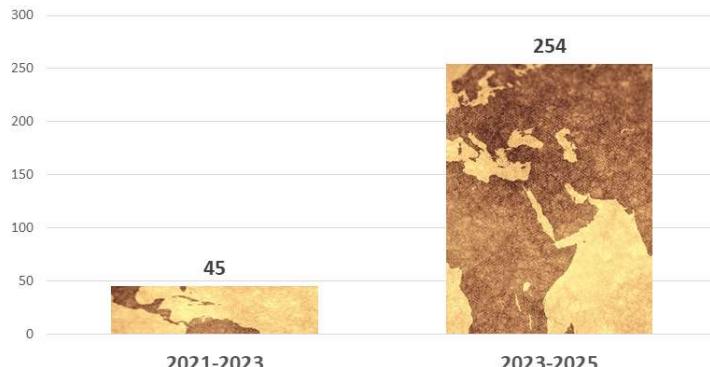


## Annual D-Group Participants

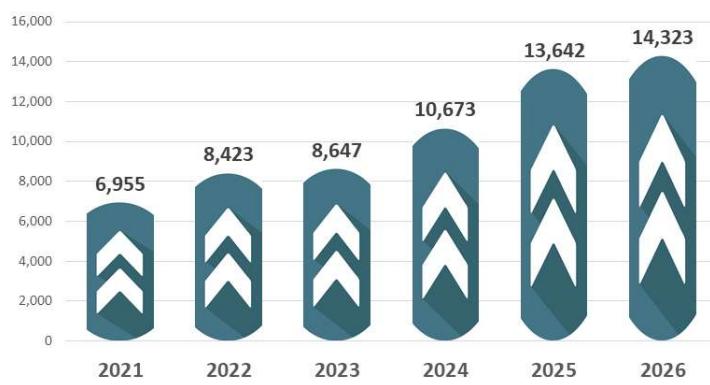




## People Mobilized on Mission Trips



## Annual Worship Invites

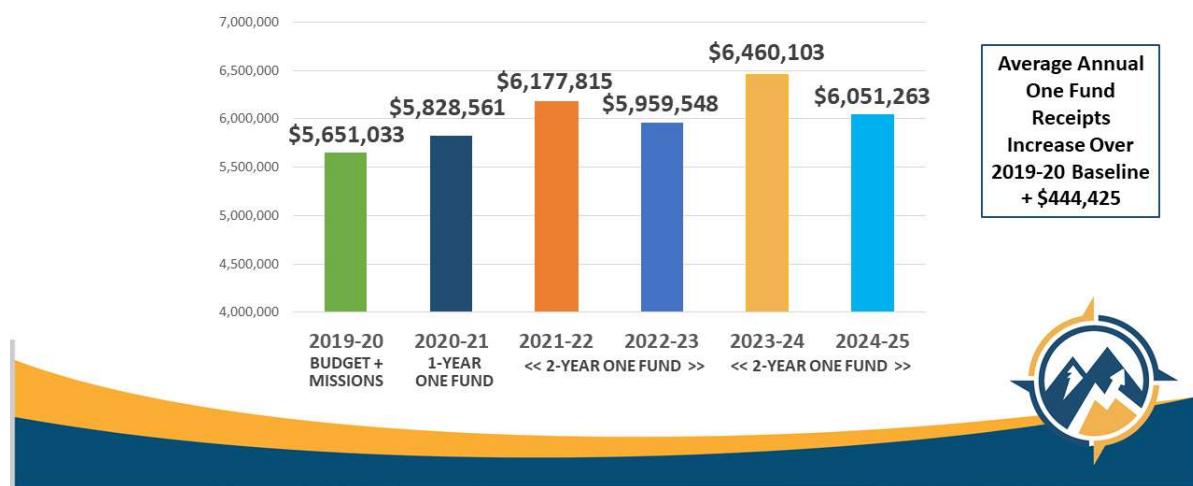




## Calhoun Campus Attendance (Church Year)

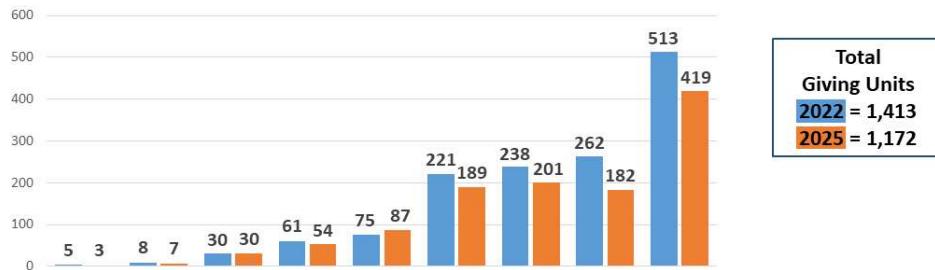


## Total See To It Fund Receipts





## 2022 vs. 2025 Giving Units Comparison





## Community Research Examples

# Community Research

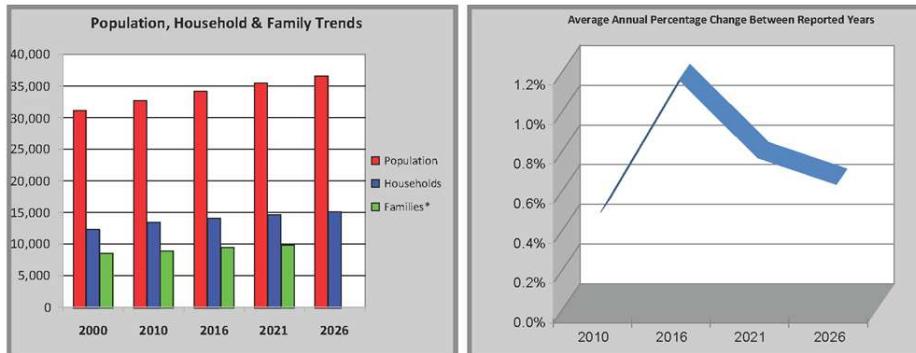
## Who lives in our community? What defines them?

### The Study Area: Zip Code 71291

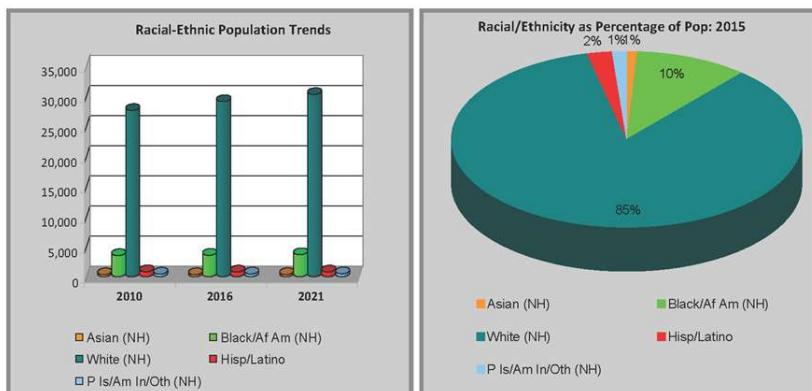




## Population & Household Trends

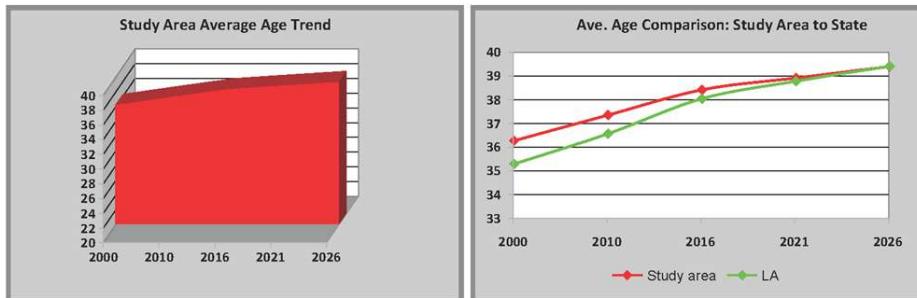


## Racial-Ethnic Trends

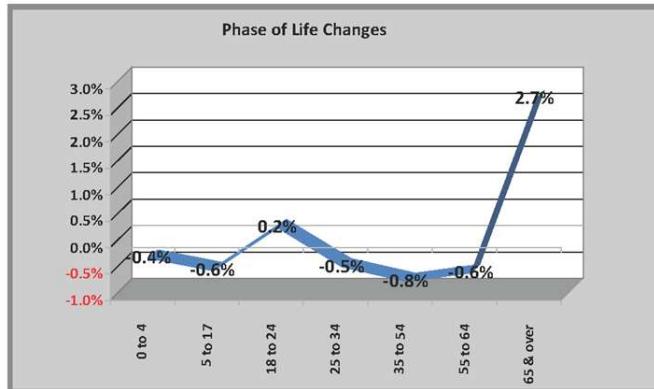




## Age Trends

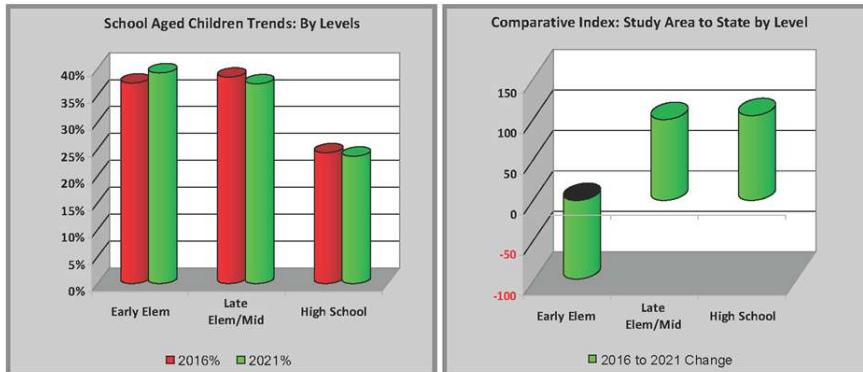


## Age Trends





## School-Aged Children Trends

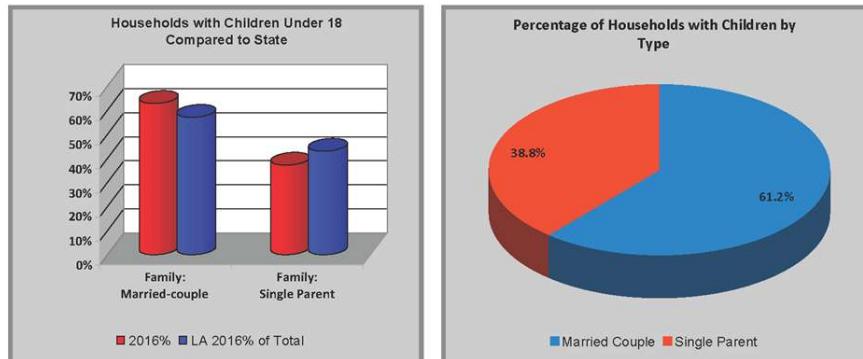


## Household & Family Income Trends

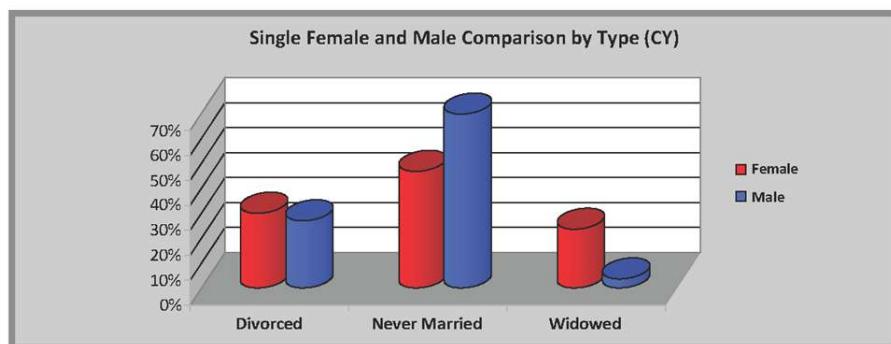




## Households & Children Trends

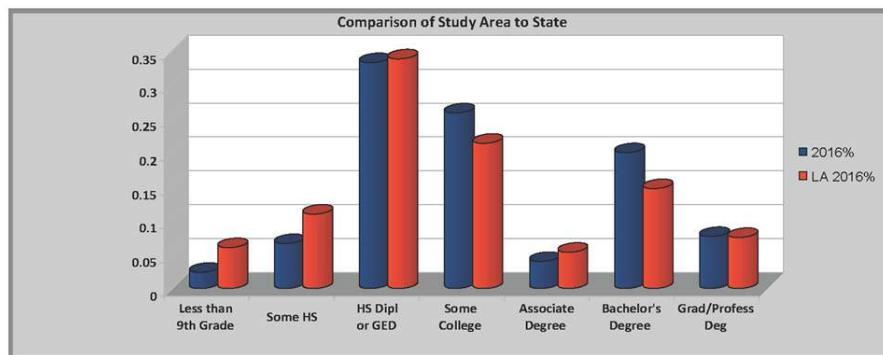


## Marital Status Trends

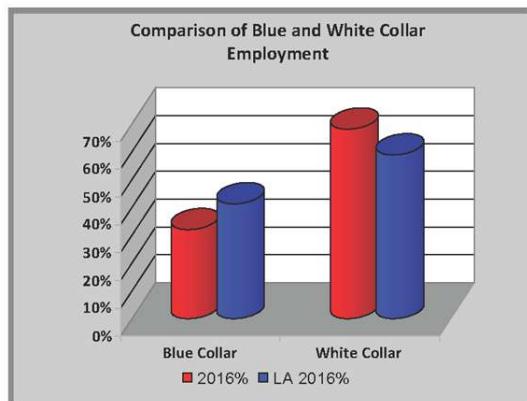




## Adult Educational Attainment



## Population by Employment





## MOSAIC Segments

Mosaic Segments	2016	2016%	State %	Comp Index	Relative to the LA State Ave.
J34 Autumn Years - Aging in Place	1,325	10.9%	3.5%	314	Well above the state average
Q64 Golden Year Guardians - Town Elders	1,019	8.4%	4.9%	172	Well above the state average
O51 Singles and Starters - Digital Dependents	1,004	8.3%	3.6%	229	Well above the state average
O55 Singles and Starters - Family Troopers	846	7.0%	1.9%	364	Well above the state average
D15 Suburban Style - Sports Utility Families	790	6.5%	2.7%	240	Well above the state average
C11 Booming with Confidence - Aging of Aquarius	598	4.9%	3.4%	143	Well above the state average
K40 Significant Singles - Bohemian Groove	497	4.1%	1.0%	391	Well above the state average
N48 Pastoral Pride - Rural Southern Bliss	481	4.0%	9.3%	43	Well below the state average
C14 Booming with Confidence - Boomers and Boomerangs	478	3.9%	1.1%	358	Well above the state average

## Charitable Giving Practices

Charitable Contributions Last Yr: \$200 Or More	Hholds	% of HH	Index	Interpretation
Health-\$200 Or More	673	4.8%	165	Well above the state ave.
Social Services/Welfare-\$200 Or More	688	4.9%	115	Somewhat above the state ave.
Education-\$200 Or More	463	3.3%	108	About average for the state.
Other-\$200 Or More	590	4.2%	100	About average for the state.
Private Foundation-\$200 Or More	316	2.2%	98	About average for the state.
Religious-\$200 Or More	3,039	21.6%	97	About average for the state.
Public Television-\$200 Or More	25	0.2%	64	Somewhat below the state ave.
Public Radio-\$200 Or More	32	0.2%	60	Well below the state ave.
Environmental-\$200 Or More	67	0.5%	58	Well below the state ave.
Political Organization-\$200 Or More	55	0.4%	56	Well below the state ave.



## Religious Program or Ministry Preferences

	Study Area		US Average		Comparative Index	
	Modestly Important	Very Important	Modestly Important	Very Important	Modestly Important	Very Important
<b>Religious/Spiritual Programs</b>	0.0%	0.0%	34.2%	19.0%	0	0
Alternative spiritual practices (meditation, yoga, etc.)	0.0%	0.0%	28.2%	8.0%	0	0
Bible or Scripture study/prayer groups	0.0%	0.0%	32.5%	21.6%	0	0
Christian education for children	0.0%	0.0%	27.8%	22.0%	0	0
Contemporary worship services	0.0%	0.0%	40.2%	17.0%	0	0
Spiritual discussion groups	0.0%	0.0%	40.1%	15.0%	0	0
Traditional worship services	0.0%	0.0%	36.8%	30.3%	0	0
<b>Community Activities or Cultural Programs</b>	0.0%	0.0%	42.3%	16.6%	0	0
Cultural programs (music, drama, art)	0.0%	0.0%	45.2%	12.8%	0	0
Holiday programs/activities	0.0%	0.0%	49.0%	18.0%	0	0
Seniors/retiree activities	0.0%	0.0%	41.8%	16.7%	0	0
Youth social activities	0.0%	0.0%	33.0%	18.8%	0	0



## Outreach Focus

### Gifted for Outreach

Gathering information about your church and community has two results. First, you confirm what you already knew or suspected. Second, you discover something that you didn't know. Often, a new discovery leads to new insights and understanding. That leads you to make ministry and strategy changes in the interest of more effectively meeting the needs of people God has called you to reach.

Knowing where you stand is the obvious result of internal research, but what's the result of external research? Simply put, the result is a clear outreach focus—the target group or segments of people God is calling your church to reach. Your church is uniquely gifted to reach segments of its community in at least four ways:

- **Location** – God planted your church in a community that needs to hear the gospel.
- **Culture** – He calls you to be salt and light among the people with whom you share cultural affinity and identity.
- **Resources** – He has equipped your church with the structural, organizational and relational resources to reach people.
- **Mission** – God has given your church a mission to go, baptize, teach and disciple your community.

### Identifying Key Community Segments

Multiple clusters of people comprise any community or geographic area. The people that form each segment are uniquely defined by different lifestyle, demographic and psychographic characteristics. They all need to hear the gospel, and we are commissioned to share with our entire community. But location, culture, resources and mission mean that every church is uniquely gifted for an outreach focus.

A church can't reach everyone. That's why choosing specific segments as your outreach focus and target is important. It allows your church to formulate specific ministries that meet the specific needs of community segments. Different clusters (with different lifestyle and psychographic characteristics) require different ministries and strategies designed to meet their real needs and lead them to Christ.

Many classification schemes for segmentation exist. Each system is slightly different, but they all have the same result. They separate a defined population—city, town or region—into distinct, identifiable groups with specific lifestyle and psychographic characteristics.

Two segmentation systems are recommended here:





- **PRIZM Premier** – PRIZM Premier is a segmentation system from Claritas that harness both household and geographic level data. The 68 segments are arranged in two parts—social groups and lifestage groups. Social groups are classified by three levels of affluence (low, moderate and high) and by four levels of urbanization (urban, 2nd city, suburban and town and rural). Lifestage groups are classified by the same three levels of affluence and by three categories of age-and-children combinations (younger years, family life and mature years).
- **MOSAIC** – MOSAIC is a geodemographic segmentation system developed by Experian and marketed in over twenty countries worldwide. Read more about MOSAIC methodology here. The 71 MOSAIC clusters are used by The Leavell Center for Evangelism and Church Growth at New Orleans Baptist Theological Seminary.

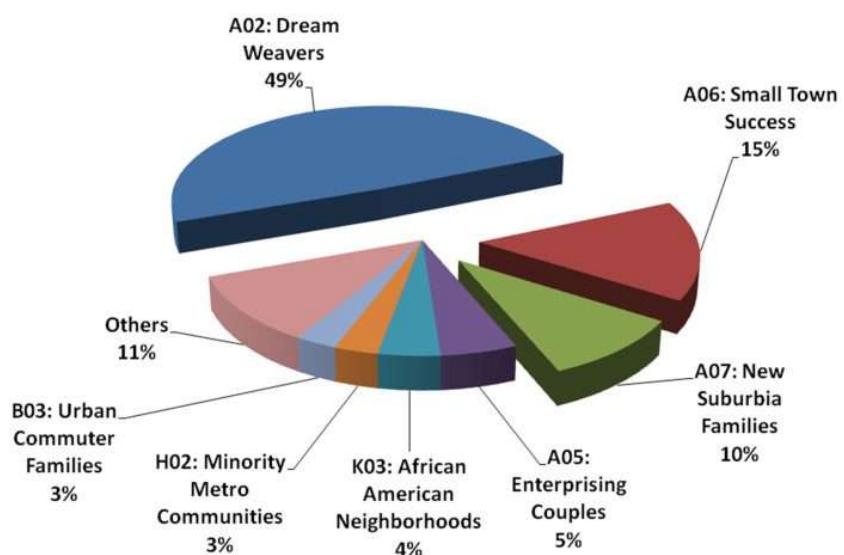
Let's give this a try! Follow this link and enter a U.S. zip code to see what your community's segmentation profile looks like: <https://claritas360.claritas.com/mybestsegments/#zipLookup>.

A PRIZM Premier profile illustrates the power and ministry uses of segmentation data.

### Sample Outreach Focus

Segmentation offers a snapshot of the different segments of people who live in your community. People in these groups share lifestyle and psychographic characteristics—that is, they behave in similar ways, enjoy doing similar things, have similar values, buy similar things and more. Let's take a look at a segmentation pie chart for a sample zip code using the MOSAIC system:

#### SAMPLE ZIP CODE MOSAIC LIFESTYLE SEGMENTS





Zip Code 38017 includes at least seven different MOSAIC segments of people. You can also see that the bulk of the population falls into three segments—Dream Weavers, Small Town Success and New Suburbia Families. Taken together, those three groups comprise 74% of the population. Once you view a community with its clusters or segments, you can more clearly see the people God is calling you to reach.

In the above example, although the zip code contains seven clusters, it makes sense to zero in on the three largest groups that comprise 74% of the population—almost 30,000 people in our sample zip code. Three segments—Dream Weavers, Small Town Success and New Suburbia Families—comprise a natural outreach focus in this example.

### **Key Segments**

Is the church's outreach focus (comprised of certain key segments) in plain view? What does the segmentation profile say about your community? What does it say about ministry methods needed to reach them?

The challenge is to choose specific segments as your outreach focus and then formulate specific ministries to meet the specific needs of those segments.

View a PRIZM Premier Segments Profile for your community at this link:  
<https://claritas360.claritas.com/mybestsegments/#zipLookup>

### **Worksheet Tool**

Review community segments and clarify your outreach focus with the worksheet tool on the next page.



Download the Outreach Focus Worksheet at:  
[https://ministryactionplans.com/worksheets/outreach\\_focus\\_worksheet.docx](https://ministryactionplans.com/worksheets/outreach_focus_worksheet.docx)

## 1 | Discover > Outreach Focus

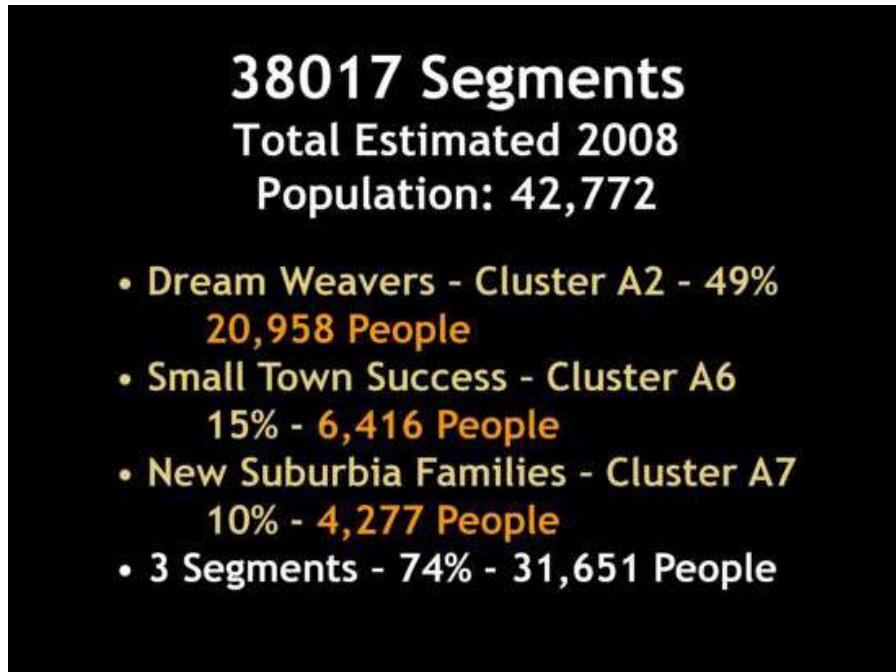
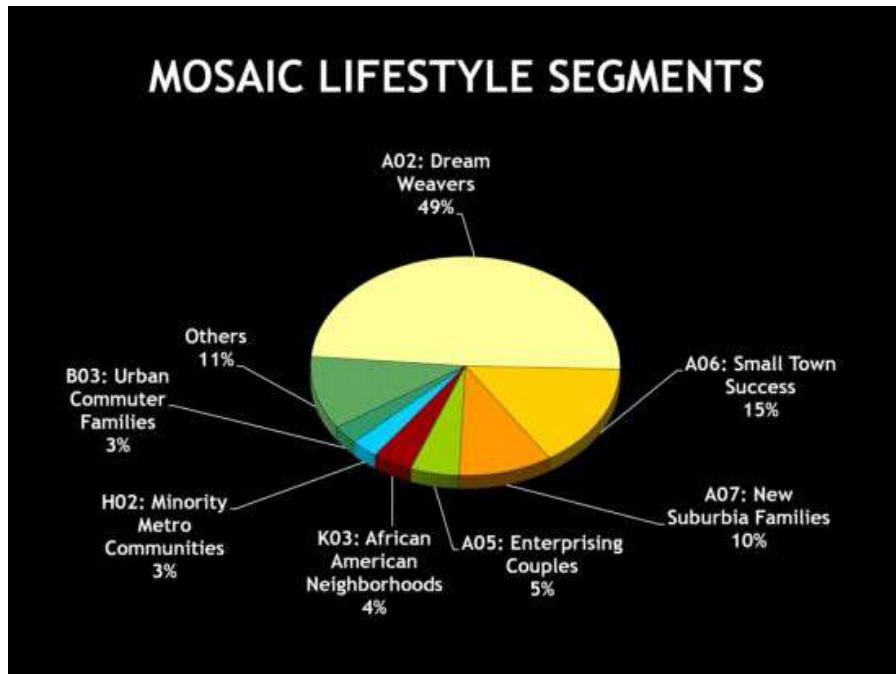
Outreach Focus Worksheet	
<b>Input Your Church's Mission Statement</b>	
<b>Is Your Church a Mirror of Its Community?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Is Your Church Ready to Meet Community Needs?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Is Your Church Ready to Make Ministry Adjustments?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>What Is Your Community's Approximate Total Population?</b>	
<b>LIST TOP 5 SEGMENTS - Segment #1 &amp; 1-Word Descriptor</b>	
<b>Segment #2 &amp; 1-Word Descriptor</b>	
<b>Segment #3 &amp; 1-Word Descriptor</b>	
<b>Segment #4 &amp; 1-Word Descriptor</b>	
<b>Segment #5 &amp; 1-Word Descriptor</b>	
<b>Give Approximate % That Falls in the Top 3-5 Segments</b>	
<b>Quantify the Number of People This % Represents</b>	

## 1 | Discover > Outreach Focus

<b>What Segments Is Your Church Positioned to Reach NOW?</b>	<input type="checkbox"/> All 5 Segments <input type="checkbox"/> 3-4 Segments <input type="checkbox"/> 1-2 Segments <input type="checkbox"/> None
<b>Name the Segments You Are Ready to Reach NOW</b>	
<b>Name the Segments You Could Reach with Minimal Changes</b>	
<b>What Ideas Might Work for These Segments?</b>	
<b>What Do You Do NOW That Will Reach Them?</b>	
<b>What Do You Need to START Doing to Reach Them?</b>	
<b>What Do You Need to STOP Doing to Reach Them?</b>	



## Outreach Focus Examples





## Dream Weavers

Zip Code 38017 - 49%  
20,958 People

- Median Home Value - \$290,000
- Median Income - \$113,000
- White, married with children with more than half dual-income households
- Height of their careers and carrying lots of overhead
- Mainstream in recreational, media and travel habits

## Small Town Success

Zip Code 38017 - 15%  
6,416 People

- Median Home Value - \$175,000
- Median Income - \$75,000
- 40% have children at home
- Median Age is 39, though a third are 50+
- Stretch budgets with warehouse and catalog shopping
- Active volunteers in local politics, school and community events



## New Suburbia Families

Zip Code 38017 - 10%  
4,277 People

- Median Home Value - \$185,000
- Median Income - \$75,000
- Married and raising young families
- Median age is 31
- Dual-income households represent 60%
- Busy lifestyles often mean fast-food meals
- Many commute to careers in retail, health, education and finance



## Listen to Learn

### Listening vs. Hearing

If you've been burned by negative, critical comments—solicited and unsolicited—over the years, it can be difficult to open yourself up to someone else's feedback. It may be that a difficult personality and a precarious ministry situation make listening difficult. Regardless, don't let your pride prevent you from listening to what other voices have to say.

People are increasingly empowered to express their opinion. They do it when they make an online purchase. They do it on social media. They do it in countless other ways through web forums, blogs, surveys and feedback forms. The fact is we can learn from members, volunteers and key leaders in our congregation. Great ideas, creativity and innovation often come from the bottom up.

Nilofer Merchant's *The New How* concludes that "we need to let people think and create strategy everywhere." That's right on target. Surveys, focus groups, interviews and observation are all powerful ways to start that process in your church.

### Surveys

Create surveys to discover needs, opportunities, strengths and weaknesses in your church and community. Surveys are a great way to get feedback from large groups of people and learn more about the effectiveness of your church's evangelism, discipleship, ministry, missions and worship efforts.

Surveys contain two kinds of questions:

- **Open-End Questions** – Questions where the respondent is free to answer in his or her own words. Compile the answers and don't forget to edit or remove names and inappropriate comments.
- **Closed-End Questions** – Questions where possible answers are supplied (yes or no, multiple choice or agree/disagree). Quantify results for each question in a spreadsheet or database.

Surveys should only ask necessary information. Brevity is the key to getting people to complete surveys. It's also important not to communicate an agenda through the general tone, bias, ambiguity or theme of survey questions. Just ask simple questions without an expectation of specific results. Online survey tools include:

- SurveyMonkey.com
- SurveyGizmo.com
- Constant Contact



Take a quick look at some sample ministry surveys:



Download a Sample Young Families Survey at:  
[https://ministryactionplans.com/doc/young\\_families\\_survey.pdf](https://ministryactionplans.com/doc/young_families_survey.pdf)



Download a Sample Adults 55+ Survey at:  
[https://ministryactionplans.com/doc/mature\\_families\\_survey.pdf](https://ministryactionplans.com/doc/mature_families_survey.pdf)



Download Sample Survey Results at:  
[https://ministryactionplans.com/doc/survey\\_results.pdf](https://ministryactionplans.com/doc/survey_results.pdf)

## Focus Groups

Bring together a focus group to learn more about church and community needs. Think carefully about the composition of any focus group. Include key leaders, influencers and long-time volunteers, but also consider new members, less involved members and critical thinkers.

Pull groups together for an opening meal or refreshments to convey informality. Then communicate a general purpose, such as learning more about the best ways to reach a school or neighborhood. Focus groups are largely open ended. Ask questions that require extended (not yes and no) answers as a way to encourage discussion and honest communication. Choose an objective, unbiased facilitator who has some distance from the focus group's topic or issue at hand.

Create focus groups to learn more about:

- **Age Division Ministry Perceptions** – What is our preschool ministry doing well? What can we improve on? What is our student ministry doing well? What can we improve on?
- **Community Outreach Focus Points** – Is there a school we need to reach? Is there a neighborhood we need to reach?
- **Facilities** – What can we do to improve our facilities? For preschool families? For children's families? For student families? For senior adults?
- **First Impressions** – How can we better assimilate guests and new members? What's working and what isn't?
- **Small Groups** – How can we grow our small groups? What new ideas do we need to consider?
- **Recreation** – How can our recreation ministry be used more effectively for outreach?
- **New Ministry Initiatives** – Is there a need for something new? What should this new ministry look like? Who? What? When? Where?



## Interviews & Observation

Sometimes it helps to get away. Church staff teams face the daily grind of ministry with a view of church and community that's reinforced by the people we know. That's not necessarily a bad thing, but fresh perspectives and new ideas can sometimes lead to new insights and thinking about our situation, context and ministry methods.

Taking a field trip to visit other churches is one of the most useful interview and observation approaches. Visit another ministry team to learn more about how they are accomplishing the same tasks you are charged with doing. The give and take of two teams, or even two pastors, in dialogue can reap incredible strategy and planning dividends!

Seek out other churches of similar size and philosophy but also look for ministries at the next level. They might be larger churches with a similar vision for their church and community. Or it might be a staff team with some innovative approach to ministry, staff, facilities or something else.

Meet with a person or a group and then record your reflections and thoughts afterwards. What does the interview or observation say to ministry in your church and community?



## Notes



## **Growth Step 2**

# **Clarify**



## Clarify

Develop a God-sized vision  
and focus.

### The Holy Spirit & Prayer

Prayer leads the church to appropriate divine power  
and understand God's will.

### Vision

Start with vision clarification and define what you stand for  
and where God is leading you to go.

### Values

Detail what the church will do (and what it won't do)  
to achieve its vision.



## Crystal Clear

Driving in blinding rain or fog is a nerve-wracking experience. When you can't see the road ahead, anxiety sets in and the simplest journey becomes difficult. When the weather gets dicey, there's only one thing left to do. Pull over and wait for the storm to pass. When the weather clears you can get back on the road confident that good vision will help you safely reach your destination.

Your church has a clear command from Christ to go and preach the gospel, winning the lost in the name of Jesus and then teaching and discipling them in His ways. But how does the church accomplish that Great Commission?

We know Christ's command carries with it non-negotiables like evangelism, discipleship, ministry, missions and worship. But you have some decisions to make about what you'll do (and what you won't do) to make it happen. That's the kind of clarity you want and need in the blinding rain.



## Growth Step 2

Clarifying vision and values is the second step in developing a ministry action plan. An intentional process to capture God-sized vision and focus includes:

- **The Holy Spirit and Prayer** – Prayer leads the church to appropriate divine power and understand God's will.
- **Vision (Global Objective)** – Start with vision clarification and define what you stand for and where God is leading you to go.
  - What's your vision of the future?
  - Where are you going?
  - What happens when you get there?
- **Values (Defining Objectives)** – Detail what the church will do (and what it won't do) to achieve its vision.
  - Defining objectives support the church's vision.





## God-Sized Plans

### Nehemiah's Example

After hearing about the sad state of affairs in Judah, Nehemiah received permission from King Artaxerxes to return to Jerusalem and rebuild the city walls. He recruited thousands of workers to repair breaches in the wall and organized guards to defend the workers from enemy armies. He made quick work of the rebuilding project, completing the work in just 52 days.

It's an incredible story of planning, organization and leadership, but the rebuilding didn't start in Jerusalem. The story actually begins with an act that offers powerful insight for our ministry planning task. After Nehemiah heard the bad news about the "great trouble and disgrace" in his native land, he did something important. He sought divine intervention from a Sovereign God. Nehemiah tells that part of the story this way:

When I heard these things, I sat down and wept. For some days I mourned and fasted and prayed before the God of heaven. Then I said:

"Lord, the God of heaven, the great and awesome God, who keeps his covenant of love with those who love him and keep his commandments, let your ear be attentive and your eyes open to hear the prayer your servant is praying before you day and night for your servants, the people of Israel. I confess the sins we Israelites, including myself and my father's family, have committed against you." – Nehemiah 1:4-6 (NIV)

Nehemiah mourned, fasted, prayed and confessed his sins to God. He started at the place we often overlook. He began his planning effort on his knees crying out to the God of heaven for mercy, direction and divine intervention.



## The Holy Spirit

God sent His Spirit for challenges exactly like the one before you.

Jim Cymbala says it this way:

Many of us feel prompted to do something for God, but we hold back because we're afraid to fail. A fear of failure stops us from starting the very thing God has laid on our hearts. It might be to join a ministry in our church (or even start one), share a Bible passage with someone on the phone, or perhaps start a prayer meeting. We know it is a prompting from the Lord. But that means leaving our comfort zone and stepping out into uncharted waters.

Jim Cymbala with Jennifer Schuchmann, *Spirit Rising: Tapping into the Power of the Holy Spirit* (Grand Rapids, MI: Zondervan, 2012), p. 156.

Be bold in the spirit and trust His leadership as you move forward. Don't be afraid! And don't depend wholly upon your own knowledge and experience. Instead, trust in the Lord and lean on his wisdom and understanding. Prayerfully seek His face and His will. Paul says:

For this reason I remind you to fan into flame the gift of God, which is in you through the laying on of my hands. For the Spirit God gave us does not make us timid, but gives us power, love and self-discipline. – 2 Timothy 1:6-7 (NIV)

## Prayer

Prayer is a major part of your toolkit for applying God's power and blessing to the journey ahead. Why should you pray in the ministry action planning process? You pray to:

- Seek divine intervention in your church and community
- Seek God-inspired vision and values
- Appropriate divine power for your strategy planning task
- Discern His will for the plans you make

The Bible repeatedly calls us to seek the Lord and pray for His will:

Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight. – Proverbs 3:5-6 (NIV)

Devote yourselves to prayer, being watchful and thankful. – Colossians 4:2 (NIV)

Do not be anxious about anything, but in every situation, by prayer and petition, with thanksgiving, present your requests to God.  
– Philippians 4:6 (NIV)



Pray without ceasing for your church, its vision and full unity of purpose. A true movement of God for any church's growth begins with prayer!

## Additional Resources



Find “Clarify God-Sized Vision and Focus” on Big Ideas Blog at:  
<https://ministryactionplans.com/clarify-god-sized-vision-and-focus/>



Find “From Self-Reliance to God-Reliance” on Big Ideas Blog at:  
<https://ministryactionplans.com/from-self-reliance-to-god-reliance/>



Find “Make Prayer Part of Your Daily Routine” on Big Ideas Blog at:  
<https://ministryactionplans.com/make-prayer-part-of-your-daily-routine/>



## Vision

### A Global Objective

Church vision encapsulates what you stand for and where God is leading you to go. It's a God-given global objective for your church at this moment in time, for this unique place. In essence, vision is your purpose. It's who you are and who you want to be. Vision answers the questions that have to be answered:

- What's your vision of the future?
- Where are you going?
- What happens when you get there?

Vision forms a lens through which everything you do is measured and qualified. It determines what you'll do and what you won't do. It guides your church's ministry work, strategies, action plans and budget. And it clearly describes God's vision for your church and His plans for your future.

Vision is a powerful tool to communicate that the church is going somewhere great. It says that tomorrow holds the promise of new opportunities to worship, reach, grow, serve and connect. It reminds the church that its best days are ahead and not behind. That's God's plan and promise:

“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.” – Jeremiah 29:11 (NIV)

Hold vision high for all to see. Put it on public display. Repeat it over and over again and ask your church to memorize it.

### Vision Statements

Seek godly wisdom and pray in the early stages of church vision statement development. Ask leaders, staff members and volunteers to pray earnestly for God's will and seek the Holy Spirit's direction. Search the Bible for passages that speak to your heart and brainstorm scripture that might inform your vision statement. After that, some practical suggestions include making your statement:

- **Simple & Memorable** – Your vision should be easy to remember. [Examples](#)
- **Meaningful** – It must be relevant for your church and community.
- **Action-Oriented** – Use words that show activity (e.g. reach, connect, grow, go, tell).
- **Compelling & Inspiring** – Your vision should inspire the church to aim higher and go farther.





Your vision statement is what is God calling your church to BE and DO at this particular time and in this particular place. A vision statement should:

- Be informed by Scripture
- Be informed by your faith tradition
- Be contextual for your church and community

## SWOT Analysis

Analyze factors with both internal and external origins as you develop your vision statement. Within the church, what strengths and weaknesses bear on the Great Commission task at hand? Consider that some elements and characteristics of your ministry produce advantages while others place your ministry at a disadvantage. Examples include location, facilities, ministry structure, staffing, leadership culture, outreach fervor and much more.

Looking at your community, what opportunities and threats exist in your environment? Determine what can be used for ministry advantage and what might cause trouble for your church. Factors with an external origin lie outside your direct control, but they need to be considered, nonetheless. Read more about analyzing strengths, weaknesses, opportunities and threats on the SWOT Analysis pages in this workbook.

## Worksheet Tool

Workshop vision ideas and analyze strengths, weaknesses, opportunities and threats with the worksheet on the next page.



Download the Vision Worksheet at:  
[https://ministryactionplans.com/worksheets/vision\\_worksheet.docx](https://ministryactionplans.com/worksheets/vision_worksheet.docx)

## Additional Resources



Find “Clarify the Win” on Big Ideas Blog at:  
<https://ministryactionplans.com/clarify-the-win/>



Find “Create a Culture of Accountability” on Big Ideas Blog at:  
<https://ministryactionplans.com/create-a-culture-of-accountability/>

## 2 | Clarify > Vision

Church vision encapsulates what you stand for and where God is leading you to go. It's a God-given global objective for your church at this moment in time, for this unique place. In essence, vision is your purpose. It's who you are and who you want to be.

Vision Worksheet	
<b>WHAT ADVANTAGES DOES YOUR CHURCH HAVE? – Strength #1</b>	
<b>Strength #2</b>	
<b>Strength #3</b>	
<b>Strength #4</b>	
<b>Strength #5</b>	
<b>WHAT PLACES YOUR CHURCH AT A DISADVANTAGE? – Weakness #1</b>	
<b>Weakness #2</b>	
<b>Weakness #3</b>	
<b>Weakness #4</b>	
<b>Weakness #5</b>	
<b>WHAT EXTERNAL FACTORS CAN BE EXPLOITED TO YOUR ADVANTAGE? – Opportunity #1</b>	
<b>Opportunity #2</b>	
<b>Opportunity #3</b>	
<b>Opportunity #4</b>	
<b>Opportunity #5</b>	
<b>WHAT ELEMENTS IN THE ENVIRONMENT COULD CAUSE TROUBLE? – Threat #1</b>	
<b>Threat #2</b>	
<b>Threat #3</b>	
<b>Threat #4</b>	
<b>Threat #5</b>	

## 2 | Clarify > Vision

<b>Where Do You See God at Work in Your Church and Community?</b>	
<b>LIST NEEDS YOUR CHURCH CAN MEET – Need #1</b>	
<b>Need #2</b>	
<b>Need #3</b>	
<b>Need #4</b>	
<b>Need #5</b>	
<b>LIST SHORT PHRASES THAT HAVE IMPACT – Impact Phrase #1</b>	
<b>Impact Phrase #2</b>	
<b>Impact Phrase #3</b>	
<b>Impact Phrase #4</b>	
<b>Impact Phrase #5</b>	
<b>LIST MEANINGFUL SCRIPTURE PASSAGES – Scripture #1</b>	
<b>Scripture #2</b>	
<b>Scripture #3</b>	
<b>Scripture #4</b>	
<b>Scripture #5</b>	
<b>Scripture #6</b>	

## 2 | Clarify > Vision

**Write a First Draft 1-Sentence Vision Statement**

**Summarize Your Vision Statement in One Word**





## Values

### Defining Objectives

Vision is your global objective—the first step in establishing direction. But there's more clarifying work to do. A second critical step in the vision process is the creation of ministry values. Values further define what you'll do and what you won't do. They are more specific defining objectives that guide your church's ministry work, strategies, action plans and budget.

There are no right or wrong ways to create church values. Churches will use different language and address different elements with their values. The important point is that values define the church's direction more specifically than a one-sentence vision statement can. Values are vitally important because they focus church vision and keep staff and volunteers on the same page.

## VISION & VALUES





## Priorities

Church values are a set of priorities that govern your ministry. Everything that you do—every event, program or initiative—should address these priorities in some way. Values can describe all kinds of style, method and strategy points, such as:

- Worship Style
- Evangelism Process
- Missions Strategy
- Discipleship Process
- Small Groups Plan
- New Member Assimilation
- Leader Development
- New Ministry Development
- Church Mindset and Culture
- Church Theology
- Other Key Priorities

## Sample Ministry Values

Consider these sample values that bring focus to church vision:

- **Climate of Acceptance** – We offer friendliness and unconditional love at our church. This is a safe place to check out the claims of Christ.
- **Reaching People through Relationships** – The best way to meet peoples' needs and lead them to Christ is through one-on-one relationships.
- **Faithful to the Bible** – We use the Bible and the teachings found in it as our guide for life, ministry and spiritual growth.
- **Full Devotion to Christ** – Full devotion to Christ is normal for Christians.
- **Teaching through Small Groups** – Small groups are the best context for spiritual growth and life change in individuals. We offer you the opportunity to study the Bible and develop friendships in a caring group.
- **Ministry Gifts** – The Bible teaches that God has uniquely shaped each member with spiritual gifts to minister to the needs of others. Understanding and using your spiritual gifts is the basis for developing the church's ministries.
- **Driven by Purpose** – Our church organizes its ministries around well-defined purposes of worship, ministry, evangelism, fellowship and discipleship.
- **Innovative Ministry** – We place high value on creativity and work hard to be on the cutting edge of God's work in our area. And we continually look for new ways to declare God's truth around the world.
- **Worship** – We offer a style of music and worship that is culturally relevant, combined with practical teaching and helpful applications from God's Word.



- **Church Planting** – There is no better method of growth and evangelism than starting new churches. We are a church that starts other churches.
- **Excellence Honors God** – We believe that God deserves our best effort.

Here's another simple iteration of church values:

- **Prayer** – Prayer is our foundation.
- **Worship** – Worshiping together is important to us.
- **Missions & Evangelism** – We actively share our faith with neighbors and nations.
- **Discipleship** – We grow spiritually in small groups.
- **NextGen** – Faith at home matters for the next generation.

Find other ministry expressions of core values in the pages that follow and in the reference section at the end of this workbook. You'll find sample core values for:

- Austin Ridge Bible Church – Austin, Texas
- Denton Bible Church – Denton, Texas
- Elevation Church – Matthews, North Carolina
- Thomas Road Baptist Church – Lynchburg, Virginia
- Willow Creek Church – South Barrington, Illinois
- First West – West Monroe, Louisiana

## Worksheet Tool

Use the worksheet on the next page to brainstorm hyper contextual words, phrases and statements that further focus and define your mission and vision.



Download the Core Values Worksheet at:

[https://ministryactionplans.com/worksheets/core\\_values\\_worksheet.docx](https://ministryactionplans.com/worksheets/core_values_worksheet.docx)

## Additional Resources



Find “Clarify the Win” on Big Ideas Blog at:

<https://ministryactionplans.com/clarify-the-win/>



Find “Create a Culture of Accountability” on Big Ideas Blog at:

<https://ministryactionplans.com/create-a-culture-of-accountability/>

## 2 | Clarify > Values

Core Values Worksheet	
<b>Input Your Church's Mission Statement</b>	
<b>Input Your Church's Vision Statement</b>	
<b>What Words or Statements Further Focus Your Mission and Vision</b>	
<b>Brainstorm WORDS That Further Define Your Vision</b>	

## 2 | Clarify > Values

<p><b>Write PHRASES That Are <u>Hyper Contextual</u> for Your Church and Community (These Words Resonate in Your Context)</b></p>	
<b>Write <u>Draft</u> ONE SENTENCE or PHRASE Core Values</b>	
<b>Core Value</b>	

## 2 | Clarify > Values

<b>Core Value</b>	
<b>REVISE <u>Draft</u> Core Values and TENTATIVELY Order Them</b>	
<b>Core Value WORD/PHRASE</b>	<b>Core Value SENTENCE</b>
<b>1<sup>st</sup></b>	
<b>2<sup>nd</sup></b>	
<b>3<sup>rd</sup></b>	

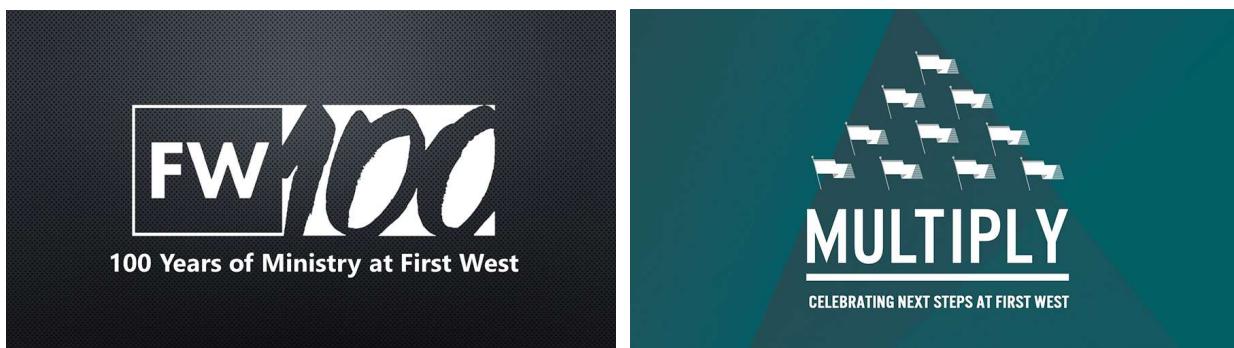
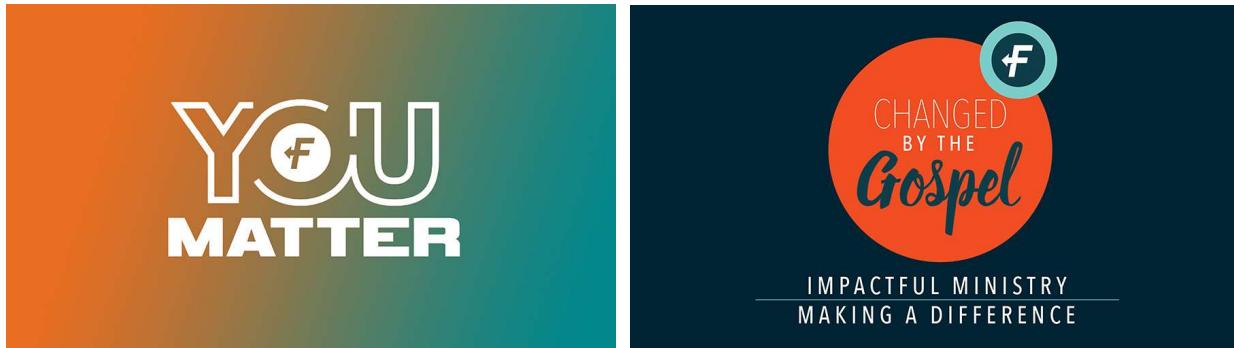
## 2 | Clarify > Values

<b>4<sup>th</sup></b>	
<b>5<sup>th</sup></b>	
<b>6<sup>th</sup></b>	
<b>7<sup>th</sup></b>	
<b>8<sup>th</sup></b>	
<b>9<sup>th</sup></b>	
<b>10<sup>th</sup></b>	
<b>Unused Ideas to Reconsider</b>	



## Vision & Values Examples

### Vision Theme Ideas





## Ministry Vision & Values Examples

### Willow Creek Community Church

#### Mission

Willow Creek exists to turn irreligious people into fully devoted followers of Jesus Christ.

### Willow Creek Community Church

#### Core Values

We believe anointed teaching is the catalyst for transformation in individuals' lives and in the church.

We believe lost people matter to God, and therefore, they matter to the church.

We believe the church should be culturally relevant while remaining doctrinally pure.

### Willow Creek Community Church

#### Core Values

We believe Christ followers should manifest authenticity and yearn for continuous growth.

We believe a church should operate as a unified community of servants, with men and women stewarding their spiritual gifts.

We believe loving relationships should permeate every aspect of church life.

### Willow Creek Community Church

#### Core Values

We believe life-change happens best in community.

We believe excellence honors God and inspires people.

We believe churches should be led by men and women with God-given leadership gifts.

We believe the pursuit of full devotion to Christ and His cause is normal for every believer.



saddleback church

#### Purpose

To bring people to Jesus and **membership** in his family, develop them to Christlike **maturity**, and equip them for their **ministry** in the church and their life **mission** in the world in order to **magnify** God's name.

### biltmore BAPTIST CHURCH

#### Vision

Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I commanded you.

#### Purpose

Reach Up **Through Worship**  
Reach In **Through Community**  
Reach Out **Through Ministry**



## Ministry Vision & Values Examples



### ► VISION & VALUES

#### VISION

We exist to glorify God by totally committing ourselves to Jesus Christ and to the explosive growth of His kingdom.

#### FOCUS POINTS

**PRAYER** – Prayer is our foundation.

**WORSHIP** – Worshiping together is important to us.

**MISSIONS & EVANGELISM** – We actively share Christ.

**DISCIPLESHIP** – We grow spiritually in small groups.

**NEXTGEN** – Faith at home matters for the next generation.



## Business Vision & Values Examples



### Vision

Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.



### Corporate Purpose

To glorify God by being a faithful steward of all that is entrusted to us and to have a positive influence on all who come into contact with Chick-fil-A

## HOBBY LOBBY

### We are committed to:

Honoring the Lord in all we do by operating the company in a manner consistent with Biblical principles.

Offering our customers exceptional selection and value.

Serving our employees and their families by establishing a work environment and company policies that build character, strengthen individuals, and nurture families.

Providing a return on the family's investment, sharing the Lord's blessings with our employees, and investing in our community.



### Mission

Helping people worldwide experience the manifest presence of God

### Core Values

Accountability · Cooperation · Excellence  
Innovation · Integrity · Love · Truth



### Mission

The State Farm mission is to help people manage the risks of everyday life, recover from the unexpected, and realize their dreams.



### Shared Values

Quality Service and Relationships · Mutual Trust  
Integrity · Financial Strength

### Culture



Every Customer | Every Interaction | Every Day™



## Business Vision & Values Examples



### Our Values

#### Integrity Without Compromise

We speak the truth and assume best intent. We value trust above all else. We hold ourselves and others accountable to the highest standards in all we say and do.



#### We Care and Give Back

We are stewards of the future and will do our part to make the world a better place. It is our privilege to help others and we do it wholeheartedly.

Be Bold	Be Passionate	Be Decisive	Learn Fast	Win Together	Deliver Awesome
<ul style="list-style-type: none"> <li>Solve BIG customer problems</li> <li>Create a vision that inspires</li> <li>Think beyond what is accepted as possible</li> </ul> <p>We can see the future in what we do because we're creating it together. We constantly seek inspiration and connect dots that no one else does. We don't shy away from the world's biggest problems. It takes courage.</p>	<ul style="list-style-type: none"> <li>Personally embrace and role model change</li> <li>Inspire with your insights and initiative</li> <li>Strive to perfect your craft every day</li> </ul> <p>You're here because of your unique talents and the fire in your belly to do something meaningful. It shines through in ways that raises the bar for all of us. Never stop growing.</p>	<ul style="list-style-type: none"> <li>Choose what we will and will not do</li> <li>Be transparent with your logic and judgment</li> <li>Be direct and respectful</li> </ul> <p>Have a point of view based on data, experience, and instincts. Make the call and own the outcome. Speed matters, because the greatest risk is standing still.</p>	<ul style="list-style-type: none"> <li>Lead with a hypothesis</li> <li>Measure and act on what matters most</li> <li>Savor the surprises</li> </ul> <p>We're in love with customer problems more than our solutions. We walk in our customers' shoes and experiment our way to success. The only failure is the failure to learn fast.</p>	<ul style="list-style-type: none"> <li>Deliver exceptional results so others can count on you</li> <li>Develop yourself and others to do the best work of our lives</li> <li>Be boundary-less in our thinking and actions</li> </ul> <p>Small diverse teams drive our work and 90% of the decisions are made here. We accelerate each other in pursuit of our mission. We break down barriers. Together, we are one Intuit.</p>	<ul style="list-style-type: none"> <li>Delight our customers and partners with experiences they love</li> <li>Nail the fundamentals and sweat the details</li> <li>Never stop short of awesome</li> </ul> <p>We are proud of the products we deliver because they inspire the imagination and exceed expectations. We create and build our brand in all the work that carries our name: Intuit.</p>



## Vision & Values Scripture

### The Greatest Commandment

Jesus replied: “‘Love the Lord your God with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: ‘Love your neighbor as yourself.’ All the Law and the Prophets hang on these two commandments.” – Matthew 22:37-40 (NIV)

### The Great Commission

Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age. – Matthew 28:19-20 (NIV)

### Acts 1:8 Mobilization

But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth. – Acts 1:8 (NIV)

### Evangelism & Missions

Then I heard the voice of the Lord saying, “Whom shall I send? And who will go for us?” And I said, “Here am I. Send me!” – Isaiah 6:8 (NIV)

Then he said to his disciples, “The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field. – Matthew 9:37-38 (NIV)

I am not ashamed of the gospel, because it is the power of God for the salvation of everyone who believes: first for the Jew, then for the Gentile. – Romans 1:16 (NIV)

Do your best to present yourself to God as one approved, a workman who does not need to be ashamed and who correctly handles the word of truth. – 2 Timothy 2:15 (NIV)

But in your hearts set apart Christ as Lord. Always be prepared to give an answer to everyone who asks you to give the reason for the hope that you have. But do this with gentleness and respect. – 1 Peter 3:15 (NIV)



## Discipleship & Spiritual Growth

Then Jesus said to his disciples, “If anyone would come after me, he must deny himself and take up his cross and follow me. For whoever wants to save his life will lose it, but whoever loses his life for me will find it. What good will it be for a man if he gains the whole world, yet forfeits his soul? Or what can a man give in exchange for his soul? – Matthew 16:24-25 (NIV)

And anyone who does not carry his cross and follow me cannot be my disciple. – Luke 14:27 (NIV)

In the same way, any of you who does not give up everything he has cannot be my disciple. – Luke 14:33 (NIV)

I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing. If anyone does not remain in me, he is like a branch that is thrown away and withers; such branches are picked up, thrown in the fire and burned. If you remain in me and my words remain in you, ask whatever you wish, and it will be given you. This is to my Father’s glory, that you bear much fruit, showing yourselves to be my disciples. – John 14:5-8 (NIV)

But grow in the grace and knowledge of our Lord and Savior Jesus Christ. To him be glory both now and forever! – 2 Peter 3:18 (NIV)

## Leadership Pipeline

Jesus called them together and said, “You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant.” – Matthew 20:26 (NIV)

Jesus called them together and said, “You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.” – Mark 10:42-45 (NIV)

When he had finished washing their feet, he put on his clothes and returned to his place. “Do you understand what I have done for you?” he asked them. “You call me ‘Teacher’ and ‘Lord,’ and rightly so, for that is what I am. Now that I, your Lord and Teacher, have washed your feet, you also should wash one another’s feet. I have set you an example that you should do as I have done for you.” – John 13:12-15 (NIV)

Do nothing out of selfish ambition or vain conceit.

Rather, in humility value others above yourselves. – Philippians 2:3 (NIV)



And we urge you, brothers and sisters, warn those who are idle and disruptive, encourage the disheartened, help the weak, be patient with everyone. – 1 Thessalonians 5:14 (NIV)

And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others. – 2 Timothy 2:2 (NIV)

Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth. – 2 Timothy 2:15 (NIV)

Be shepherds of God’s flock that is under your care, watching over them—not because you must, but because you are willing, as God wants you to be; not pursuing dishonest gain, but eager to serve; not lording it over those entrusted to you, but being examples to the flock. And when the Chief Shepherd appears, you will receive the crown of glory that will never fade away. – 1 Peter 5:2-4 (NIV)

## **Worship**

Ascribe to the Lord the glory due his name; bring an offering and come into his courts. Worship the Lord in the splendor of his holiness; tremble before him, all the earth. – Psalm 96:8-9 (NIV)

For where two or three come together in my name, there am I with them. – Matthew 18:20 (NIV)

God is spirit, and his worshipers must worship in spirit and truth. – John 4:24 (NIV)

You also, like living stones, are being built into a spiritual house to be a holy priesthood, offering spiritual sacrifices acceptable to God through Jesus Christ. – 1 Peter 2:5 (NIV)

Who will not fear you, O Lord, and bring glory to your name? For you alone are holy. All nations will come and worship before you, for your righteous acts have been revealed. – Revelation 15:4 (NIV)



## SWOT Analysis

SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project or business venture. A SWOT analysis can be carried out for a ministry, campus, initiative or community. It involves specifying the objective of the ministry or project and identifying the internal and external factors that are favorable and unfavorable in achieving that objective.

The original business technique is credited to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies. The degree to which the internal environment of the organization matches with the external environment is expressed by the concept of strategic fit.

A SWOT analysis includes four areas:

- **Strengths** – Uncover characteristics of a ministry or project that produce advantages.
- **Weaknesses** – Discover characteristics that place the ministry at a disadvantage.
- **Opportunities** – Determine elements that could be exploited to your advantage.
- **Threats** – Understand what elements in the environment could cause trouble for your ministry.

# SWOT ANALYSIS



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## **Growth Step 3 Mobilize**



## Mobilize

Establish goals and build strategies with action plans.

### Goals

Attach numeric measurements to your vision and values to determine if you succeeded in obtaining your objective.

### Strategies

Make informed choices to achieve your vision, values and goals.

### Action Plans

Detail specific ministry initiatives and programs that feed your strategies.



## Go Build an Ark

Noah was a righteous man who walked faithfully with God in a world filled with violence, corruption and wickedness. You know the rest of the story. God surveyed the situation and commanded Noah to get up and get to work. He said:

So make yourself an ark of cypress wood; make rooms in it and coat it with pitch inside and out. This is how you are to build it: The ark is to be three hundred cubits long, fifty cubits wide and thirty cubits high. Make a roof for it, leaving below the roof an opening one cubit high all around. Put a door in the side of the ark and make lower, middle and upper decks.  
– Genesis 6:14-16

God's instructions were specific and the objective was plain. Go build an ark. The great flood was coming and Noah had work to do.

We are called to get up, get moving and get to work. The mission has been laid down, the objectives are clear and the Spirit prods us to action. It's time to mobilize.



### Growth Step 3

Mobilizing the church with goals, strategies and action plans is the third step in developing a ministry action plan. A purposeful action plan includes:

- **Goals** – Attach numeric measurements to your vision and values to determine if you succeeded in obtaining your objective.
  - What does your church need to achieve?
  - What does success look like?
  - Measure your progress regularly.
- **Strategies** – Make informed choices to achieve your vision, values and goals.
  - What choices help the church accomplish its objective?
  - How can you reach your goals?
  - Goals are translated into choices.
- **Action Plans** – Detail specific ministry initiatives and programs that feed your strategies.
  - Who?
  - What?
  - When?
  - Where?





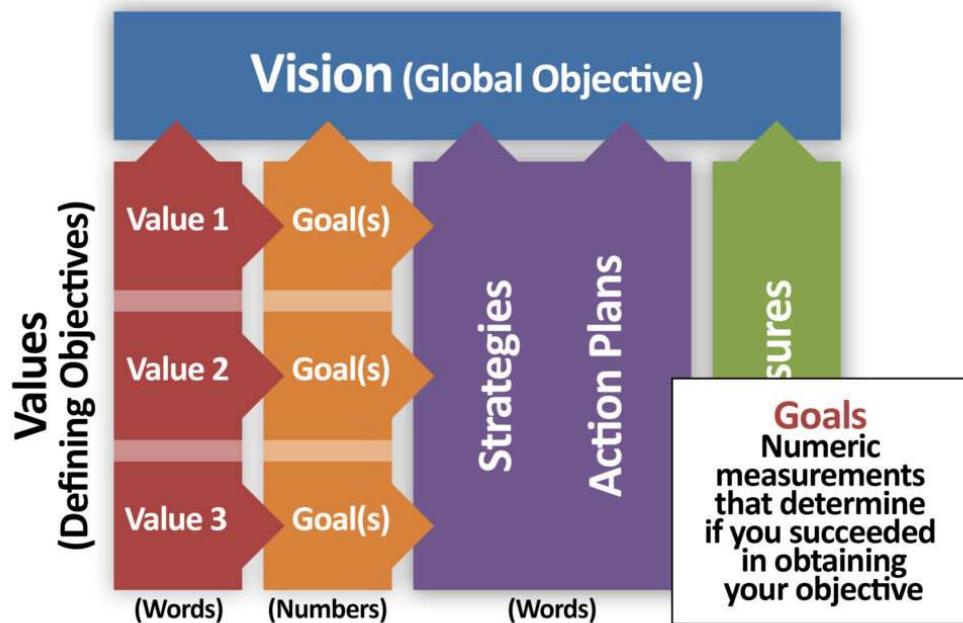
## Goals

### Ministry Outcomes

Goals are numeric measurements attached to each value or defining objective. They describe a preferred ministry outcome. Numeric goals include anything that measures your vision-aligned objectives:

- Worship, group, mobilization and participation goals
- Spiritual growth, faith lifestyle and outcome-based goals
- Evangelism goals—praying, relationships, invites and sharing
- Baptisms or professions of faith
- Per capita giving or stewardship growth goals
- Leader development goals
- Vision-aligned goals

## GOALS





## Lead vs. Lag

Every goal needs a measuring stick, but not just any measuring stick. Centering your goal on the right measure is one of the most important things you can do to improve execution.

What's the difference between lead and lag measures? Here's a quick definition:

- **Lead Measure** – Something that leads to the goal
- **Lag Measure** – Something that measures the goal

The key idea is to take weekly stock of several lead measures, then show the lag measure they impact. Over time, positive movement in the lead measures should impact the lag measure in the right direction (attendance, participation, etc.).

Take a look at some lead and lag measure examples:

- **Worship**
  - Lead Measure – Invite Cards Distributed
  - Lag Measure – Worship Attendance
- **Community**
  - Lead Measure – New Groups Started
  - Lag Measure – Groups Attendance
- **Service**
  - Lead Measure – New People Mobilized
  - Lag Measure – Missions Participation
- **Evangelism**
  - Lead Measure – Gospel Conversations
  - Lag Measure – Baptisms

## SMART Goals

Many goals fail because they aren't clear, don't seem important or aren't likely to happen when you need them to. The solution is to use SMART criteria to make goal setting, well, smarter.

SMART goals use a mnemonic acronym to guide the setting of objectives:

- **S = Specific**
- **M = Measurable**
- **A = Achievable**
- **R = Relevant**
- **T = Time-Bound**



The first use of SMART criteria to describe goal-setting occurred in the November 1981 issue of *Management Review* in George Doran's article, "There's a SMART Way to Write Management's Goals and Objectives."

Doran wrote that objectives should be:

- **Specific** – They should target a specific area for improvement. Exactly what do you want to accomplish? Who, what, when and where?
- **Measurable** – They should quantify or suggest an indicator of progress. How will you track your progress? How much and how many?
- **Achievable** – They should aim for a realistically achievable result. Do you have what you need to achieve your goal? Is your goal too challenging? Is it too easy?
- **Relevant** – They should be goals that matter. Does your goal matter to your supervisor, team and organization? Is your goal aligned with organizational vision and values?
- **Time-Bound** – They should specify when the result can be achieved. When will you achieve your goal? What is your time limit?

How do your ministry goals stack up against the SMART standard?

Make your goals specific, measurable, achievable, relevant and time-bound. It's a fact: SMART goals make goal setting smarter.

"SMART Criteria," Accessed August 20, 2015, [https://en.wikipedia.org/wiki/SMART\\_criteria](https://en.wikipedia.org/wiki/SMART_criteria).

## Worksheet Tools

Create measures and set goals with the Goal-Setting Worksheet and the Measures & Goals Worksheet on the following pages.



Download the Goal-Setting Worksheet at:  
[https://ministryactionplans.com/doc/goal\\_setting\\_worksheet.pub](https://ministryactionplans.com/doc/goal_setting_worksheet.pub)



Download the Measures & Goals Worksheet at:  
[https://ministryactionplans.com/doc/measures\\_goals\\_worksheet.pub](https://ministryactionplans.com/doc/measures_goals_worksheet.pub)



Download Sample Ministry Goals at:  
[https://ministryactionplans.com/doc/2017-18\\_master\\_goals.docx](https://ministryactionplans.com/doc/2017-18_master_goals.docx)

# Goal-Setting Worksheet

Set Measurable, Achievable  
Goals for Each Strategic Area



Example	STRATEGIC AREA/VALUE	CURRENT METRIC	DESIRABLE OUTCOME
	<b>Together We Equip</b>	<b>1,532 Unique Attenders</b>	<b>Increased Unique Attenders</b>
	POSSIBLE MEASURES	GROWTH MULTIPLIER	ANNUAL GOAL
	New Leaders Developed	+4%	1,600
	New LIFE Groups Started		

## Strategic Area 1

STRATEGIC AREA/VALUE	CURRENT METRIC	DESIRABLE OUTCOME
POSSIBLE MEASURES	GROWTH MULTIPLIER	ANNUAL GOAL

## Strategic Area 2

STRATEGIC AREA/VALUE	CURRENT METRIC	DESIRABLE OUTCOME
POSSIBLE MEASURES	GROWTH MULTIPLIER	ANNUAL GOAL

## Strategic Area 3

STRATEGIC AREA/VALUE	CURRENT METRIC	DESIRABLE OUTCOME
POSSIBLE MEASURES	GROWTH MULTIPLIER	ANNUAL GOAL

## Strategic Area 4

STRATEGIC AREA/VALUE	CURRENT METRIC	DESIRABLE OUTCOME
POSSIBLE MEASURES	GROWTH MULTIPLIER	ANNUAL GOAL

# Sample Measures & Goals

Set Measurable, Achievable Goals for Each Strategic Area  
Then Create a Strategy and Action Plan with Vision-Aligned Measures



**Goals** = Measurements attached to each value or strategic area.

**Lead Measures** = Something that contributes to the goal.

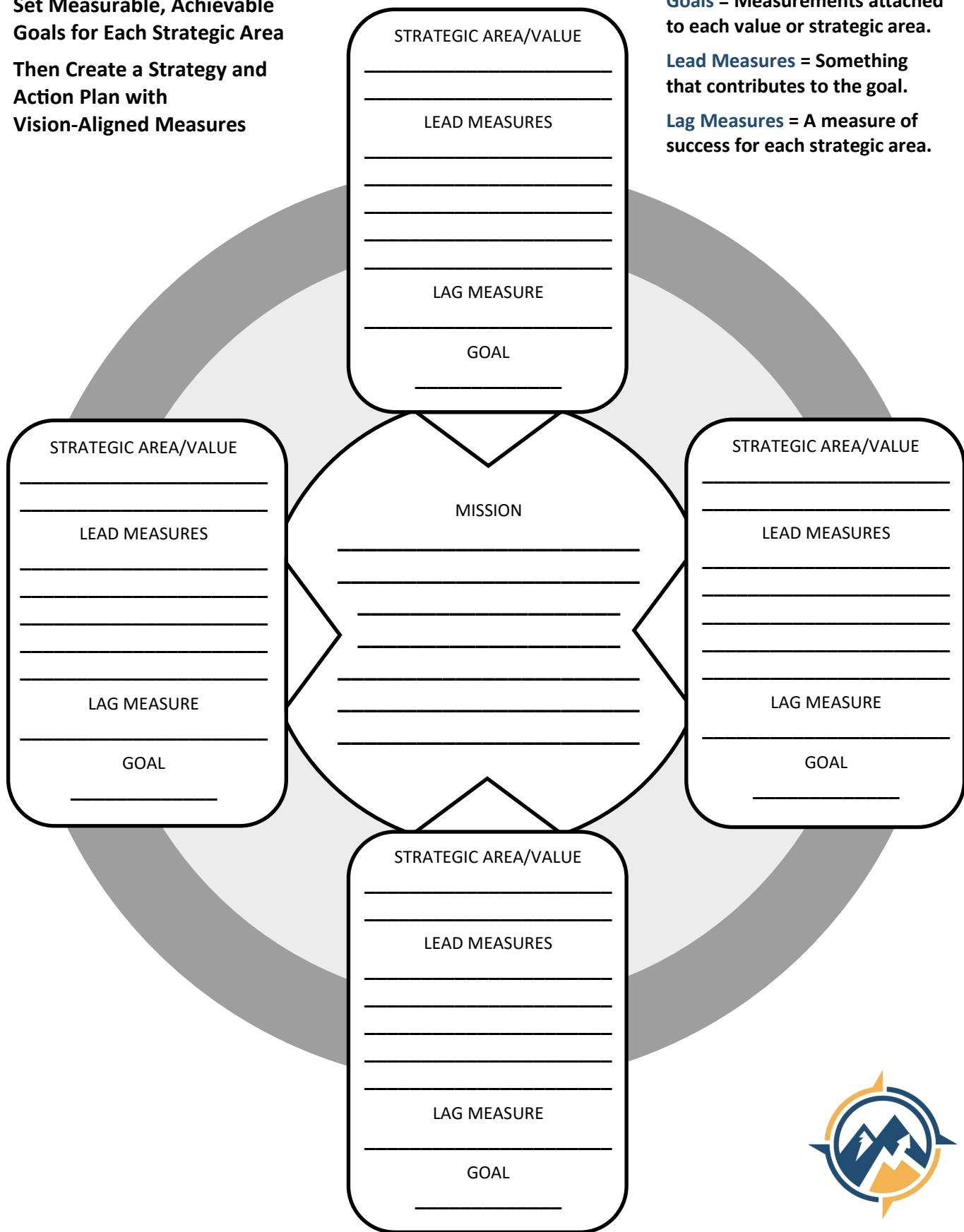
**Lag Measures** = A measure of success for each strategic area.



# Measures & Goals Worksheet

**Set Measurable, Achievable Goals for Each Strategic Area**

**Then Create a Strategy and Action Plan with Vision-Aligned Measures**



**Goals** = Measurements attached to each value or strategic area.

**Lead Measures** = Something that contributes to the goal.

**Lag Measures** = A measure of success for each strategic area.





## Strategies

### Making Choices

Just as overall church vision and extended values direct the development of quantifiable goals, so it is with the creation of strategies. Strategies are the choices you make to achieve your vision, values and goals. They form the plan of attack to mobilize the church for ministry.

Ask the “why” question. Why do we make the choices we make in ministry? And what can we do to leverage limited resources for maximum kingdom impact?



### Key Strategic Areas

Clarified ministry vision naturally leads to strategic focus points. These focus areas or priorities differ from one church to another, but most churches will center on Bible-based priorities such as The Great Commission or the five purposes of the New Testament church. Possible frameworks for ministry strategy might include:

- **Church Purposes** – Outline what the church will do in evangelism, discipleship, ministry, missions and worship.



Download a Church Purposes Example at:  
<https://ministryactionplans.com/doc/purposes.pdf>



- **The Great Commission** – Go, baptize and disciple.
- **The Great Commandment** – Love God and love others as yourself.
- **Priority Areas** – God may lead your church to strategically important areas. They can be areas of strength or weakness.



Download a Priority Areas Example at:  
<https://ministryactionplans.com/doc/priorities.pdf>

- **Family Ministry** – Family ministry teams minister to families in various life stages in seven key areas: small groups, assimilation, discipleship, evangelism, leader development, missions and pastoral care.



Download a Family Ministry Example at:  
[https://ministryactionplans.com/doc/family\\_ministry\\_process.pdf](https://ministryactionplans.com/doc/family_ministry_process.pdf)

- **Scripture & Ministry Focus Points** – God may reveal special insight into His plans for your church in His Word.

Find examples of these strategic focus points in the reference section at the end of this workbook.

## Worksheet Tools

Summarize strategies and action plans with the Strategy Worksheet on the next page. Access additional worksheets, diagrams and resources below:



Download the Strategy Worksheet at:  
[https://ministryactionplans.com/worksheets/strategy\\_worksheet.docx](https://ministryactionplans.com/worksheets/strategy_worksheet.docx)



Download the Church Purposes Diagram at:  
<https://ministryactionplans.com/worksheets/purposes.pub>

### 3 | Mobilize > Strategies

Strategy & Action Plans Summary	
<b>Strategic Area</b>	
<b>Strategy</b> _____	
<b>Numerical Goal (if applicable)</b>	
<b>Sub-Strategy (if applicable)</b> _____	
<b>Action Plan 1</b>	
<b>Action Plan 2</b>	
<b>Action Plan 3</b>	
<b>Action Plan 4</b>	



## Strategic Focus

### Making Good Choices

When you develop strategies and action plans, it helps to narrow your perspective to the key ingredients most important to success. While it's not difficult to brainstorm ideas that others have tried, the important question is: Does the idea take the ball down the field with our church and community?

A ministry, program or event shouldn't be created or sustained for any other purpose than meeting church and community needs. Churches have plenty of other reasons for doing things in ministry, and most of them don't quite pass the vision, values and outreach focus tests we've talked about here. You've probably heard many of these excuses before:

- We're really anxious about making any changes.
- What if we fail?
- What happens if some people get mad and leave the church?
- This event is an annual thing we do and we can't change it.
- This ministry program is my calling and my ministry. How can we possibly think about doing something different?
- We've never done it that way before.

Attitudes like this usually result in a self-perpetuating cycle of plateau or decline.

So what breaks the cycle? Think strategically to clarify the who, what, when and where of your ministry action plans.

### Strategy & Action Plan Filters

Think about ministry with these four filters:

- **Target** – Consider who will participate, why they will come and how they will get there.
- **Goals & Purpose** – Identify the purpose or objective of the ministry activity.
- **Measures & Success** – Outline what success looks like.
- **Follow-Up or Follow-On** – Design a follow-up or follow-on strategy that will build and sustain momentum.

Apply these four ingredients to each strategic area and action plan you create. Are there key filtering ideas that clarify your action plans? If so, make a list and use it to guide the process. As you minister to your congregation and reach your community, evaluate the effectiveness of your ideas in terms of target, goals, measures and follow-up.



## Strategy Tools

Use the strategy worksheets on the following pages to refine target, goals and purpose, measures and success, and follow-up plans for potential strategies. Copy or download more of these worksheets to fully outline a full church mobilization plan.



### Evangelism



Download the Evangelism Strategy Worksheet at:  
[https://ministryactionplans.com/worksheets/evangelism\\_strategy\\_worksheet.docx](https://ministryactionplans.com/worksheets/evangelism_strategy_worksheet.docx)



Find Evangelism Ideas at:  
<https://ministryactionplans.com/evangelism-ideas/>

### Discipleship



Download the Discipleship Strategy Worksheet at:  
[https://ministryactionplans.com/worksheets/discipleship\\_strategy\\_worksheet.docx](https://ministryactionplans.com/worksheets/discipleship_strategy_worksheet.docx)



Find Discipleship Ideas at:  
<https://ministryactionplans.com/discipleship-ideas/>

### Leadership Pipeline



Download the Leadership Pipeline Strategy Worksheet at:  
[https://ministryactionplans.com/worksheets/leadership\\_pipeline\\_strategy\\_worksheet.docx](https://ministryactionplans.com/worksheets/leadership_pipeline_strategy_worksheet.docx)



Find Leadership Pipeline Ideas at:  
<https://ministryactionplans.com/leadership-pipeline-ideas/>



## Missions



Download the Missions Strategy Worksheet at:  
[https://ministryactionplans.com/worksheets/missions\\_strategy\\_worksheet.docx](https://ministryactionplans.com/worksheets/missions_strategy_worksheet.docx)



Find Missions Ideas at:  
<https://ministryactionplans.com/missions-ideas/>

## Worship



Download the Worship Strategy Worksheet at:  
[https://ministryactionplans.com/worksheets/worship\\_strategy\\_worksheet.docx](https://ministryactionplans.com/worksheets/worship_strategy_worksheet.docx)



Find Worship Ideas at:  
<https://ministryactionplans.com/worship-ideas/>

### 3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider how people will know about it and get there.
- **Goals & Purpose** - Identify the purpose of the ministry activity. (training, invite event, gospel sharing moment, etc.)
- **Measures & Success** - Outline how the gospel will be shared or how the ministry activity complements your outreach strategy.
- **Follow-Up** - Design a follow-up plan for connections made.

Evangelism Strategy Worksheet	
<b>Strategy Header</b>	
<b>Strategy Description</b>	
<b>Detail the Strategy's Target</b>	<input type="checkbox"/> <b>Community</b> <input type="checkbox"/> <b>Congregation</b> <input type="checkbox"/> <b>Core</b>
<b>Identify the Strategy's Purpose (Training, Invite Event, etc.)</b>	
<b>Outline the Strategy's Evangelism Components</b>	
<b>Provide a Measurable Goal(s)</b>	
<b>Detail the Strategy's Follow-Up Plan</b>	
<b>Brainstorm a Quick "Action Plan" for This Strategy</b>	

## 3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider how people will know about it and get there.
- **Goals & Purpose** - Identify the spiritual development and discipleship purpose.
- **Measures & Success** - Outline how quantitative and qualitative success is measured.
- **Follow-On** - Design a follow-up or follow-on strategy for the ministry or event.

Discipleship Strategy Worksheet	
<b>Strategy Header</b>	
<b>Strategy Description</b>	
<b>Detail the Strategy's Target</b>	<input type="checkbox"/> <b>Community</b> <input type="checkbox"/> <b>Congregation</b> <input type="checkbox"/> <b>Core</b>
<b>Identify the Strategy's Purpose</b>	
<b>Outline the Strategy's Spiritual Growth Components</b>	
<b>Provide a Measurable Goal(s)</b>	
<b>Detail the Strategy's Follow-On Plan</b>	
<b>Brainstorm a Quick "Action Plan" for This Strategy</b>	

## 3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider the process for identifying potential leaders.
- **Goals & Purpose** - Identify how ministry leadership needs will be served or how leaders will be developed.
- **Measures & Success** - Outline how many leaders will be trained and what qualitative improvements are expected.
- **Follow-On** - Design how this contributes to an ongoing leadership development process and follow-on strategy.

Leadership Pipeline Strategy Worksheet	
<b>Strategy Header</b>	
<b>Strategy Description</b>	
<b>Detail the Strategy's Target</b>	<input type="checkbox"/> <b>Community</b> <input type="checkbox"/> <b>Congregation</b> <input type="checkbox"/> <b>Core</b>
<b>Identify the Strategy's Purpose</b>	
<b>Outline the Strategy's Leader Growth or Assimilation Components</b>	
<b>Provide a Measurable Goal(s)</b>	
<b>Detail the Strategy's Follow-On Plan</b>	
<b>Brainstorm a Quick "Action Plan" for This Strategy</b>	

## 3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider who will be encouraged to serve and go.
- **Goals & Purpose** - Identify the Great Commission purpose of the ministry activity. (Jerusalem, Judea, Samaria, ends of the earth).
- **Measures & Success** - Outline how many will pray for, give to and participate in missions and how the gospel will be shared.
- **Follow-On** - Design a follow-on strategy and define how this contributes to the ongoing Acts 1:8 missions plan.

Missions Strategy Worksheet	
<b>Strategy Header</b>	
<b>Strategy Description</b>	
<b>Detail the Strategy's Target</b>	<input type="checkbox"/> <b>Community</b> <input type="checkbox"/> <b>Congregation</b> <input type="checkbox"/> <b>Core</b>
<b>Identify the Strategy's Purpose</b>	<input type="checkbox"/> <b><u>Jerusalem</u>—Local Ministries</b> <input type="checkbox"/> <b><u>Judea</u>—State</b> <input type="checkbox"/> <b><u>Samaria</u>—North America</b> <input type="checkbox"/> <b><u>Ends of the Earth</u>—International</b>
<b>Outline the Strategy's Acts 1:8 Components</b>	
<b>Provide a Measurable Goal(s)</b>	
<b>Detail the Strategy's Follow-On Plan</b>	
<b>Brainstorm a Quick "Action Plan" for This Strategy</b>	

### 3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider how people will know about it and get there.
- **Goals & Purpose** - Identify how corporate worship is enriched, developed or multiplied.
- **Measures & Success** - Outline how quantitative and qualitative success is measured.
- **Follow-On** - Design how this contributes to an ongoing churchwide worship strategy.

Worship Strategy Worksheet	
<b>Strategy Header</b>	
<b>Strategy Description</b>	
<b>Detail the Strategy's Target</b>	<input type="checkbox"/> <b>Community</b> <input type="checkbox"/> <b>Congregation</b> <input type="checkbox"/> <b>Core</b>
<b>Identify the Strategy's Purpose</b>	
<b>Outline the Strategy's Worship Components</b>	
<b>Provide a Measurable Goal(s)</b>	
<b>Detail the Strategy's Follow-On Plan</b>	
<b>Brainstorm a Quick "Action Plan" for This Strategy</b>	



## Action Plans

### Ministry Tactics

God wants our churches to grow, to prosper and to realize their full potential in and through Him. That's the message of Jeremiah 29:11-13:

"For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future. Then you will call upon me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart."

While strategies provide a general plan of attack for accomplishing your vision, action plans are tactical decisions that lay out specific steps to get the job done. Laying down action plans is the most critical moment in the MAP process.

While it's easy to create high concept strategic ideas or brainstorm an edgy innovative approach, that's not the point. The goal is to do something meaningful that's grounded in realistic expectations for a church and its people. Write a rubber-hits-the-road list of tasks that make sense for your church and community.

Resist the urge to create a plan that's so far outside the lines (or walls) that it can't be realistically accomplished. Stretch your thinking and work for strategies and action plans that meet church and community needs. The key point is to think strategically about every facet of the church and its ministry.

### Action Plan Tool

Use the action plan worksheet after this section to refine target, goals and purpose, measures and success, and operational details for potential tactics.



Download the Action Plans Worksheet at:  
[https://ministryactionplans.com/worksheets/action\\_plans\\_worksheet.docx](https://ministryactionplans.com/worksheets/action_plans_worksheet.docx)

### Write Everything Down

A written ministry action plan (MAP) forms a playbook to direct your ministry efforts. It tells you where you should spend your time and invest your money. It guides what leaders to train and what ministries best connect with your outreach focus. Most importantly, a written plan details what contextual ministry means for your church both now and in the months ahead.





Some strategies will stay the same from year to year, while others will change over time. Action plans will also change, of course, since they are completely dependent on the strategies they feed. Create a ministry action plan for a one-year period and then return to evaluate the results. Then set aside time to make adjustments and renew the plan for another year.

Use the ministry action plan worksheet after this section to help ministry leaders make departmental and individual ministry plans that reflect the church's vision, values and strategic priorities.



Find Sample Team MAP Instructions at:  
[https://ministryactionplans.com/doc/2017-18\\_map\\_instructions.docx](https://ministryactionplans.com/doc/2017-18_map_instructions.docx)



Download a Sample Team Ministry Action Plan at:  
[https://ministryactionplans.com/doc/2017-18\\_ministry\\_action\\_plan.docx](https://ministryactionplans.com/doc/2017-18_ministry_action_plan.docx)



Read more about Ministry Strategy at:  
<https://ministryactionplans.com/strategy/>

### 3 | Mobilize > Action Plans

Action Plans Worksheet	
<b>Strategy Area</b>	
<b>Action Plan Header</b>	
<b>Action Plan Description</b>	
<b>Detail the Action Plan's Target</b>	<input type="checkbox"/> Community <input type="checkbox"/> Congregation <input type="checkbox"/> Core
<b>Describe Why the Action Plan Connects with Its Intended Target</b>	
<b>Short Phrase That "Sells" the Idea to Your Target</b>	
<b>Describe How the Action Plan Will Be Promoted to the Target</b>	
<b>Leader Responsible for Implementing This Action Plan</b>	
<b>Ministry Teams Mobilized for This Action Plan</b>	
<b>Date and Time</b>	
<b>Location(s)</b>	
<b>Budget and Participant Fees (if applicable)</b>	
<b>Provide a Measurable Goal(s)</b>	



Name: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

### Ministry Vision

(Why does your ministry exist and how does it accomplish First West's threads **and our evangelism strategy**)

### Christ-Centered Worship, Community and Service:

### Evangelism (be specific about how people come to Christ in your ministry):

### Ministry Gap Assessment

(List lacking components needed to achieve a growing, vision-aligned, healthy ministry)

1. Ministry Gap 1
2. Ministry Gap 2
3. Ministry Gap 3

### Leader/Volunteer Recruitment

(List categories of leaders/volunteers under your leadership)

Leader/Volunteer Position	Serving Now	Currently Open	Needed This Year	Results
Total				

## SMART\* Ministry Goals

Description	Measurement	Target Date	% Time Allocation	Results	Comments/Notes
<b>WIG #1**</b>					
SUB-WIG 1A					
SUB-WIG 1B					
SUB-WIG 1C					
<b>WIG #2**</b>					
SUB-WIG 2A					
SUB-WIG 2B					
SUB-WIG 2C					

\* SMART = Specific, Measurable, Achievable, Relevant & Time-Bound

\*\* WIG = Wildly Important Goal (1-2 maximum per ministry team or department)

## Goal Completion Dependencies

(List other elements, including leaders, ministries and other resources, outside of your control, required to achieve your goal\$)

1. Dependency 1
2. Dependency 2
3. Dependency 3

## Professional Development

(List areas of planned growth and development. Include educational pursuits, professional networks, etc.)

1. Development Area
2. Development Area
3. Development Area

Signature \_\_\_\_\_

Date \_\_\_\_\_



## Time & Tasks

### Linking Details to Strategy

Once purposeful strategies and specific action plans to accomplish those strategies have been created, you're ready to add further detail. You're finally ready to do what most churches do first—calendar and budget.

Calendar and budget fall last in the process because they should be completely dependent on what your church is called to do (vision), who you're called to reach (outreach focus) and how God has called you to reach them (strategies and action plans).

Laying down calendar and budget first puts the cart before the horse and the church becomes a slave to programming, events, money and the calendar. It's a common problem, but it's a correctable one. It's far more effective to tie the details to an overall plan for accomplishing your global objective and vision. Whenever you start a calendaring or budgeting process, ask yourself the question: What overall church or community strategy is being fed by the event or the money?

### A Timeline for Strategic Events

A Time & Task Chart maps out your ministry action plan over a period of time. In most situations, it makes sense to do this for a 12-month period. With written strategies and action plans in hand, begin laying out the details on a chart. Work through any date and time conflicts on the chart and think carefully about ministry and event spacing.

Work through the first year of your ministry action plan on one Time & Task Chart. Strategize and brainstorm ministry initiatives with a view towards purpose and outcomes. Find some sample Time & Task Formats in the Reference Section.

Complete a Time & Task Worksheet on the next page as a tool to map out your first-year strategic plan. Remember that charting out dates and details comes at the end of the ministry action plans process.

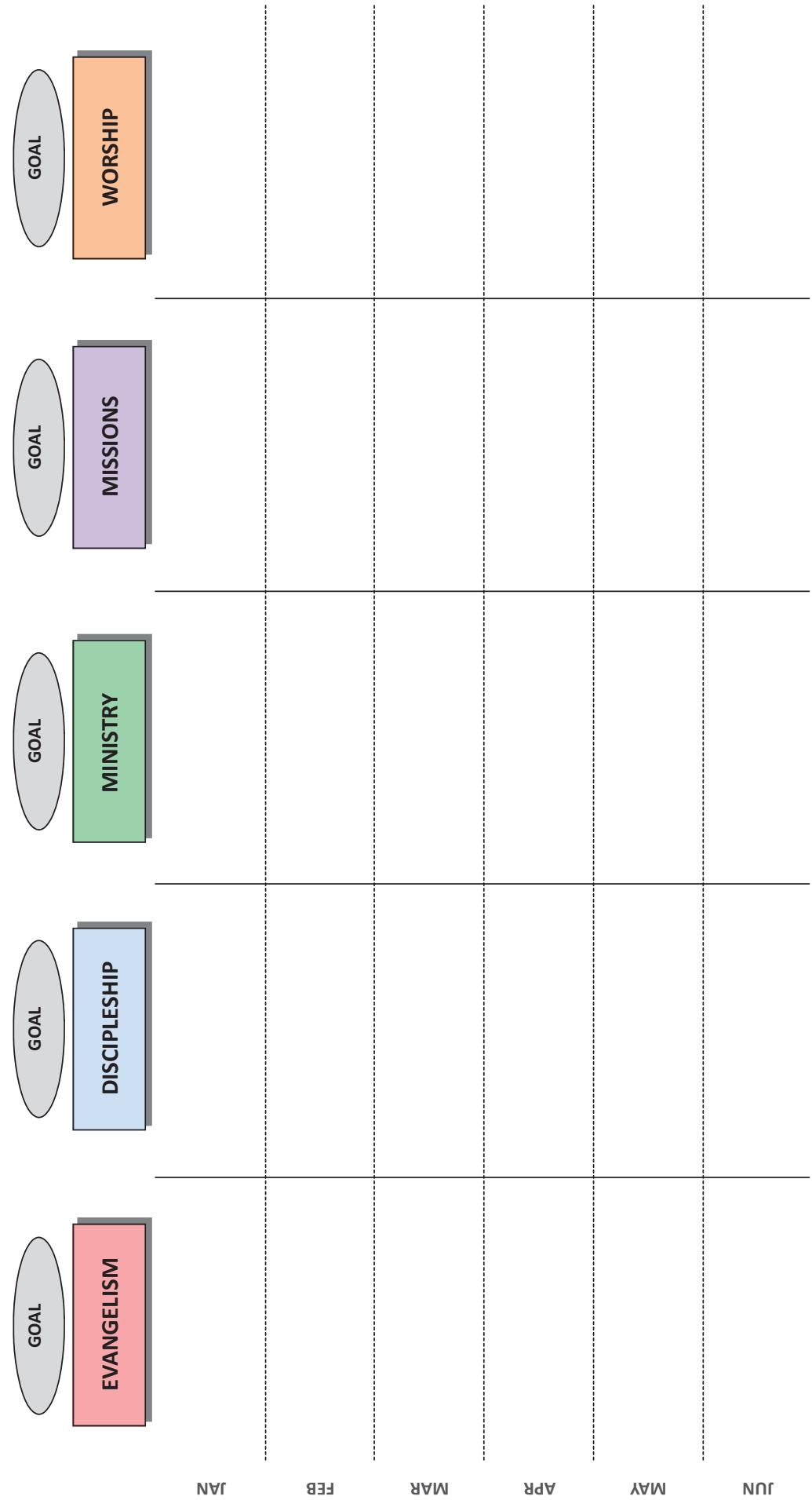


Download the Time & Task Worksheet at:

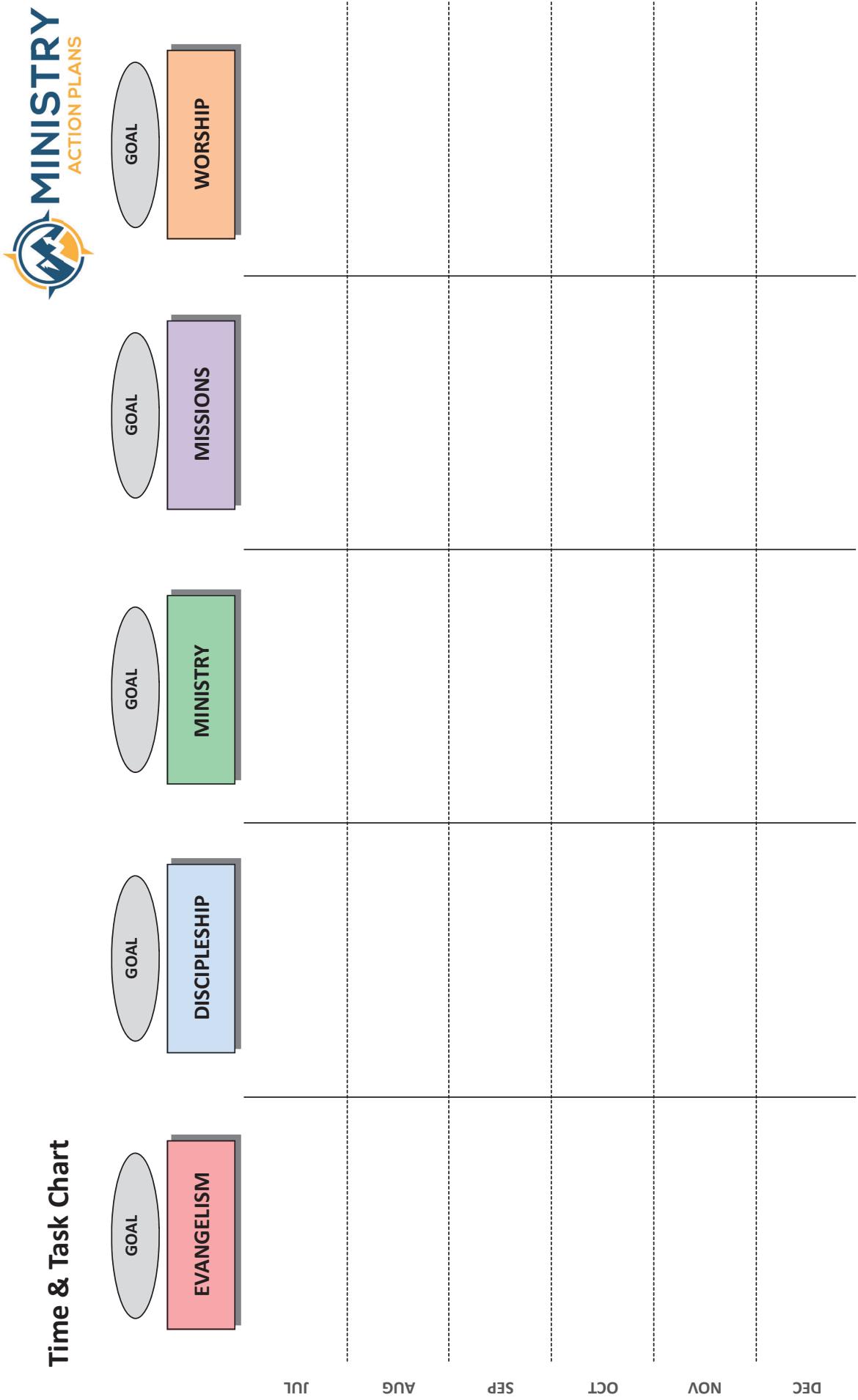
[https://ministryactionplans.com/doc/time\\_and\\_task\\_worksheet.pub](https://ministryactionplans.com/doc/time_and_task_worksheet.pub)



## Time & Task Chart



## Time & Task Chart





## Notes



## **Growth Step 4**

# **Review**



## Review

Evaluate ministry plans and measure success.

## Measures

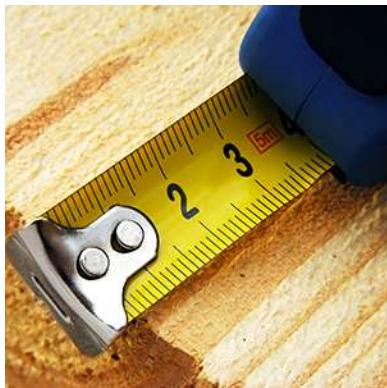
**Benchmark progress made in achieving your strategies and action plans.**

## Adjustments

**Evaluate strategies and action plans with the stop, start or continue exercise.**

## Strategy Checkup

**Make sure your objectives, goals, strategies, action plans and measures are strategically aligned.**



## Managing the Plan

It's important to regularly evaluate vision-driven plans, assess results and quantify outcomes. Ministry evaluation means that you actively manage the plan's execution, with particular attention to its results.

Plan management includes at least three components:

- **Knowing where you stand today**  
(internal trends and community research)
- **Knowing where your goals lie tomorrow**  
(vision, values and goals)
- **Making adjustments**  
(strategies, action plans, measures and adjustments)

Because your church and community changes over time, your ministry action plan should be responsive and flexible. Some of your plans will achieve exactly what you expected. Others will be moderately successful. Still others will achieve an unintended result. That's normal. At least some part of what we attempt should fail or fall flat in some way. If that doesn't happen then we probably aren't thinking outside the box as often as we should.

Strategies and action plans that don't work have to be changed. Recognize that change can only occur through regular review of what you're doing and how you're doing it.



## Growth Step 4

Measuring results is the final step in developing a ministry action plan. Regular evaluation includes:

- **Measures** – Benchmark progress made in achieving your strategies and action plans.
  - How do you know your strategy is working?
  - Measures are quantitative.
- **Adjustments** – Evaluate strategies and action plans with the stop, start or continue exercise.
  - What do you need to STOP doing?
  - What do you need to START doing?
  - What do you need to CONTINUE doing?
- **Strategy Checkup** – Make sure your objectives, goals, strategies, action plans and measures are strategically aligned.
  - Do objectives, goals, strategies and measures have strategic alignment?
  - Are strategies and measures sufficient to achieve your objectives?
  - Is your strategy selective? Does it communicate what you're not going to do?
  - Are your strategies and action plans sustainable?



## 4 | Review

Evaluate ministry plans and measure success.

- **Measures**
- **Adjustments**
- **Strategy Checkup**



## Measures

### Clarify the Win

Measuring what you do is the only way you know you're accomplishing something important. It's how you clarify the win and know what success looks like in every area of your life.

Consider how often you start a task or set a goal without defining a strategic way to measure the preferred outcome. Sometimes it's a simple oversight. At other times, we don't measure because we fear the result won't be what we expect it to be.

It's also true that we can have shifting definitions of success. When something doesn't go as planned, we may be tempted to redefine the win and rationalize an unexpected (and non-vision-driven) outcome.

The right measures clarify the win and combat vision drift and misalignment in 2 strategic ways:

- **They focus on outputs vs. inputs.** Inputs tell you what ingredients go in to something. Outputs tell you what comes out on the other side. Move beyond simple input measures to the more significant outcomes you're aiming for.
- **They measure quantitative vs. qualitative success.** Qualitative measures are subjective and experiential. Quantitative measures, or metrics, are objective and numerical. In most cases, quantitative measures are the best way to measure outcomes without bias.

Remember that measures aren't goals. Measures are an objective way to express the size, quantity or degree of something. Goals are a numerical objective and desired result for the measures you set. Both are important, but goals won't mean much if you don't measure the right things.



Clarify the win in 5 quick steps:

1. **Define success with measurable outcomes (metrics).** Measure with quantitative and objective outcomes. Use unambiguous metrics to paint a clear picture of action plan results.
2. **Select the right measures.** Align measures with organizational vision and values. Think beyond inputs to outputs.
3. **Record the results.** Devote time to evaluating and measuring your plans. If you complete a task or goal, plan some time to compare it against the strategic measures you set.
4. **Track data trends.** Trends show where you are in relation to your past and can be a predictor of future growth (or decline). Read measures intelligently and watch for important trends indicating health, effectiveness and relevance.
5. **Make measures-driven adjustments.** Honest measures indicate one of two things. Either you've accomplished your goal or you haven't. Either you're moving in an upward trend or you're not. Make adjustments based on measured results.

Clarify the win. Measuring what you do is the only way you know you're accomplishing something important.

### **Is It Working?**

The key question is whether or not your ministry action plan is working. For most churches the answer is a mixture of yes and no. Some ministries, action plans and strategies will work and some won't. Build on ministry success and commit to adjust strategies and plans that fail to get you where you need to go.

Ask a few simple questions:

- How do you know your strategy is working?
- What does success look like for each strategy?
- How do you measure success numerically for each strategy and plan?



## MEASURES



### Lead & Lag Measures

Every goal needs a measuring stick, but not just any measuring stick. Placing your focus on the right measure is one of the most important things you can do to improve execution.

What's the difference between lead and lag measures? Here's a quick definition:

- **Lead Measure** – Something that leads to the goal
- **Lag Measure** – Something that measures the goal

The key idea is to take weekly stock of several lead measures, then show the lag measure they impact.

Over time, positive movement in the lead measures should impact the lag measure in the right direction (attendance, participation, etc.).



Take a look at some lead and lag measure examples:

- **Worship**
  - Lead Measure – Invite Cards Distributed
  - Lag Measure – Worship Attendance
- **Community**
  - Lead Measure – New Groups Started
  - Lag Measure – Groups Attendance
- **Service**
  - Lead Measure – New People Mobilized
  - Lag Measure – Missions Participation
- **Evangelism**
  - Lead Measure – Gospel Conversations
  - Lag Measure – Baptisms

### Resource

View Sample Lead & Lag Measures on the next page. This example shows churchwide goals in four priority areas with lead and lag measures for each goal. Consider how you can use the important principle of lead measures to more effectively execute your church's growth plan.



Download Sample Lead & Lag Measures at:

[https://ministryactionplans.com/doc/2017-18\\_master\\_goals.docx](https://ministryactionplans.com/doc/2017-18_master_goals.docx)

## Sample Lead & Lag Measures

	WORSHIP	COMMUNITY	SERVICE	EVANGELISM
West Monroe	<p><b>LEAD MEASURES</b>  <b>25,000</b> Invite Cards  <b>700</b> Social Posts  <b>500</b> Recruit Contacts  <b>25</b> New Worship Vols  <b>10</b> New Media Vols</p> <p><b>LAG MEASURE</b>  Worship Attendance Goal  <b>2,065 (+3%)</b></p>	<p><b>LEAD MEASURES</b>  <b>360</b> Leader Meetings  <b>400</b> in D-Groups  <b>120</b> in Discover FW  <b>48</b> New Leaders  <b>16</b> New LIFE Groups</p> <p><b>LAG MEASURE</b>  LIFE Groups  Attendance Goal  <b>1,128 (+5%)</b>  -----</p> <p><b>LEAD MEASURES</b>  6 Leader Meetings  6 Sunday AM Events  4 In-Group Events  24 Parent Comms  <b>70%</b> P-and-A Success</p> <p><b>LAG MEASURE</b>  Sunday AM NextGen Attendance Goal  <b>407 (+10%)</b></p>	<p><b>LEAD MEASURES</b>  <b>40</b> Group Presents  <b>125</b> Recruit Convos  <b>10</b> NOLA Trips  <b>175</b> New Vols (OUT)  <b>40</b> in Perspectives</p> <p><b>LAG MEASURE</b>  Volunteers  Mobilized Goal  <b>400</b></p>	<p><b>LEAD MEASURES</b>  <b>1,000</b> People Praying  <b>250</b> New 1x3 Commits  <b>4,800</b> Gospel Convos  <b>200</b> People Trained  <b>1,000</b> People Sharing</p> <p><b>LAG MEASURE</b>  Baptisms Goal  <b>101+</b></p>
Fairbanks	<p><b>LEAD MEASURE</b>  <b>5,000</b> Invite Cards</p> <p><b>LAG MEASURE</b>  Worship Attendance Goal  <b>266 (+8%)</b></p>	<p><b>LEAD MEASURES</b>  <b>4</b> New LIFE Groups</p> <p><b>LAG MEASURE</b>  LIFE Groups  Attendance Goal  <b>170 (+8%)</b></p>	<p><b>LEAD MEASURE</b>  <b>50</b> New Vols (IN)</p> <p><b>LAG MEASURE</b>  Volunteers  Mobilized Goal  <b>150</b></p>	<p><b>LEAD MEASURE</b>  <b>1,200</b> Gospel Convos</p> <p><b>LAG MEASURE</b>  Baptisms Goal  <b>17+</b></p>
Calhoun	<p><b>LEAD MEASURE</b>  <b>3,000</b> Invite Cards</p> <p><b>LAG MEASURE</b>  Worship Attendance Goal  <b>109 (+12%)</b></p>	<p><b>LEAD MEASURES</b>  <b>4</b> New LIFE Groups</p> <p><b>LAG MEASURE</b>  LIFE Groups  Attendance Goal  <b>45 (+12%)</b></p>	<p><b>LEAD MEASURE</b>  <b>25</b> New Vols (IN)</p> <p><b>LAG MEASURE</b>  Volunteers  Mobilized Goal  <b>80</b></p>	<p><b>LEAD MEASURE</b>  <b>600</b> Gospel Convos</p> <p><b>LAG MEASURE</b>  Baptisms Goal  <b>7+</b></p>

**LEAD MEASURE** = Something that leads to the goal

**LAG MEASURE** = Measures the Wildly Important Goal (WIG)

**RED HIGHLIGHT** = Tracked on the weekly Summary Scoreboard

MAPs and WIGs run for the ministry year from August 1, 2017 through July 31, 2018.



## Adjustments

### More Effective Ministry

When results don't measure up, it's time to make some adjustments to your ministry action plan.

It's rare for a ministry to work perfectly in every way from start to finish. That means you have to make adjustments—both major and minor—to make ministry more effective. Learning what does and doesn't work is part of the trial-and-error process that makes ministry more effective.

### Stop, Start and Continue

What do you need to stop, start or continue?

Visualize the idea of making ministry adjustments as a traffic light:

- **Red = Stop**
- **Green = Start**
- **Yellow = Continue**



**Stop.** At the top sits a red light, signaling the question: What do you need to STOP doing? If a ministry plan isn't working or measuring up, then it's something you need to stop doing. Recognize that doing something new can't happen until you stop doing something else.

**Start.** At the bottom sits a green light, representing the question: What do you need to START doing? This is the question to ask when needs aren't being met, when people can't find a place or can't get connected or when current ministry falls short with your church or community.

**Continue.** The middle light is yellow, asking the question: What do you need to CONTINUE doing? As you review your action plans, look for ministry that's doing what it's supposed to do and reaching the people it's supposed to reach.

Evaluate ministry methods, strategies and plans with the stop, start or continue exercise:

- What do you need to STOP doing?
- What do you need to START doing?
- What do you need to CONTINUE doing?



## Strategy Checkup

### Strategic Alignment

Monthly, quarterly and yearly checkups are a key way you can evaluate your ministry action plans. Take time to review your plan on a regular basis to make sure your objectives, goals, strategies, action plans and measures are strategically aligned. Use the four S's to check your work:

- **Synchronization** – Do objectives, goals, strategies and measures have strategic alignment?
- **Sufficiency** – Are strategies and measures sufficient to achieve your objectives?
- **Selectivity** – Is your strategy selective? Does it communicate what you're not going to do?
- **Sustainability** – Are your strategies and action plans sustainable?

#### Synchronization

Review your objectives and goals to see if they harmonize with your strategies and measures. If they don't, then you don't have strategic alignment.

- Is our strategy aligned with our vision?
- Does it harmonize with our values?

#### Sufficiency

Carefully assess whether the strategies and measures outlined in your plan are sufficient to achieve your objectives.

- Are your plans too conservative?
- Are your plans too bold?
- What adjustments are needed to reach our goals?

#### Selectivity

Review the strategy to see if it clearly lays out what you are NOT going to do. For example, I will not do ministry A because it is not aligned with ministry vision and strategy.

- What will we say "no" to?
- What will we say "yes" to?



## Sustainability

Ensure that future resources align with anticipated ministry needs. For example, make certain that personnel, facility and ministry needs can be maintained in the long term. Consider ministry growth and expansion in your long-range ministry plans.

- Do we have a sustainable strategy?
- Will our action plans produce growth?
- What adjustments are required to make our plans more sustainable?

## Resources



Find “Ask the Right Questions” on Big Ideas Blog at:  
<https://ministryactionplans.com/ask-the-right-questions/>



Find “4 Q&A Evaluation Strategies” on Big Ideas Blog at:  
<https://ministryactionplans.com/4-qa-evaluation-strategies/>



Find “Stop, Start, Continue?” on Big Ideas Blog at:  
<https://ministryactionplans.com/stop-start-continue/>



Find “Create a Culture of Accountability” on Big Ideas Blog at:  
<https://ministryactionplans.com/create-a-culture-of-accountability/>



## Evaluation Tools

### Meaningful Evaluation

Embrace meaningful evaluation as a tool for ministering more effectively.

That's it—it's not about personal preference or ministry turf. It's about ministering to your church and community with well-conceived action plans. Plans made for churches and ministries can be evaluated in many different ways, both formal and informal.

### Ministry & Event Evaluations

Establish a regular process for reviewing short-term ministry initiatives, ongoing programs and one-time annual events. In most cases, ministry and event evaluations will be a regular part of team meetings.

Standardize the evaluation form and consider asking volunteer leaders and ministry teams to give input on the events and ministries they lead. Ask the key leader responsible for the ministry or event to compile an evaluation summary. Then file these evaluations and reference them as needed in future ministry planning.

Find a Ministry & Event Evaluation after this section.



Download the Ministry & Event Evaluation at:

[https://ministryactionplans.com/worksheets/ministry\\_event\\_evaluation.docx](https://ministryactionplans.com/worksheets/ministry_event_evaluation.docx)

### Annual Evaluation

Evaluate year-round ministries with an Annual Ministry Evaluation. A church may decide to evaluate major ongoing ministries in December or May each year. Annual evaluations work best when tied directly to your strategic planning time periods—calendar year, ministry year or church year.

Note that the Ministry & Event Evaluation can be used for year-round ministries.



## Annual Review

Evaluate what you've done against the strategic plan that your church has created. Ask the important questions:

- Did we do what we said we were going to do?
- Did the strategies we created reach our target group?
- Did we meet the numerical goals that we set?
- Did ministry effectiveness to our members improve?
- Did we accomplish our vision and stay true to our values?

If the answer is 'no' to any of these questions, then provide comments and make adjustments to improve your ministry in the next planning cycle.

## 4 | Review > Evaluation Tools

Ministry & Event Evaluation	
<b>Ministry/Event Title</b>	
<b>Description (if needed)</b>	
<b>Date(s)</b>	
<b>Strategic Area</b>	
<b>Strategy Header</b>	
<b>Sub-Strategy Description (if applicable)</b>	
<b>Action Plan</b>	

<b>Numerical Goal</b>	
<b>Actual Attendance</b>	
<b>Rate Actual Attendance Compared with Your Goal/Expectation on a 1-5 Scale</b>	(LOW) 1 2 3 4 5 (HIGH)

<b>Professions of Faith (#)</b>	
<b>Rededications (#)</b>	
<b>Prospects (#)</b>	
<b>Non-Members (#)</b>	
<b>Information Requests (#)</b>	
<b>Prayer Requests (#)</b>	
_____ (#)	

## 4 | Review > Evaluation Tools

<b>List 5 POSITIVES About This Ministry/Event</b>	
<b>Positive #1</b>	
<b>Positive #2</b>	
<b>Positive #3</b>	
<b>Positive #4</b>	
<b>Positive #5</b>	

<b>List 5 AREAS TO IMPROVE This Ministry/Event Next Time</b>	
<b>Improvement #1</b>	
<b>Improvement #2</b>	
<b>Improvement #3</b>	
<b>Improvement #4</b>	
<b>Improvement #5</b>	

<b>Briefly Outline the FOLLOW-UP or FOLLOW-ON Plan</b>	
<b>Follow-Up #1</b>	
<b>Follow-Up #2</b>	
<b>Follow-Up #3</b>	
<b>Follow-Up #4</b>	

## 4 | Review > Evaluation Tools

<b>Rate the Overall Quality of This Ministry/Event</b>	(LOW) 1 2 3 4 5 (HIGH)
<b>Rate How Well This Ministry/Event Accomplished Its Strategic Objective</b>	(LOW) 1 2 3 4 5 (HIGH)
<b>Rate the Likelihood We Will Do This Activity Again in the Future</b>	(LOW) 1 2 3 4 5 (HIGH)
<b>Rate Prospect Participation in This Ministry/Event</b>	(LOW) 1 2 3 4 5 (HIGH)
<b>Rate Member Participation in This Ministry/Event</b>	(LOW) 1 2 3 4 5 (HIGH)

<b>Provide SETUP Notes and Adjustments for Future Events</b>

<b>Offer Additional EVALUATION Comments (if needed)</b>

<b>Total Cost</b>	\$
<b>Budget</b>	\$
<b>Participant Dollars</b>	\$
<b>Did This Ministry/Event Finish Under Budget?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO



## Staff Reports

### Accountability

A key part of ministry action planning is evaluating what's working and what's not working. Regular reports, along with ongoing discussion and meetings about strategy, are the best way to maintain focus and accountability.

Organize team reports around vision, values, goals and ministry strategies. If your vision is centered on the five purposes of the church, or key priorities, then develop a report that mirrors those objectives.

Some ministries have different reports with different goals. There might be a weekly report to measure short-term items. Monthly reports might focus on mid-range and long-range goals and plans. And annual reports might evaluate major ministry objectives and strategies.

### A Coaching Tool

Reports are a coaching tool to manage and evaluate what you've done and what you're planning. The key is to frame leader reports in strategic terms that emphasize clearly defined strategies, sub-strategies and action plans. Reports aren't a diary of ministry activity. Instead, they exist to evaluate whether your strategic plans are working or not.

Team evaluation and accountability can happen in several ways:

- Annual Review
- Regular Coaching
- Monthly Reports
- Weekly Reports

### Annual Review

Annual coaching reviews are give-and-take discussions that take place either at the end of the calendar year or at the end of the ministry year. The goal is to provide meaningful feedback for staff along with key measures of progress and a general ministry rating for each worker. Find a Sample Annual Review after this section.



Download the Annual Review at:  
[https://ministryactionplans.com/doc/annual\\_coaching\\_review.docx](https://ministryactionplans.com/doc/annual_coaching_review.docx)





## Regular Coaching

One on ones are monthly give-and-take discussions charting a worker's progress toward ministry action plan goals. Monthly one and ones include:

- **Energizing Areas** – What's working?
- **Challenging Areas** – What's not working?
- **MAP Milestones Status**
- **Communication** – How can we improve?
- **Personal Growth Plan Status**

Find a Sample Coaching Instrument after this section.



Download the Coaching Instrument at:

[https://ministryactionplans.com/doc/one\\_on\\_one\\_coaching\\_instrument.docx](https://ministryactionplans.com/doc/one_on_one_coaching_instrument.docx)

## Monthly Reports

Team members are asked to present a short monthly report to the rest of the leadership team. The presentation and written report might include: key measures, strategy adjustments, action plan updates and prayer requests. Find a Sample Monthly Report after this section.



Download the Monthly Report at:

[https://ministryactionplans.com/doc/monthly\\_report.docx](https://ministryactionplans.com/doc/monthly_report.docx)

## Weekly Reports

Weekly reports might measure short-term items like weekly contacts, attendance and guest/new member follow-up. Find a Sample Weekly Report after this section.



Download the Weekly Report at:

[https://ministryactionplans.com/doc/weekly\\_report.docx](https://ministryactionplans.com/doc/weekly_report.docx)

## ANNUAL COACHING REVIEW

 Calendar Year \_\_\_\_\_ Ministry Year \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Energizing Areas:** (what's working)**Challenging Areas:** (what's not working)**M.A.P. Milestones Status:****Communication:** (how can we improve)**Personal Growth Plan Status:****Ministry Measures:** \_\_\_\_\_ (Bible Fellowships Avg. Attendance)

PREVIOUS YEAR AVERAGE \_\_\_\_\_ CURRENT YEAR AVERAGE \_\_\_\_\_

**Ministry Focus Areas:** (1=LOWEST, 5 HIGHEST)

1. FOCUS AREA 1	1	2	3	4	5
2. FOCUS AREA 2	1	2	3	4	5
3. BIBLE FELLOWSHIPS & SUNDAY AM	1	2	3	4	5
4. VOLUNTEER FOCUS & LEADER DEVELOPMENT	1	2	3	4	5
5. PARTICIPATION, OFFICE HOURS & TIME COMMITMENT	1	2	3	4	5

**Overall Ministry Rating:** (circle one)

Unsatisfactory    Needs Improvement    Satisfactory    Excellent    Outstanding

**Minister's Comments:**

Signature of Supervisor

Signature of Minister

 MAP Attached Position Guidelines Attached

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Energizing Areas:** (what's working)**Challenging Areas:** (what's not working)**M.A.P. Milestones Status:****Communication:** (how can we improve)**Personal Growth Plan Status:**

## MONTHLY REPORT

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### Measures

(please provide year-over-year and past six-month comparison in your area of ministry)

CURRENT YEAR MONTHLY AVERAGE \_\_\_\_\_

UP  STATIC  DOWN

PREVIOUS YEAR MONTHLY AVERAGE \_\_\_\_\_

### Ministry Goals

(please give short bullet-point answers and elaborate more or less as you need to)

**Our progress towards growth and goal targets are as follows:**

**The following are impeding progress towards achieving our goals:**

**We should consider adjusting the following strategies, programs and/or goals:**

**Here's how the team can help:**

### Prayer/Blessing

**Here's how you can pray for me and my ministry:**

## WEEKLY REPORT

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### **Inreach/Outreach**

(please give short bullet-point answers and elaborate more or less as you need to):

**What was groups attendance this week compared to last week and last year?**

PREVIOUS WEEK \_\_\_\_\_ THIS WEEK \_\_\_\_\_  
 PREVIOUS YEAR \_\_\_\_\_

**How many guests did you have in your area this week?**
**Have all first-time guests received a personal contact?**

YES  NO

**Have all absentees received a contact**

YES  NO

**What were the positives and problems in your ministry Sunday (or Wednesday)?**

### **Leader Development**

(please give short bullet-point answers and elaborate more or less as you need to):

**What teachers/leaders have you met with this week?**
**What leader training and development activities are you planning?**
**How many leaders and groups were involved in inreach/outreach this week?**

### **Contacts**

(please give short bullet-point answers and elaborate more or less as you need to):

**Summary of personal contacts made:**
**Summary of witnessing relationships initiated:**
**Highlight needs you have observed in our church and community:**



## Notes



# Reference



## Research Resources

### Internal Trends

**The Leavell Center** – <https://www.nobts.edu/leavell-center/>  
 The Leavell Center for Evangelism and Church Health at New Orleans Baptist Theological Seminary provides demographic services and will analyze internal growth trends in your church. Their fee-based service also offers geo-mapping of data with micro-grid mapping based on a user-defined area. They can also map geo-coded data layers from your church-provided database file.



# Lifeway research

### LifeWay Research

<http://www.lifewayresearch.com/>  
 LifeWay Research offers information on current trends and statistics in SBC churches. View SBC statistics, previous studies and articles on their website. You can also sign up to receive e-mail updates on church and culture research.



Find Custom Research at:  
<https://www.lifewayresearch.com/custom-research/>

### Barna Research Group

<https://www.barna.com/consulting/>  
 Through the years, the Barna team has worked with thousands of churches and faith leaders. You can access some of their best research for ministries and church leaders on the broad trends reshaping spirituality, society and church life.



Find Research Articles at:  
<https://www.barna.com/research/>

### Community Research

#### Association of Religion Data Archives

<https://www.thearda.com/>  
 The ARDA is housed in the Social Science Research Institute at Pennsylvania State University. The incredible tools found here can pinpoint congregations and display demographic data on interactive maps. View religious affiliation data and other demographic information in the growing ARDA collection.



**Docent Research Group** – <https://www.docentgroup.com/>

Docent Research Group partners with pastors to provide research assistance. The group assists with both sermon and sociological research, consultations, curriculum development and more.

Docent Research Group Services include:

- Demographic research to help plan for a new campus launch or church plant
- Sermon series preparation and planning
- Position papers to articulate beliefs or develop ministry strategies
- Custom curriculum for small groups and Christian education programs
- Custom research and more



**Mission Insite** – <https://www.acstechnologies.com/missioninsite/>

MissionInsite offers a flexible web-based information system with comprehensive socioeconomic and lifestyle data and an interactive mapping platform. Order the ExecutiveInsite report to gain a greater understanding of your community. The zip code-defined report features:

- 16 pages that showcase a community through the lens of 12 essential insights
- Data sets that include current year updates, often integrating 5-year projections and 10-year forecasts
- StoryView and ThemeView, based upon 10 demographic indicators, which include population and households, age, education and career status, and community diversity
- Experian MOSAIC lifestyle types represented in a community
- Charitable giving practices from the Simmons Market Research Group
- Religious program or ministry preferences from the Quadrennium Project National Religious Survey of American Beliefs, Preferences and Practices



**U.S. Census Bureau – <https://www.census.gov/>**

U.S. government census data is available online and offers a searchable zip code-based database for the entire country. Data can be mapped and many tables, charts and maps can be pasted into popular word-processing and presentation programs for reporting purposes.



Find a useful Zip Code Search feature at:  
<https://data.census.gov/>

**City-Data.com – <http://www.city-data.com/>**

City-Data has collected and analyzed data from numerous sources to create interesting profiles of all U.S. cities.

**ZipWho.com – <https://www.zipwho.com/>**

Find preliminary demographics for any U.S. zip code.

### **Outreach Focus**

**PRIZM Premier Segmentation – <https://claritas360.claritas.com/mybestsegments/>**

PRIZM Premier is a segmentation system from Nielsen Claritas that harness both household and geographic level data. The 68 segments are arranged in two parts—social groups and life stage groups. Social groups are classified by three levels of affluence (low, moderate and high) and by four levels of urbanization (urban, 2nd city, suburban and town and rural). Life stage groups are classified by the same three levels of affluence and by three categories of age-and-children combinations (younger years, family life and mature years).



**PRIZM Premier Segmentation Profile –**

<https://claritas360.claritas.com/mybestsegments/#zipLookup>

Click here to see what a sample segmentation profile for your community looks like. A PRIZM profile illustrates the power and ministry uses of segmentation data.



**MOSAIC Clusters** – <http://www.segmentationportal.com/us>

MOSAIC is a geodemographic segmentation system developed by Experian and marketed in over twenty countries worldwide. Read more about MOSAIC methodology here. The 71 MOSAIC clusters are used by The Leavell Center for Evangelism and Church Growth at New Orleans Baptist Theological Seminary.

**Research Reading List**

Davis, Jim, and Michael Graham, *The Great Dechurching: Who's Leaving, Why Are They Going, and What Will It Take to Bring Them Back?* (Grand Rapids, MI: Zondervan, 2023).

Rainer, Thom, *The Unchurched Next Door: Understanding Faith Stages as Keys to Sharing Your Faith* (Grand Rapids, MI: Zondervan, 2003).

Strobel, Lee, *Inside the Mind of Unchurched Harry and Mary: How to Reach Friends and Family Who Avoid God and The Church* (Grand Rapids, MI: Zondervan Publishing House, 1993).

Weiss, Michael J., *The Clustering of America: A Vivid Portrait of the Nation's 40 Neighborhood Types—Their Values, Lifestyles and Eccentricities* (New York: Harper & Row, Publishers, 1989).

White, James Emery, *The Rise of the Nones: Understanding and Reaching the Religiously Unaffiliated* (Grand Rapids, MI: Baker Books, 2014).



## Vision & Values Resources

### Online Tools

#### Leadership Journal Archives –

<http://www.christianitytoday.com/pastors/leadership-journal-archives/>

Access the complete Leadership Journal archives. Containing over 35 years of issues, these archives contain a trove of pastoral wisdom, leadership skills, and encouragement for your calling. Search the archive for articles on many aspects of church vision, planning, leadership and ministry.



#### Mind Tools – [http://www.mindtools.com/pages/article/newLDR\\_90.htm](http://www.mindtools.com/pages/article/newLDR_90.htm)

Established in 1996, Mind Tools helps more than 15,000,000 people each year learn practical, straightforward business and management skills. Follow this link to learn more about business perspectives on vision, mission and purpose.



#### Auxano – <http://www.auxano.com/>

Auxano's methodology, the Vision Pathway, results in a Vision Frame for your ministry. It's laid out as a tool to discern and design God's better future as presented in *Church Unique*. Steps in the Vision Pathway include:

- **Rethink** | What does it really mean to lead with effective vision today? Because it is easier to duplicate than to incarnate, many leaders often succumb to neglecting their church's unique calling.
- **Uncover** | What can your church do better than 10,000 others? Is it possible that God has a special calling for your church? To put it another way, how does your church glorify God and make disciples? The answer is your church's Kingdom Concept.
- **Talk Up** | Do you have compelling answers to the five irreducible questions of clarity? The Vision Frame contains five components that define your church's DNA and creates the platform for all vision casting.
- **Live Out** | How is your team "dripping vision" into conversations and ministry decisions every day? The Integration Model is a simple tool to equip your leadership for vision-centered dialogue and ego-free decision making.



Find Auxano's Visual Summary at:

[https://ministryactionplans.com/doc/church\\_unique\\_visual\\_summary.pdf](https://ministryactionplans.com/doc/church_unique_visual_summary.pdf)



## Church Vision & Values Examples

**Bellevue Baptist Church** – Cordova, Tennessee – Our mission is to Love God, Love People, Share Jesus and Make Disciples.

**Biltmore Baptist Church** – Asheville, North Carolina – Biltmore Church exists to glorify God by making disciples of Jesus who reach up, reach in, and reach out.

**Elevation Church** – Matthews, North Carolina – Elevation Church exists so that people far from God will be raised to life in Christ.

**Faith Baptist Church** – Bartlett, Tennessee – The Mission of Faith Baptist Church is to glorify God through passionate worship, personal evangelism, purposeful discipleship, practical ministry and participation in missions.

**Fellowship Church** – Plano, Texas – Our vision for Fellowship Church is simple. We exist to Reach Up, Reach Out, and Reach In. These three are the biblical mandates of the local church.

**First West** – West Monroe, Louisiana – Our mission is to #seetoit that no one misses the grace of God. Our vision is to see people changed by the gospel and living out their Christ-centered purpose.



Find the First West Vision White Paper at:  
[https://ministryactionplans.com/doc/first\\_west\\_vision\\_white\\_paper.pdf](https://ministryactionplans.com/doc/first_west_vision_white_paper.pdf)

**Redeemer Presbyterian Church** – New York, New York – Redeemer Presbyterian Church is a center-city community of changed people who are committed to serving and renewing New York City through a movement of the Gospel of Jesus Christ.

**Second Baptist Church** – Houston, Texas – “Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy spirit, teaching them to observe all that I commanded you; and lo, I am with you always.” – Matthew 28:19-20

**Willow Creek Church** – South Barrington, Illinois – The Mission of Willow Creek Community Church is to turn irreligious people into fully devoted followers of Jesus Christ.



## Nonprofit Vision & Values Examples

**Alzheimer's Association** – Our vision is a world without Alzheimer's.

**Creative Commons** – Our vision is nothing less than realizing the full potential of the Internet—universal access to research and education, full participation in culture—to drive a new era of development, growth, and productivity.

**Ducks Unlimited** – Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.

**Make-A-Wish Foundation** – Our vision is that people everywhere. will share the power of a wish.

**Smithsonian Institution** – Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world.

**Top Nonprofit Vision Statements** – <http://topnonprofits.com/examples/vision-statements>  
Click this link to see 30 vision statements selected from the top 100 U.S. nonprofits.

## Business Vision & Values Examples

**Amazon** – Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.

**Apple** – Apple is committed to bringing the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings.

**Facebook** – Facebook's mission is to give people the power to share and make the world more open and connected.

**Google** – Google's mission is to organize the world's information and make it universally accessible and useful.

**Microsoft** – Microsoft's mission is to enable people and businesses throughout the world to realize their full potential.

**Skype** – Skype's mission is to be the fabric of real-time communication on the web.

**YouTube** – YouTube's mission is to provide fast and easy video access and the ability to share videos frequently.



## Vision & Values Reading List

Barna, George, *Turning Vision Into Action* (Ventura, CA: Regal Books, 1996).

Blanchard, Ken, and Jesse Stoner, *Full Steam Ahead!: Unleash the Power of Vision in Your Company and Your Life*, 2nd ed. (San Francisco: Berrett-Koehler Publishers, 2011).

Malphurs, Aubrey, *Developing a Vision for Ministry in the 21st Century*, 2nd ed. (Grand Rapids, MI: Baker Book House, 1999).

Mancini, Will, *Church Unique: How Missional Leaders Cast Vision, Capture Culture, and Create Movement* (San Francisco: Jossey-Bass, 2008).

Osborne, Larry, *Sticky Teams: Keeping Your Leadership Team and Staff on the Same Page* (Grand Rapids, MI: Zondervan, 2010).

Southerland, Dan, *Transitioning: Leading Your Church through Change* (Grand Rapids, MI: Zondervan Publishing House, 2002).

Stevens, Tim, *Vision: Lost and Found: The Story of a Church That God Stuck but Didn't Stay There* (Centreville, VA: Exponential Resources, 2012).

## Sample Church Values

### Fellowship Bible Church – Crawford Loritts

**Authority of Scripture:** We recognize the Bible as the inspired, inerrant Word of God, the source of spiritual and moral authority leading to wisdom, sufficient for equipping and training God's people. (2 Timothy 3:14-17)

**Mission:** We believe we are called to live missionally and engage in personal evangelism, local community service and global missions. (Matthew 28:18-20)

**Worship:** We will individually and corporately celebrate our love for God, our trust in His greatness and sovereignty, our unity and salvation in Jesus Christ, and our dependence upon the Holy Spirit. (Psalm 66:4)

**Stewardship:** We believe that God is the owner of who we are and all we possess; we embrace His mandate to consistently honor Him with our financial provision and personal gifts of service. (Psalm 104:24)

**Community:** We recognize that, while living in a fallen world, we are called to live in Christian community consistently abiding in the Great Commandment, loving God and reflecting His unconditional love to our neighbor. (Acts 2:43-47)

**Prayer:** We acknowledge the primacy and priority of prayer both individually and corporately, constantly seeking God's will and the leading of the Holy Spirit in everything. (Philippians 4:6)

### Christ Church of the Valley – Brian Jones

- **Biblically-Based** - The Bible alone dictates what we believe and practice.
- **Culturally Relevant** – To be effective the church must remain culturally relevant.
- **Evangelistic** – Followers of Jesus are passionate about evangelism.
- **Church Planting** – We will be a church planting church.
- **Community** – Life change happens best in community with other Christians.
- **Discipleship** - Followers of Jesus obey his teachings.
- **Excellence** – Excellence honors God and inspires people.
- **Grace** – We will foster an environment of love, acceptance, and forgiveness.
- **Stewardship** – We will give our time, spiritual gifts, abilities, and finances to extend Christ's kingdom.

## Sample Church Values

### Denton Bible Church - Tom Nelson

1. We value the **authority of Scripture**, looking to the Bible as the inspired, inerrant word of God to direct us in all pertinent matters of belief and behavior. *2 Timothy 3:16; 2 Peter 1:20-21; Isaiah 40:8*
2. We value **Bible exposition**, regarding accurate and relevant teaching and preaching of the Scriptures as essential to the spiritual vitality of our church. *2 Timothy 4:1-2; Matthew 28:18-20; Acts 2:42*
3. We value **prayer**, recognizing our church's desperate need for God to guide, equip, and empower the church to accomplish its ministry aspirations. *Acts 2:42; 1 Thessalonians 5:16-18*
4. We value **missions**, understanding our church's great responsibility to train ministers and laity worldwide to be more effective in ministry. *Matthew 28:18-20; 2 Corinthians 5:19-20; Acts 1:8*
5. We value **discipleship**, convinced each person in our church is called to follow Christ wholeheartedly and to help others do the same. *Luke 9:23; Titus 2:1-6; 2 Timothy 2:2*
6. We value **evangelism**, persuaded that people who do not know Jesus Christ as Savior are now separated from God and in danger of eternal condemnation. *Acts 1:8; 2 Corinthians 5:19-20; Matthew 28:18-20*
7. We value **financial responsibility**, humbled by the faithful giving of our people and convinced of our duty to be above reproach in all financial matters. *1 Corinthians 16:1-2; 2 Corinthians 8:19-21; 9:6-8*
8. We value **compassion**, fully aware of God's call upon our church to meet the various and pressing needs of our community. *James 1:27; Galatians 2:10*
9. We value a **well-mobilized lay ministry**, realizing our greatest ministry aspirations will be accomplished through the Spirit-led efforts of our people. *Ephesians 4:11-13; Titus 2:3-5; 1 Peter 2:9-10*
10. We value **community**, believing that true spiritual growth happens best in the context of transparent, authentic relationships. *Proverbs 27:17; Acts 2:46*

## Sample Church Values

### Austin Ridge Bible Church – Brad Thomas

The core values of our church serve as a description of what we believe the Bible calls us to be and to do as followers of Jesus. They are a barometer or a measuring stick for each of us as we grow in relationship with Jesus and become more and more like him. The staff and volunteers of Austin Ridge are committed to leading this church as people who live these values day by day.

We Are People Who:

Worship Jesus - *Rev 5:13*

Are Led by the Scripture - *2 Tim 3:16-17*

Invest in Authentic Relationships - *Eph 4:1-3*

Are Prayer Dependant - *Isa 56:7c*

Live Generously - *2 Corinthians 9:6-, 11*

Are Missional – *Matthew 28:19-20*

### Thomas Road Baptist Church – Johnathan Falwell

#### **Commitment to Scripture**

Without a doubt, Thomas Road is built upon the Word of God. Since our founding in 1956, we have never wavered nor compromised on the inspired, infallible and inerrant Word of God. We are committed to accurately teaching and preaching Holy Scripture at every opportunity.

Whether in a Sunday morning service or an evening Life Group, we place a high value on the Word of God. Are you hungry for God's Word? Do you desire to know God's will for your life? Then, get into God's Word today. Join with the Psalmist in saying: "Your Word is a lamp to my feet and a light to my path." Psalm 119:105

## Sample Church Values

### Culture of Prayer

Our church is committed to integrating prayer into every aspect of our ministry. Jeremiah 33:3 says, “Call to Me and I will answer you, and show you great and mighty things, which you do not know.” We humbly realize our dependence upon the Lord.

We strive to make Thomas Road a house of prayer. We want it to be part of our culture every minute of every day on Main Street, in the Worship Center and throughout our entire campus.

May we never forget the words of our founding pastor, Dr. Jerry Falwell:

*“Nothing of eternal significance is ever accomplished apart from prayer.”*

### Lifestyle of Worship

Any time the word “worship” is mentioned in Christian circles, the first thing that comes to the minds of most believers is “music” – the praise and worship songs we sing on Sunday mornings. While it is true that we can find great joy in worshipping God through music, the very act of worship is not to be limited to a song or a series of songs on Sunday morning. True worship of God is to be reflected in our lifestyle in every moment... in every decision...in every relationship.

Matthew 22:37 says, “You shall love the Lord your God with all your heart, with all your soul, and with all your mind.” “All” is not limited to Sunday mornings – “all” is everything we have, every moment we are given and in every situation that God brings into our path. What a responsibility! At Thomas Road, we are asking God to create a desire within all of us to honor, glorify and praise God through our lives.

### Connection to Community

We were never supposed to live the Christian life alone. We are to “bear one another’s burdens, and so fulfill the law of Christ.” (Galatians 6:2) At Thomas Road, we value each member’s commitment to loving and serving each other. Yes, we do this on Sunday morning, but we also strive to support each other during the week.

One of the best ways to experience this type of community is to be connected to a Life Group. These small groups meet on Sunday mornings as well as during the week in homes of our members. These groups allow you to develop authentic, deep relationships that encourage you, as you are an encouragement to others.

## Sample Church Values

### Heart for Serving

Built upon the principles in John 13, Acts 2 and Ephesians 2 & 4, we are to serve one another in the body of Christ. Jesus commanded us to love one another. One of the most practical ways we can truly love our brothers and sisters in Christ is to serve each other using the spiritual gifts that God has given to us.

What is your spiritual gift? How are you using it in our local church to serve fellow church members? If you have not yet discovered your spiritual gift or are looking for areas where you can share your gift, visit our Connect class. Let's all commit to serving each other as Christ has commanded us to do.

### Passion for Sharing

Passion for Sharing takes us outside the walls of our church. Thomas Road wants to compassionately serve our local community, as well as, actively participate in missions around the world. We want to reach our city and the “uttermost parts of the earth”.

Jesus was moved with compassion as He ministered to the multitudes. Romans 10:14 reminds us: “How then shall they call on Him in whom they have not believed? And how shall they believe in Him of whom they have not heard? And how shall they hear without a preacher?” We are committed to following His example by intentionally developing relationships that ‘earn’ us the right to actively share the Gospel.



# WILLOW CREEK

## COMMUNITY CHURCH

### CORE VALUES

Ten core values bring clarity to the things that matter most at Willow. They guide how we achieve our mission, influencing major leadership decisions as well as everyday ministry plans. They even help us navigate staffing and budget issues. In short, they keep us focused on the unique call God has given us as a local church.

- **We believe anointed teaching is the catalyst for transformation in individuals' lives and in the church.** This includes the concept of teaching for life change (Romans 12:7; 2 Timothy 3:16–17; James 1:23–25).
- **We believe lost people matter to God, and therefore, they matter to the church.** This includes the concepts of relational evangelism and evangelism as a process (Luke 5:30–32; Luke 15; Matthew 18:14).
- **We believe the church should be culturally relevant while remaining doctrinally pure.** This includes the concept of sensitively relating to our culture through our facility, printed materials, and use of the arts (1 Corinthians 9:19–23).
- **We believe Christ followers should manifest authenticity and yearn for continuous growth.** This includes the concepts of personal authenticity, character, and wholeness (Ephesians 4:25–26, 32; Hebrews 12:1; Philippians 1:6).
- **We believe a church should operate as a unified community of servants, with men and women stewarding their spiritual gifts.** This includes the concepts of unity, servanthood, spiritual gifts, and ministry callings (1 Corinthians 12 and 14; Romans 12; Ephesians 4; Psalm 133:1).
- **We believe loving relationships should permeate every aspect of church life.** This includes the concepts of love-driven ministry, ministry accomplished in teams, and relationship building (1 Corinthians 13; Nehemiah 3; Luke 10:1; John 13:34–35).
- **We believe life-change happens best in community.** This includes the concepts of discipleship, vulnerability, and accountability (Luke 6:12–13; Acts 2:44–47).
- **We believe excellence honors God and inspires people.** This includes the concepts of evaluation, critical review, intensity, and excellence (Colossians 3:17; Malachi 1:6–14; Proverbs 27:17).
- **We believe churches should be led by men and women with God-given leadership gifts.** This includes the concepts of empowerment, servant leadership, strategic focus, and intentionality (Nehemiah 1–2; Romans 12:8; Acts 6:2–5).
- **We believe the pursuit of full devotion to Christ and His cause is normal for every believer.** This includes the concepts of stewardship, servanthood, downward mobility, and the pursuit of kingdom goals (1 Kings 11:4; Philippians 2:1–11; 2 Corinthians 8:7).



## Mission

#Seetoit that no one misses the grace of God

## Vision

To see people changed by the gospel and living out their Christ-centered purpose

## Threads (Values)



### Worship

- **Christ-Centered.** Living out our Christ-centered purpose starts with authentic worship.
- **Spirit-Led.** Our goal is to experience the presence of God.
- **Engaging.** Connecting with the people of Northeast Louisiana is important to us.
- **Vibrant.** We celebrate what Jesus has done for us.
- **Multi-Generational.** We will engage all ages with Christ-centered worship.



### Community

- **Disciple-Making.** We invest in others to live for Jesus Christ.
- **Groups.** We connect with each other, study the Bible and apply it to our lives in LIFE Groups and D-Groups.
- **Family.** Intentional marriages, parents and families are important to us.



### Service

- **Serving.** Serving in the church and out in the community is an important part of Christ-centered living.
- **Evangelism.** We share Jesus with everyone.
- **Multiplication.** We multiply the church in NELA, NOLA and the world.

## Strategy



### Worship

- **Lead Measures** – Invite Culture, Worship Volunteers, Media Volunteers, Momentum Building Sundays
- **Lag Measure** – Worship Service Attendance
- **Wildly Important Goal (WIG)** – 2,225 (Fall 2019) and 2,292 (Spring 2020)



### Community

- **Lead Measures** – Leader Contacts, D-Groups Growth, Lunch with the Pastor, New LIFE Group Leaders, New LIFE Groups
- **Lag Measure** – LIFE Group Attendance
- **WIG** – 1,234 (Fall 2019) and 1,307 (Spring 2020)



### Service

- **Lead Measures** – LIFE Group Presentations, Recruiting Conversations, NOLA Trips, New Volunteers, Perspectives Course, See To It Sundays
- **Lag Measure** – Volunteers Mobilized
- **WIG** – 750 (2019-20)

### Evangelism

- **Lead Measures** – People Praying, Training Events, People Trained, Gospel Conversations
- **Lag Measure** – Baptisms
- **WIG** – 140+ (2019-20)

## Outcomes

### LIVING OUT YOUR **CHRIST-CENTERED PURPOSE**



**PURSUE CHRIST DAILY  
WORSHIP GOD WEEKLY  
GIVE GENEROUSLY**



**CONNECT IN A LIFE GROUP FAITHFULLY  
MAKE DISCIPLES CONTINUOUSLY**



**SERVE IN AND OUT REGULARLY  
SHARE CHRIST INTENTIONALLY**



First West celebrates 100 years of ministry in 2020. Initiated early in 2017, First West 100 is a vision to #seetoit like never before.

Here's what we're asking God to do through the ministry of First West:

### **Evangelism**

- 500 Baptisms **362 Baptisms**
- 2,750 Attending Campus Worship Services (Average) **2,183 Average in Worship**
- 10,000 Decisions for Christ through FW Strategic Partnerships **4,376 Decisions**

### **Multiplication**

- 4 Regional Campuses **3 Campuses**
- 2 Church Plants **2 NOLA Plants and 1 NELA Plant**
- 1 Church Strategic Partnership **Initiated Multiply NELA with 16 Churches**

### **Groups**

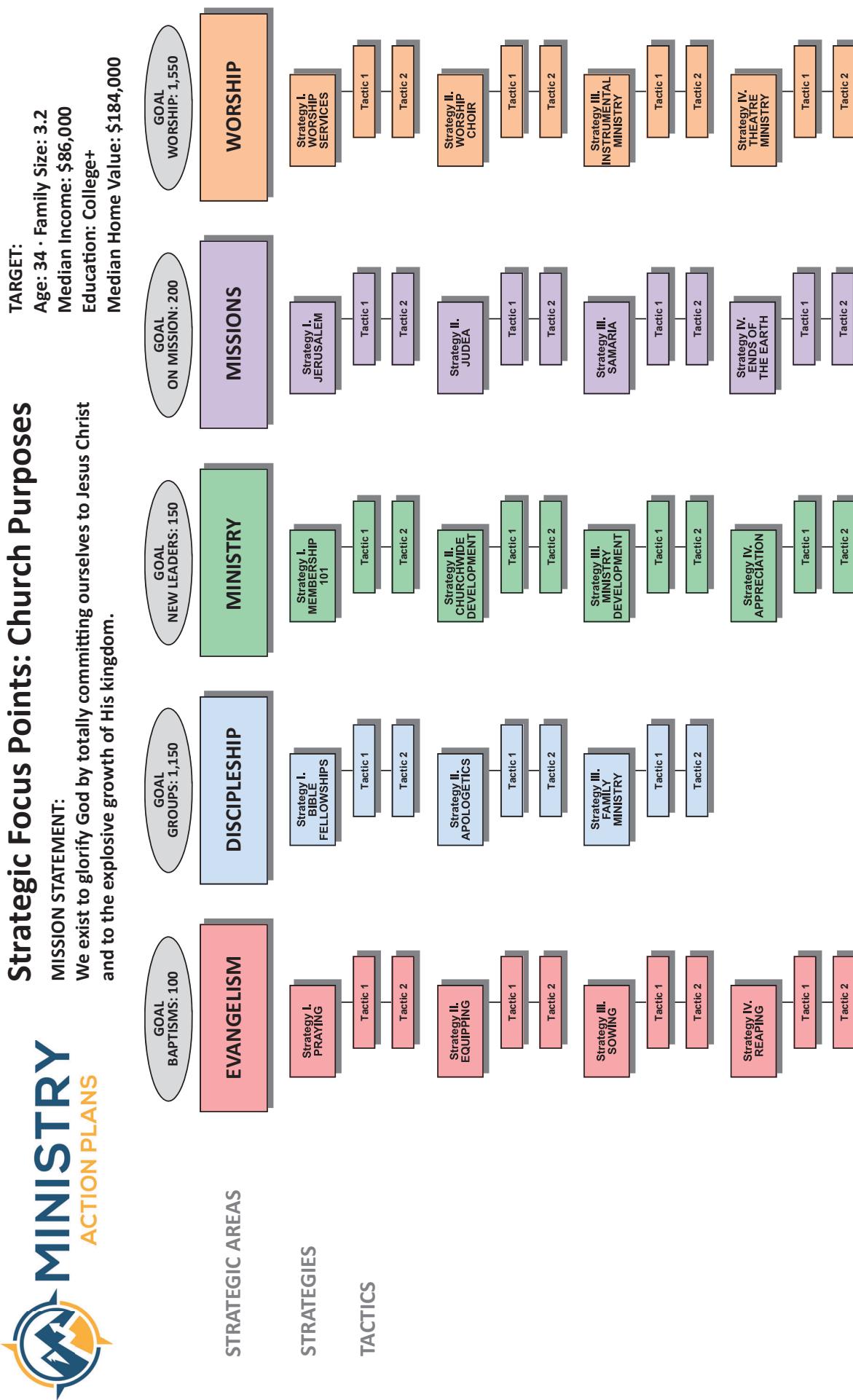
- Every FW Member Engaged in a Group **57% Members Engaged**
- Every LIFE Group Mobilized on Mission **71% Groups Mobilization**
- 1,650 Attending Campus LIFE Groups (Average) **1,092 Average in Groups**

### **On Mission**

- 700 Serving in Local Ministries and Short-Term Mission Trips **685 on Mission**
- Comprehensive Community Ministries Plan in a Revitalized Transform Center  
**Thrift Store Phases 1 and 2 Expansion Completed**

**RED = 2019 Update**





## Strategic Focus Points: Priority Areas



### MISSION STATEMENT:

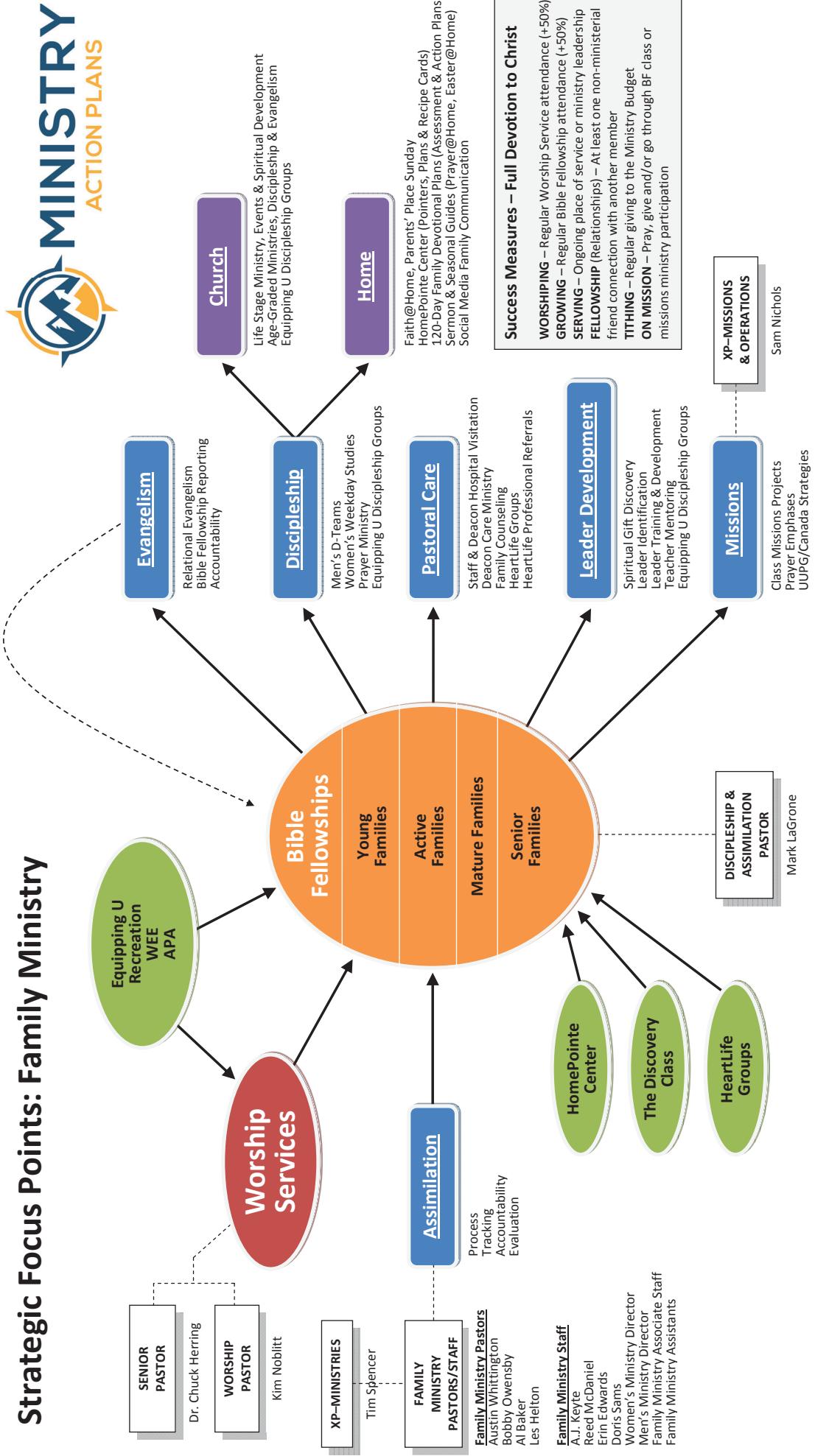
We exist to glorify God by totally committing ourselves to Jesus Christ and to the explosive growth of His kingdom.

### TARGET:

Age: 34 · Family Size: 3.2 · Median Income: \$86,000  
Education: College+ · Median Home Value: \$184,000



## Strategic Focus Points: Family Ministry



# Time & Task

## Fall 2025 Growth Cycle

	<b>TIER 1-2</b> Churchwide Internal and/or Community External	<b>TIER 3</b> Ministry Specific
<b>AUGUST</b>	<b>WM STI Senior Lunch (8/3)*</b> NELBA Worship Night @ NMBC (8/3)* <b>Marriage Night w/ Gary Chapman (8/10)*</b> <b>WM STI Young Families Dinner (8/13)*</b> <b>Big Sunday (8/17)*</b> <b>CH See To It Fellowship (8/17)*</b> <b>WM STI Median Adult Lunch (8/24)*</b>	Deacon Nominations Begin (8/10)* Worship Ministry Kickoff (8/13) Back to School Events (8/13) Lunch with the Pastor (8/17)* Midweek Kickoff (8/20) Deacon Nominations Conclude (8/31)*
<b>SEPTEMBER</b>	Family Dedication (9/7)* <b>D-Groups Kickoff (9/7)*</b> <b>Hero Sunday (9/14)*</b> <b>TOGETHER Member Gathering (9/21)*</b> Student IMPACT @ FW (9/24) <b>See To It Commitment Sunday (9/28)*</b>	FW Kids Mom & Son Night (9/14)* SA Progressive Revival (9/15-17) See You at the Pole (9/24) 1 <sup>st</sup> Grade Bible Presentation (9/28)*
<b>OCTOBER</b>	<b>Tim Hawkins in Concert (10/9)</b> <b>Picnic in the Park @ Kiroli Park (10/19)*</b> <b>Friend Day (10/26)*</b>	OPSB Fall Break (10/13-17)* Deacon Election (10/19, 10/26)*
<b>NOVEMBER</b>	<b>Foster Care Sunday (11/2)*</b> <b>Beloved Women's Retreat (11/6-9)*</b> <b>Thanksgiving Weekend (11/27-30)*</b>	Lunch with the Pastor (11/2)* Deacon Banquet (11/13) Friendsgiving/Pumpkin Patch (TBD)*
<b>DECEMBER</b>	<b>Women's Christmas Event (12/7)*</b> <b>Search for Baby Jesus (12/14)*</b> <b>NELA Christmas Celebration (12/19-21)*</b> Christmas Eve Services @ 4pm (12/24)	WM Christmas Parade (12/6) Dome Weekend (12/12-14)* No LIFE Groups (12/21, 12/28)* Church Offices Closed (12/22-26) (12/31, 1/1)

\*Sunday or Sunday Impact (Theme Sundays in BLUE)

# Time & Task

## Spring 2026 Growth Cycle

	TIER 1-2 Churchwide Internal and/or Community External	TIER 3 Ministry Specific
<b>JANUARY</b>	<b>Welcome Back Sunday (1/4)*</b> Compassion Sunday (1/11)* <b>SPIN Weekend (1/21-25)*</b> <b>Evangelism Strategy Kickoff*</b>	Young Adult/YMA Vision Night (1/11)* Missions 101 Begins (1/11)* Golden Years Event (1/15) NELA March for Life (1/25)*
<b>FEBRUARY</b>	<b>Forged Men's Conference (2/7)</b> Gameday Sunday (2/8)*	Lunch with the Pastor (2/1)* Widow-Widowers Lunch (2/10) FW Kids FREEZ-IN (2/15)*
<b>MARCH</b>	<b>Hope for the Nations (3/1)*</b> <b>Daddy Daughter 2025 (3/13-14)</b>	OPSB Spring Break (3/23-27)*
<b>APRIL</b>	<b>Easter Sunday (4/5)*</b> 8am, 9am & 10:30am Worship (WM) 9am & 10:30am Worship (CH) <b>TOGETHER Member Gathering (4/19)*</b> Beloved Women's Retreat (4/23-26)* First West Men's Retreat (4/30-5/3)*	Lunch with the Pastor (4/19)*
<b>MAY</b>	Graduate Recognition (5/3)* <b>Mother's Day/Family Dedication (5/10)*</b> Memorial Day Weekend (5/22-25)*	National Day of Prayer (5/7) OPSB Graduation Week (5/11-16)

\*Sunday or Sunday Impact (Theme Sundays in BLUE)

### Strategic Projects Schedule

- **WM Children's Area Renovations**
  - Demo & Renovations – October-December 2025
  - Renovations Completed – January 1, 2026 (Sunday, 1/4 Grand Opening)
- **WM Young Married Adult LIFE Groups Area Renovations**
  - Demo & Renovations – January-March 2026
  - Renovations Completed – April 5, 2026 (Sunday, 4/12 Grand Opening)
- **CH Facilities and/or Real Estate Purchase**
  - TBD, but as soon as possible

# Time & Task

## Spring-Summer Growth Plan



**SEE PEOPLE CHANGED BY THE GOSPEL AND  
LIVING OUT THEIR CHRIST-CENTERED PURPOSE**

DATE	CAMPUS	ITEM	OUTCOME	PURPOSE
<b>NOVEMBER</b>				
11/9 SAT	GL	Freedom Fellowship @ Chennault Museum	Service	Honor our veterans and serve our community on Veterans Day
11/10 SUN	GL	See To It (The World Sunday) and Transform Offering	Service	Mobilize the church to pray, give and go in NELA, NOLA and the world
	WM	Lunch w/ the Pastor	Assimilation	Commit to the 7 outcomes of Christ-centered living; Level 3 of Spiritual Growth Plan
11/17 & 24 SUN	GL	Thanksgiving Messages	Worship	Give thanks for God's blessings and provision
11/19 TUE	GL	First West Men @ WM: "Home Run Coaches"	Evangelism	Provide an intentional opportunity for men's fellowship and outreach
11/21 THU	GL	Deacons Banquet @ WM	Community	Fellowship together as one deacon body serving 1 church on 3 campuses
11/22-30	GL	Germany Mission Trip	Service	#seetoit in NELA, NOLA and the world
11/25-29		OPSB Thanksgiving Holidays		
<b>DECEMBER</b>				
12/1 SUN	GL	<i>Glorious, Uproarious, Absurd Generosity</i> Message Series Begins	Worship	Celebrate Ruth's most famous descendent with the story behind Christmas
12/2 MON	GL	Leadership Team Dinner		

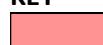
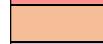
DATE	CAMPUS	ITEM	OUTCOME	PURPOSE
12/4 WED	GL	Deacon Ordination Council @ WM	Discipleship	Ordain new deacons to minister and serve across all 3 FW campuses
12/11 WED	GL	Deacon Ordination Service @ WM	Discipleship	Ordain new deacons to minister and serve across all 3 FW campuses
12/20-22 FRI-SUN	GL	NELA Christmas Celebration @ WM	Evangelism	Welcome the community with seasonal music, Christ-centered worship and a gospel presentation
12/20-1/3		OPSB Christmas Holidays		
12/24 TUE	GL	Christmas Eve Services @ 5pm	Evangelism	Demonstrate Christ-centered worship and welcome the CEO crowd on Christmas Eve
<b>JANUARY</b>				
January-February	GL	New LIFE Groups @Home and LIFE Groups @Church Begin	Community	Start new groups to make room for new people; Level 2 of Spiritual Growth Plan
January-February	GL	New D-Groups Cycle Begins	Discipleship	Level 4 of Spiritual Growth Plan
1/8 WED	GL	Wednesday Schedule Kickoff (with Campus Option for Nights of Worship)	Community	Begin weekly campus outreach, discipleship and worship prep for kids, students and adults
1/12 SUN	WM	Lunch w/ the Pastor	Assimilation	Commit to the 7 outcomes of Christ-centered living; Level 3 of Spiritual Growth Plan
1/20 MON		OPSB Martin Luther King, Jr. Holiday		
1/23-26	GL	SPIN Weekend	Evangelism	Evangelize unchurched students and lead believers to deeper levels of faith
1/26 SUN	FB	SPIN Weekend: 2 Services @ 9am & 10:30am	Worship	Provide additional space for large crowds attending services on SPIN Weekend

DATE	CAMPUS	ITEM	OUTCOME	PURPOSE
<b>FEBRUARY</b>				
2/2 SUN	GL	Tailgate Sunday/ Super Bowl Sunday	Evangelism	Leverage Super Bowl Sunday as a Sunday AM momentum- and attendance-building opportunity
2/17 MON		OPSB Presidents' Day Holiday		
2/20-22 THU-SAT	GL	First West Men's Retreat @ Seeker Springs	Discipleship	Disciple men to live out their Christ-centered purpose
2/25 TUE	GL	First West Men @ FB	Evangelism	Provide an intentional opportunity for men's fellowship and outreach
2/29 SAT	GL	Daddy-Daughter @ WM	NextGen	Provide an intentional opportunity for father-daughter connections
<b>MARCH</b>				
3/6-7 FRI-SAT	GL	<i>Word Alive Tour</i> Women's Conference w/ Lysa TerKeurst	Discipleship	Build community awareness of FW among women in Northeast Louisiana
3/13 FRI	GL	LIFE Group Leader Summit @ WM	Discipleship	Develop the FW leadership pipeline (apprentice and new teachers) with focused training for teachers
3/21-22 SAT-SUN	GL	Serve Week (Saturday, Sunday and the following week)	Service	Ask every LIFE Group to serve on mission in our community
3/24 TUE	GL	First West Men @ CH	Evangelism	Provide an intentional opportunity for men's fellowship and outreach
3/30-4/3		OPSB Spring Break Holidays		
<b>APRIL</b>				
4/5 SUN	WM	Lunch w/ the Pastor	Assimilation	Commit to the 7 outcomes of Christ-centered living; Level 3 of Spiritual Growth Plan
4/10 FRI		OPSB Good Friday Holiday		
4/11 SAT	WM	Easter Service @ 6pm	Evangelism, Worship	Welcome the CEO crowd on the highest attended Sunday of the year

DATE	CAMPUS	ITEM	OUTCOME	PURPOSE
4/12 SUN	WM	Easter Services @ 9:30am & 11am	Evangelism, Worship	Welcome the CEO crowd on the highest attended Sunday of the year
	FB	Easter Services @ 9am & 10:30am		
	CH	Easter Services @ 9am & 10:30am		
4/13 MON		OPSB Easter Holiday		
4/24 FRI	WM	Steven Curtis Chapman Concert	Worship	Build community awareness of FW among targeted groups
4/26 SUN	GL	<i>Hope for the Nations</i> Scholarship Dinner @ WM	Service	Provide a focused opportunity to finance upcoming mission work
4/28 TUE	GL	First West Men @ WM	Evangelism	Provide an intentional opportunity for men's fellowship and outreach
4/29 WED	GL	Spring Celebration (Wednesday Ministries End)	Discipleship, NextGen	
<b>MAY</b>				
5/3 SUN	GL	Graduate Recognition	NextGen	Mark high school graduation as a faith milestone for seniors
	GL	LIFE Groups Apprentice Week	Discipleship	Develop the FW leadership pipeline (apprentice and new teachers)
5/6 WED	WM	New Member Dinner	Assimilation	Help new members take next steps in LIFE Groups and Service
5/10 SUN	GL	Family Dedication	NextGen	Mark parent/child dedication as the first faith milestone
5/17 SUN	WM	VBS Canvassing Week (Sunday and the following week)	Evangelism	Ask people to canvass neighborhoods in our community
5/15-24	GL	410 Bridge Kenya Mission Trip	Service	#seetoit that no one misses the grace of God
5/21 THU		OPSB Students Last Day		

DATE	CAMPUS	ITEM	OUTCOME	PURPOSE
<b>JUNE</b>				
6/1-5 MON-FRI	WM	Vacation Bible School	Evangelism	Evangelize unchurched kids and families
6/8-12 MON-FRI	GL	Fuego Middle School Camp		
6/15-17 MON-WED	FB	Vacation Bible School (K-4 <sup>th</sup> Grade)		
6/18-19 THU-FRI	FB	Vacation Bible School (5 <sup>th</sup> Grade)		
6/20-28	GL	Greece Mission Trip	Service	#seetoit that no one misses the grace of God
6/22-26	GL	NOLA Mission Trip		
6/27-7/7	GL	Wales Mission Trip		
<b>JULY</b>				
6/30-7/4 SUN-SAT	GL	YOUNiversity High School Camp	Evangelism	Evangelize unchurched students and families
7/3-12	GL	Slovenia Mission Trip	Service	#seetoit that no one misses the grace of God
7/13-16 MON-THU	GL	Leadership Team Retreat	Worship, Community, Service, Evangelism	Prepare the team for a new year of Christ-centered ministry and growth
7/17-26 SUN-FRI	GL	Canada Mission Trip	Service	#seetoit that no one misses the grace of God

**KEY**

	Worship
	Community
	Service
	Evangelism

# Time & Task

## Annual Planning



<b>WORSHIP</b> Morning Worship Services Goal: 1,550		
<b>ACTS 1:8 EVANGELISM</b> Annual Baptisms Goal: 100		
<b>SPIRITUAL DEVELOPMENT</b> Bible Fellowships Goal: 1,150		
<b>JAN</b>	JAN - Leadership trained to equip members for inviting task...2-3 simple things to do  FEB 14-21 - World Missions Conference  FEB 13, 21 - Canvassing in neighborhoods/Missions Conference (GPS Packet w/ Junior Hill flyer)  FEB 28 - One-Day Revival w/ Junior Hill - Call it "Festival of Hope"? Something different? Communicate what everybody is supposed to do...every member invite everyone on your 3:1:6 card (great tie-in)	JAN - Spring Adult Discipleship University and Children's Sunday/Wednesday Discipleship Ministries Begin  MAR - Apologetics Series - "Reasons to Believe" or "The Case for Christ"  MAR/APR/MAY Soul Care Ministry (Divorce, Grief, Addictions) Staff and Lay Training: Soul Care is healing for the hurting spirit
<b>FEB</b>		FEB - Next Level Leader Development Begins
<b>MAR</b>		
<b>APR</b>	APR 4 AM - Easter  APR 22-24 PM - Spring Dinner Theatre - "Petticoats and Pirates"	APR 11,18,25/MAY 2,9,16,23 - Parenting Series (7)
<b>MAY</b>		
<b>JUN</b>	JUNE 17 PM - VBS Family Night	JUNE 14-18 - Vacation Bible School  JULY 5, 12, 19, 26 - "Marvelous Mondays" (Sunday night on Monday night) with Special Speakers and Family Meal around tables in Fellowship Hall; Possible Subject: "Problems Families Face" (Debt, Relationships, etc.)
<b>JUL</b>		
<b>AUG</b>	SEP 12,19,26/OCT 3,10 - Relay Message Series (5)	SEP - Fall Soul Care Ministry Begins  SEP - Fall Adult Discipleship University and Children's Sunday/Wednesday Discipleship Ministries Begin
<b>SEP</b>	OCT 5 - National Night Out (outreach effort in neighborhoods)  OCT 24 - Dessert Theatre "A Rock and a Hard Place" (Christ through the eyes of Simon Peter)	OCT - Annual Leadership Banquet to Recast Vision for Strategic Plan  OCT 31/NOV 7,14,21 - Capital Stewardship Campaign (add Student, Children's & Preschool Ministry items and Rec Campus to campaign)
<b>NOV</b>	DEC 5,12,19 - Christmas Concerts/Events - Promotional tickets available for inviting friends and neighbors	
<b>DEC</b>		



## Notes