
A Vision for Kennewick First Presbyterian Church

The Journey of Discovery Action Plan



The JOD Team

Kennewick, Washington

June 2010

Presented in memory of Leon Swenson,
whose leadership and compassion,
we will not forget.

The Vision



Daily becoming the heart and hands of Jesus Christ:

We are a Christ-centered community,
welcoming all and reaching out to those in need.

Ignited by the Holy Spirit,
we are transformed and empowered
to take the Father's message of love and hope
to our neighbors everywhere.

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INTRODUCTION

As our society is in a constant state of flux, we can easily become unsettled, for what is new today is often outdated tomorrow. Because of the rapid rate of change, we sometimes panic and switch into survival mode, struggling to get through this month—even this day—but when we focus too much on the here and now, we can easily find ourselves somewhere we did not expect, and then we are left wondering what happened and how we got so off track.

That is why three years ago the Session decided to begin the Journey of Discovery (JOD). The JOD team was created to examine our past, analyze our present, and envision a possible future. The Session was hoping that our church could be more intentional about where we were going and do a better job staying on the right path.

So after years of work, the JOD team humbly submits this Action Plan. We are aware it is not written on stone tablets, so consider this plan to be a road map, describing the terrain, pointing out the obstacles, and setting a course. As our congregation changes, new people will have new strategies, but for all who follow, this Action Plan will be a kind of signpost, helping them see the ground that has already been covered as they forge ahead.

Throughout this long process the JOD team has relied not on its own understanding, but rather on being led by the Spirit to discern God’s plan for our congregation. All the goals listed in this report came from comments we heard from multiple sources—conferences, sub-committees, particular groups from within the church, and individual interviews.

It has been our job to compile all of the congregants’ insights into this report, and we are so thankful for the hundreds of people who have been engaged in the JOD process.

For Christ and His Kingdom,

The JOD Team

*“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 29:17*

CREATING THE VISION

First and foremost, we want to thank all of those who created our current vision, “A Christ-centered church where every member has a ministry.” It has served us well, so for many the thought of changing our vision is unsettling and maybe even scary. However, change is something we are called to do, for the moment we become complacent and comfortable is when we begin to falter. C.S. Lewis in his Narnia series tells us, “Aslan is on the move.” For us that means we must continually follow Christ wherever he leads us.

But keep in mind, even though our vision statement is changing, the mission statement for our church is not. It is as follows:

Our mission is to advance the Kingdom of God through worship, love and ministry.
We shall worship and glorify God (Father, Son and Holy Spirit).
We shall love one another and our neighbors as Jesus Christ loves us.
We shall proclaim through word and deed the good news of salvation.
We shall promote spiritual growth.
We shall equip and empower our community of faith for ministry.

Mission statements, like this one, can last for centuries, but our vision, which explains how we will accomplish our mission, should change as we strive to serve Christ in this time and place.

The process for creating the new vision began in the spring of 2009 when the Vision Panel was formed. Approximately forty people from our congregation met for several sessions, discussing the role of a new vision and forging its creation. In May of 2009 the writing team, a subcommittee of the Vision Panel, took the notes and comments and created the Guiding Vision. Many revisions were made after the writing team received further input from the Vision Panel. This is the end result:

Daily becoming the heart and hands of Jesus Christ:
We are a Christ-centered community,
welcoming all and reaching out to those in need.
Ignited by the Holy Spirit, we are transformed and empowered
to take the Father’s message of love and hope
to our neighbors everywhere.

The metaphor, “becoming the heart and hands of Christ,” comes from the Apostle Paul, who argues extensively how we are the body of Christ (1 Corinthians 12), so to say we are becoming the heart and hands of Christ is to say we are engaged in a dynamic process of both *knowing* him (heart) and *doing* his will (hands). Paul says we are to be Christ’s ambassadors (2 Corinthians 5:20), acting as Christ would if he were physically here—feeding the hungry, tending the sick, befriending sinners. If we do this and allow God to work through us, God promises to guide us into a future immeasurably more than anything we could ask for or imagine (Ephesians 3:20-21).

CREATING THIS ACTION PLAN

In the spring of 2008, the JOD team handpicked over forty people who represented a cross-section of our congregation. Interviews were conducted, and interviewees freely expressed their opinions about the church. Taking the information from the Conference on the Past together with the copious notes from all these interviews, the JOD team evaluated the results and came up with eight hypotheses, which describe who we are. However, our process was more of an art than a science. Much like a team of police sketch artists, we created a portrait of KFPC in the form of hypotheses. (See page 35.)

In the fall of 2009 we had the Conference on the Future. About forty participants, including the congregation and many staff members, gathered to imagine what we could become when we adopted this new vision. Using the template of “Reaching up, reaching out, reaching in,” the participants created many possible goals and actions. The Session and the Deacons also went through a similar process, generating more goals and actions.

To create the foundation for this report, we began with the eight hypotheses, which focus on the concerns for the future of our congregation. We rewrote those concerns from a positive point of view and created the “We Will Become” document on the following page. This approach reveals an important difference between this action plan compared to others.

Some action plans wipe an organization’s slate clean by removing all previous goals and actions. In a sense an organization reboots with an entirely new set of instructions. This Action Plan does not do this. By using the eight hypotheses as a foundation, we focused on what we need to improve upon as a church. That means many things that we presently do we should continue to do, though it is important that we evaluate the things we presently do against the goals of this action plan.

Once we had finished the “We Will Become” document, we developed the goals and actions we gathered from various groups and participants at the conferences. Extensive revisions followed as we adjusted our language to reflect particular comments and insights we had gathered over the years.

Some of the goals overlap and are repeated with slight variations, much like a musical theme. These patterns are discussed more fully in the summary, “Accomplishing the Plan,” that follows the goals and actions.

READING THE ACTION PLAN

At first glance someone could be overwhelmed by the number of actions in this plan. Many Teams already feel overwhelmed by all their present responsibilities; however, for several reasons, this plan should be manageable.

- The vast majority of the actions are divided up and assigned to particular Teams. In the Appendix each Team's list of actions fits on a single page.
- Many of the actions are linked, so Teams will be able to share the load with other Teams.
- These goals do not have to be accomplished immediately. Teams have six years to tackle their list, which means most Teams will only need to complete about three goals a year.
- One of our goals is to have Elders demonstrate their leadership by encouraging and motivating others to serve. By getting more people involved, everyone's workload will be diminished.
- Though it is not a particular goal, reducing what we do is a significant part of this plan. Many of the actions call for evaluation, which will hopefully lead to a reduction in the number of our events and activities. This may be difficult, but it is necessary. During our conferences, participants frequently expressed concerns about how our church is too busy and how we are stretched too thin, so streamlining what we do will give us more of a focus.

We do not want the actions in this report completed in addition to everything we already do. If that were to happen, many in our congregation would feel even more stressed out, the staff would be unfairly burdened, and our leadership would be pulled in too many directions.

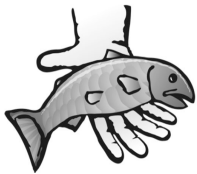
WHAT WE WILL BECOME



We will become a people more united by God and driven by vision. With the Holy Spirit leading us, we will work together, constantly focusing and refocusing our efforts as we strive to be the heart and hands of Christ. Through our dedication and perseverance, others will see the glory of God.



We will become a congregation that continually cares for one another. We will support each other so we do not become overwhelmed by our hectic, fast paced world. We will not have a few people carry too big of a load, so we will work diligently to relieve stress, give people a break, and reduce burnout. We will be slow to anger and quick to forgive, building up each other so that all of us will become stronger disciples.



We will become a people who share all that God provides. Our resources are always limited, so we will include others in the decisions we make so that individuals and groups will not feel neglected. All will have a voice, and all will be heard.



We will become smaller as we grow larger, encouraging everyone to participate in a small group of some kind. As we grow, we will constantly assess our organizational structure and improve the ways we communicate information. As we grow, we will stay flexible and redistribute our time and resources as necessary.



We will become more accountable to each other. We will evaluate what we do, so we can more effectively reflect the love of Christ. Though we will encourage each other to use our gifts, we will not let an ever-increasing number of programs and events overwhelm us. We will make tough decisions and act boldly.



We will become more courageous and take risks. Being ignited by the Holy Spirit, we will reach out and serve others in ways we have yet to imagine. We will be creative because God is our creator and we are made in His image. Thinking of new ways to turn our focus outward to our local community and the world, we will step out into the unknown for we know God is with us.



We will become a city on a hill. In all that we do—our worship, prayer, discipleship, and missions—others will see our light shine and be amazed at how God can be at work in the world.



We will become a people who studies and lives out the Word of God, for its message is eternal and unchanging, compared to the messages from our culture that try to define who we are and what we should value. These waves of cultural change may try to overwhelm us, but we will stand firm, for God is our rock and fortress.

GOALS AND ACTIONS



We will become a people more united by God and driven by vision. With the Holy Spirit leading us, we will work together, constantly focusing and refocusing our efforts as we strive to be the heart and hands of Christ. Through our dedication and perseverance, others will see the glory of God.

Whoever believes in me, as the Scripture has said, streams of living water will flow from within him." By this he meant the Spirit, whom those who believed in him were later to receive. Up to that time the Spirit had not been given, since Jesus had not yet been glorified.

—John 7:38-39

You did not choose me, but I chose you and appointed you to go and bear fruit—fruit that will last. Then the Father will give you whatever you ask in my name.

—John 15:16



Goal 1.1 We will increase our corporate knowledge of the fullness of God and the Holy Spirit so we can be used to further the kingdom.

Action 1.1.1 Have more sermons, Sunday school classes, and small group studies on the Holy Spirit and the *fullness* of God. (*Worship, Discipleship*)

Action 1.1.2 Evaluate how we can help members learn about our new vision. (*Equipping, Planning, Discipleship*)

Goal 1.2 We will be a church where all see the passion and love of Christ.

Action 1.2.1 Create more visible passion by

- encouraging the leadership of the church to actively greet others (*Leadership*)
- providing testimonials (on missions, summer camp, outreach etc.). (*Worship, Communications*)

Action 1.2.2 Challenge our comfort level by encouraging everyone

- to greet someone they do not know each Sunday (*Mission & Outreach*)
- to volunteer for something they have never done. (*Equipping*)

GOALS AND ACTIONS

- Action 1.2.3 Interact intentionally and genuinely with the community in new and exciting ways to meet their needs:
- Create alternate worship services. (*Worship*)
 - Increase the awareness and availability of the facilities. (*Facilities, Outreach*)

Goal 1.3 We will become accountable in our daily pursuit of becoming the heart and hands of Christ.

Action 1.3.1 Encourage members to make a personal covenant to serve our community. (*Mission & Outreach*)

Action 1.3.2 Encourage devotionals and prayer, specifically designed to support our vision. (*Leadership*)

Action 1.3.3 Evaluate how we are improving not only our knowledge of our vision but on the progress of corporately becoming the hearts and hands of Christ. (*Planning*)

GOALS AND ACTIONS



We will become a congregation that continually cares for one another. We will support each other so we do not become overwhelmed by our hectic, fast paced world. We will not have a few people carry too big of a load, so we will work diligently to relieve stress, give people a break, and reduce burnout. We will be slow to anger and quick to forgive, building up each other so that all of us will become stronger disciples.

Two are better than one, because they have a good return for their work: If one falls down, his friend can help him up. But pity the man who falls and has no one to help him up! Also, if two lie down together, they will keep warm. But how can one keep warm alone? Though one may be overpowered, two can defend themselves. A cord of three strands is not quickly broken.

— Ecclesiastes 13:34-35

A new command I give you: Love one another. As I have loved you, so you must love one another. By this all men will know that you are my disciples, if you love one another.

— John 13:34-35



Goal 2.1 Ensure we provide care for all “life stages” in our church community.

Action 2.1.1 Evaluate how we provide care for all “life stages” and then take corrective action and/or make suggestions as necessary.
(Congregational Care, Fellowship, Discipleship)

Action 2.1.2 Ensure that the Youth Elder and Deacon are viable positions that our youth will want to fill. *(Leadership)*

Goal 2.2 Have 80 percent of our congregation serving in some capacity in order to reduce the load on some overworked members.

Action 2.2.1 Encourage members to tithe, not just money, but their time, and provide them with a way to record the time they donate. Tithed time would be for internal activities (choir, deacon, teaching, etc); outreach (mission trips, youth events); and external projects (Habitat for Humanity, etc.). *(Finance & Stewardship.)*

GOALS AND ACTIONS

Action 2.2.2 Evaluate how we can increase participation and reduce burnout and then take corrective action, as necessary. (*Leadership*)

Action 2.2.3 Provide more skills training using a variety of techniques (interactive media, mentoring, relational). (*Leadership*)

Goal 2.3 Make visible congregational care opportunities, successes, and recognitions.

Action 2.3.1 Include in our communications (*The Chimes*, the website, bulletins, announcements) articles of opportunities, successes, and recognitions (*Communications*)

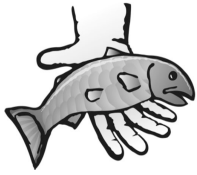
Goal 2.4 Ensure all youth know that this congregation is there for them and that we all support them.

Action 2.4.1 Include our youth in our goal setting activities. (*Planning, Discipleship*)

Action 2.4.2 Evaluate how we can better support parents and families. (*Discipleship*)

Action 2.4.3 Provide more opportunities for our youth to be involved in the church's ministries. (*Worship, Discipleship*)

GOALS AND ACTIONS



We will become a people who share all that God provides. Our resources are always limited, so we will include others in the decisions we make so that individuals and groups will not feel neglected. All will have a voice, and all will be heard.

Give, and it will be given to you. A good measure, pressed down, shaken together and running over, will be poured into your lap. For with the measure you use, it will be measured to you."

—Luke 6:38

Finally, all of you, live in harmony with one another; be sympathetic, love as brothers, be compassionate and humble. Do not repay evil with evil or insult with insult, but with blessing, because to this you were called so that you may inherit a blessing.

—1 Peter 3:8-9



Goal 3.1 We will make all our processes more transparent.

- Action 3.1.1 Every month in *The Chimes*—or some other communications tool—the Session and Deacons will report what was discussed and decided at their monthly meeting. (*Communications*)
- Action 3.1.2 Each month *The Chimes*—or some other communications tool—will highlight the work of a particular team. (*Communication*)
- Action 3.1.3 Increase the participation on Team Night so more people can understand how we make decisions. (*Leadership*)

Goal 3.2 We will make more decisions in concert with other groups because we recognize we are all a part of the body of Christ and even the smallest decision can affect the whole.

- Action 3.2.1 The Deacons will consider the Session's organizational model of sub-groups based on activities, rather than having parishes. That way every Deacon would not have to do everything, but could focus on his or her spiritual gifts. (*Leadership*)
- Action 3.2.2 Evaluate how we allocate space and come up with a plan for scheduling events. (*Facilities*)

GOALS AND ACTIONS

Action 3.2.3 Have conflict management training for Elders and Deacons. *(Leadership)*

Action 3.2.4 Improve coordination and communication among staff, Session, Deacons, and others. *(Leadership)*

Goal 3.3 We will create mechanisms in the budget process to make it more flexible.

Action 3.3.1 The Session will receive more input from the Teams, so they can be more actively involved in the budget process. *(Planning)*

Action 3.3.2 The Finance Team will ask for input and recommendations from the congregation when the budget is being created. *(Finance & Stewardship)*.

Action 3.3.3 The Session will create a new line item in the budget for innovations. The money set aside will be used for promising projects and opportunities that become available during the year. It will take a vote of Session to disperse these funds. *(Finance & Stewardship)*

Action 3.3.4 Session will make detailed budget allocations as a group, to maximize each Elder's input as we focus on our new missional future. *(Finance & Stewardship)*

GOALS AND ACTIONS



We will become smaller as we grow larger, encouraging everyone to participate in a small group of some kind. As we grow, we will constantly assess our organizational structure and improve the ways we communicate information. As we grow, we will stay flexible and redistribute our time and resources as necessary.

From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.

—Ephesians 4:16

Though it is the smallest of all your seeds, yet when it grows, it is the largest of garden plants and becomes a tree, so that the birds of the air come and perch in its branches."

—Matthew 13:32



Goal 4.1 Instead of measuring the success of events by the number of people who attend, we will also have smaller, more intimate activities that more effectively promote spiritual growth.

Action 4.1.1 We will restructure particular events to make them smaller and more intimate. (*Fellowship, Congregational Care, Discipleship*)

Action 4.1.2 Elders and Deacons will develop a mentoring program for newly elected members. (*Leadership*)

Goal 4.2 We will push more authority and responsibility down our organizational flowchart, to empower more people in our congregation.

Action 4.2.1 Instead of doing all the work themselves, Elders and Deacons will function more as facilitators, encouraging others to help take the lead. (*Leadership*)

Action 4.2.2 Instead of being responsible for all the programs and activities, pastors will relinquish more responsibilities to Elders, Deacons, and others. (*Personnel*)

GOALS AND ACTIONS



We will become more accountable to each other. We will evaluate what we do, so we can more effectively reflect the love of Christ. Though we will encourage each other to use our gifts, we will not let an ever-increasing number of programs and events overwhelm us. We will make tough decisions and act boldly.

He cuts off every branch in me that bears no fruit, while every branch that does bear fruit he prunes so that it will be even more fruitful.

—John 15:2

He changes times and seasons; he sets up kings and deposes them. He gives wisdom to the wise and knowledge to the discerning.

—Daniel 2:21



Goal 5.1 Our programs and activities will be implemented through intentional discernment of God's call.

- Action 5.1.1 Develop a comprehensive system of “program management” to include a prayerful evaluation process for current programs and for implementation of new programs. (*Planning*)
- Action 5.1.2 Evaluate whether to hire a professional administrator because if such a person were hired, the pastoral staff could focus more on ministering and shepherding. (*Personnel, Leadership*)
- Action 5.1.3 Develop a set of guidelines for the staff and Teams to work closely together so that staff may do its work effectively under our new vision and the values of Session. (*Personnel*)

Goal 5.2 We will use our people, gifts, and resources wisely.

- Action 5.2.1 Develop a facility use policy consistent with our ministry goals. (*Facilities*)
- Action 5.2.2 Increase awareness of spiritual gifts and provide opportunities for all to use their gifts to fulfill the vision. (*Equipping*)

GOALS AND ACTIONS



We will become more courageous and take risks. Being ignited by the Holy Spirit, we will reach out and serve others in ways we have yet to imagine. We will be creative because God is our creator and we are made in His image. Thinking of new ways to turn our focus outward to our local community and the world, we will step out into the unknown for we know God is with us.

For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.

—Ephesians 2:10

“So do not fear, for I am with you; do not be dismayed, for I am your God. I will strengthen you and help you; I will uphold you with my righteous right hand.”

—Isaiah 41:10



Goal 6.1 We will know our “neighbors,” and they will know us through a specific, targeted, intentional, and creative outreach program.

Action 6.1.1 Establish a “neighbor” team to determine which types of neighbors we could and should target from year to year. This team will need to consider to what extent we can challenge our congregation and that means assessing what we can handle if we are going to be successful. (*Mission & Outreach*)

Action 6.1.2 Evaluate participating in new mission activities focused on community needs, and where possible, held off-site. (*Mission & Outreach*)

Action 6.1.3 Systematically evaluate current outreach teams and determine if we need more, fewer, or different teams. (*Outreach*)

Action 6.1.4 Evaluate ways to increase congregational participation in identified ministries. (*Equipping*)

Action 6.1.5 Evaluate sports and other activities to reach out to our neighbors and the unchurched. (*Outreach*)

GOALS AND ACTIONS



We will become a city on a hill. In all that we do—our worship, prayer, discipleship, and missions—others will see our light shine and be amazed at how God can be at work in the world.

Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house. In the same way, let your light shine before men, that they may see your good deeds and praise your Father in heaven.

—Matthew 5:15-16

For God, who said, “Let light shine out of darkness,” made his light shine in our hearts to give us the light of the knowledge of the glory of God in the face of Christ.

—2 Corinthians 4:6



Goal 7.1 We will make our corporate worship and prayer life more visible, accessible, and understandable to the outside world.

- Action 7.1.1 Evaluate all existing worship, programs and materials with our neighbors in mind. (*Worship*)
- Consider non-traditional times, languages, special needs, etc.
 - Consider how we can make services and programs more welcoming.
 - Consider outdoor worship programs in parks to reach more of the unchurched.
 - Consider off-campus fellowships and spiritual studies aimed at target groups.
 - Consider community prayer opportunities (booth at county fair).
- Action 7.1.2 Create a youth-led worship service that is heavily advertised inside and outside KFPC. (*Worship, Discipleship, Communications*)
- Action 7.1.3 Create a Prayer Team and encourage them to lead new prayer initiatives including: (*Leadership*)
- Pray during worship for the service and the people gathered.
 - Have prayer teams praying with people after worship services.
 - Have prayer vigils when needed.
 - Have a regular prayer retreat(s).
 - Educate the congregation about prayer and provide training.

GOALS AND ACTIONS

Action 7.1.4 Hold open prayer hours on a regular basis during business hours or evenings, and make the community aware of their option to come to KFPC to receive prayer. (*Worship, Communications*)

Goal 7.2 We will increase our corporate participation in mission and outreach activities.

Action 7.2.1 Develop a local family mission trip opportunity. (*Mission*)

Action 7.2.2 Evaluate current mission and outreach activities and decide if they should continue, be discontinued, or be replaced. (*Mission & Outreach*)

Goal 7.3 View our outreach to others through the lens of those who do not know Jesus, and conduct our activities in ways that point to Jesus while being in terms the larger population understands.

Action 7.3.1 Begin using a new communications tool that is common in the culture, to help people see that Jesus' message is relevant to their lives. (*Communications*)

Action 7.3.2 Host a neighborhood/community event focused on "walking across the room" rather than traditional church activities. Possible options include neighborhood barbecue, or neighborhood family fun night. (*Outreach, Fellowship*)

Action 7.3.3 Create two new off-site small groups that meet casually (coffee, snacks) and are visitor-friendly (no long-term commitment, not focused on religious language, minimal curriculum). (*Discipleship, Outreach*)

GOALS AND ACTIONS



We will become a people who studies and lives out the Word of God, for its message is eternal and unchanging, compared to the messages from our culture that try to define who we are and what we should value. These waves of cultural change may try to overwhelm us, but we will stand firm, for God is our rock and fortress.

How much better to get wisdom than gold, to choose understanding rather than silver!

—Proverbs 16:16

"Blessed is the man who perseveres under trial, because when he has stood the test, he will receive the crown of life that God has promised to those who love him."

—James 1:12



Goal 8.1 We will focus on creating stronger disciples of Jesus Christ, by encouraging and equipping our members to deepen their personal relationship with Jesus.

Action 8.1.1 Research, select, and implement a discipleship curriculum and discipleship group program for groups of 3-4 people in size. (*Discipleship, Equipping*)

Action 8.1.2 Increase general Bible literacy by making a regular Bible study plan available to the congregation and encouraging/supporting its use at all levels. (*Discipleship*)

Action 8.1.3 Create interactive opportunities for people to understand Bible basics and how to apply the Bible to their daily lives. (*Fellowship*)

Action 8.1.4 Research and implement a new general educational opportunity aimed at relational learning, without a lecture/class format. (*Discipleship*)

Goal 8.2 Our members will demonstrate faith in all aspects of their lives by becoming “7-day a week” Christians.

Action 8.2.1 Encourage members to individually serve in the community, and recognize those contributions by sharing testimonials or other creative recognition. (*Worship*)

Action 8.2.2 Expand the application of spiritual gifts training to include how to use those gifts outside KFPC. (*Equipping*)

ACCOMPLISHING THE PLAN

This is the Great Commission, Jesus' final words before his ascension, but how do we live out this important mandate? For centuries the approach was to bring people into the church and then teach them about the love of Christ. The church focused on having events and activities to entice its neighbors to come and see. However, today many theologians believe we need to reconsider what the Great Commission is telling us.

Jesus said to go out. He told us to go to them. He told us to go into the world, making disciples and teaching them about God. This is the missional approach to ministry, but it is not really new; it is actually a return to how the early church used to function. To adopt a more missional approach to ministry, we do not need to radically change who we are or become something we are not; we just need to need shift our perspective as we more forward.

Like most things, becoming more missional is a process. We can slowly begin to send more of our members out into the community. This will make us more visible so that others can see how we are trying to be the heart and hands of Christ, and this in turn will attract more people to Christ—and not necessarily to our congregation. Accomplishing this represents a shift in how we think about doing ministry. To begin the process of thinking more missionally, we will need to focus on two key elements: communications and evaluation.

Communication is key so we can function more effectively as the Body of Christ. We do not want different parts of our body serving in isolation. We do not want individuals spending years laboring alone on a project, all the while wondering if that project is needed or necessary. Consider what happens when someone gets lost in the forest. One way to find the person is to give the search party a general command, "Start looking." However, everyone would just scatter, randomly moving around, looking for the lost person.

We know from search and rescue protocols, this is not the best way to find someone. Instead we need a command center that divides up the terrain into grids and sends out the searchers in a systematic fashion. As they search, they need to stay in contact with the command center to let them know of their progress. If clues are found, the command center can direct and redirect people more efficiently.

The same thing is true of a church. As Christ commanded, we need to go out and search for those who are lost, and as we go out, we need stay in contact with our leadership because then they can direct us more effectively. They can coordinate our individual actions with what others are doing as we serve God in this grid of Kennewick, as we serve Him in this part of the world. However, it is also essential for each of us to communicate with God through prayer because He is truly the one who leads all of us.

*Then the eleven disciples went to Galilee,
to the mountain where Jesus had told them to go.
When they saw him, they worshiped him; but some doubted.
Then Jesus came to them and said,
"All authority in heaven and on earth has been given to me.
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 28:16-20

ACCOMPLISHING THE PLAN

Good communication is vital because we need it for evaluation. During the Conference of the Future that is one point that we heard repeatedly; we need more evaluation. We need to constantly assess and reassess what we do because when we fail to do this, we fall into a rut. For years we may do the same thing until someone asks why, and someone else simply shrugs and says, “I don’t know why; this is what we always do.”

To avoid this, we need evaluation to become a more natural part of what we do every day. The more we practice it, the more it will become second nature, and finally it will become a part of our culture. Then we will be able to direct our time, resources, and efforts more effectively so we do not duplicate efforts that we—or another church or organization—already provides. We can be more responsive as an organization to what Christ is calling us to do.

Having better communication and evaluation will also help us improve our process management. Many of the actions call for evaluation and possible re-organization. Improving our administration of activities will in turn make us more accountable to each other and help us make tough decisions. When we see that an activity is not supporting our vision, we can more easily eliminate it. Christ said to be more fruitful we need to prune branches off the vine (John 15:1-2). Pruning is necessary for the vine to thrive, and it is necessary for us to be more healthy and productive.

Being able to prune will be important because as there are many goals to achieve and actions to complete. To accomplish these, we will need to let other things go. This Action Plan does not dictate what those things will be. It will be up to the leadership to make those determinations. They will need wisdom to determine which branches should be preserved and nurtured and which should be eliminated because we do not want the actions in this report completed in addition to everything we already do.

This is truly an exciting time as we chart a new course. We have a road map, but as we take these first few steps, we are full of anticipation, eager to experience the adventure that awaits us.

Not that I have already obtained all this, or have already been made perfect, but I press on to take hold of that for which Christ Jesus took hold of me. Brothers, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus.

—Philippians 3:12-14

OBSTACLES TO OVERCOME

We like things to stay familiar and comfortable, so we naturally try to avoid change, but as children of God, we are supposed to be constantly growing and maturing. In Hebrews 6:1 we are instructed to "...stop going over the basic teachings about Christ again and again. Let us go on instead and become mature in our understanding" (NLT).

To overcome these obstacles, our leadership—the pastors, Elders, and Deacons—will need to work together and support each other. As Christ said, "If a house is divided against itself, that house will not stand" (Mark 3:25).

Obstacles	Response
There will be some who prefer the status quo because they perceive it to be the safer course of action	Christ told us to pick up our cross daily and follow him wherever he leads us, which makes change a vital part of what it means to be Christian.
There will be some who feel this plan is too ambitious and challenging and hence will require too much struggle.	All gain usually involves some pain. The yoke may seem heavy, but we won't know until we try, so we should press on and do our best.
There will be some who feel this plan is too radical and diverts us from our present course too significantly.	The goals and actions can be traced back to input we received from various groups, including the Session, Deacons, and all those who participated in the Conference on the Future.
There will be some who say our organizational structure and membership do not fit with this particular plan.	If we focus on our vision, we can modify our organizational structure and ministries to create new enthusiasm.
There will be some who say this plan will change this church into something they do not want.	Instead of focusing on what we will lose, we should focus on what we will gain, and then embrace the changes as we grow.
There will be some who want to reject the entire plan because there is something in it with which they disagree. They will criticize a tree and lose sight of the forest.	We do not claim this is a perfect plan, and we readily admit that revisions and adjustments will be necessary.

*Consider it a sheer gift, friends, when tests and challenges come at you from all sides.
You know that under pressure, your faith-life is forced into the open and shows its true colors.
So don't try to get out of anything prematurely.
Let it do its work so you become mature and well-developed, not deficient in any way.*

—James 1:2-4 (MSG)

WHAT WE WILL EMPHASIZE IN THE YEARS TO COME

Given the input from the Session, Deacons, and the Conference on the Future, the JOD Team recommends the following three emphases, which would cover the next six years. Focusing on prayer and scripture would provide us with the foundation to focus on creating stronger disciples.

The First Two Years: 2011-2012

The Power of Prayer

We will become a congregation that prays. During these two years we will focus on the importance of prayer and how to practice it in our lives, so that we may be transformed into the heart and hands of Christ. Many books, such as Foster's *Prayer: Finding the Heart's True Home*, explain the diversity of particular prayers, which we can explore in worship, Sunday school, and throughout the life of the church. We will also emphasize the role of the Holy Spirit in our daily lives.

The Second Two Years: 2013-2014

The Word of Life

We will study the scriptures, not just to read the words, but to discover the Word in the words. To do this we will learn how to read with new eyes, for according to Hebrews 4:12, "The word of God is alive and powerful and sharper than any two-edged sword." As a congregation we will learn about this life-changing power contained in the Bible.

The Third Two Years: 2015-2016

Becoming Disciples





The first four years will set the stage for the next two when we consider what it means to "go and make disciples of all nations" (Mathew 28:19). How do we hear the call and obey? How do we become more accountable? What does it mean to take up his yoke and carry our cross daily? What does following Christ truly mean? We will explore all these questions and more as we learn about discipleship.

*Therefore, I urge you, brothers, in view of God's mercy,
to offer your bodies as living sacrifices,
holy and pleasing to God—
this is your spiritual act of worship.*

—Romans 12:1

WHERE WE GO FROM HERE

The following schedule outlines the process leading up to the ratification or rejection of this Action Plan:

			
May 6—7:00-9:30 PM			Session members will receive the report at our May meeting. For the Session members not in attendance, a copy of the report will be put in their box, and they will be notified via e-mail.
May 15—9:00-11:00 AM			After the Session has time to read and pray about the Action Plan, the JOD Team will meet with Session to explain the process and answer any and all questions about the plan.
May 23—11:00 AM			All revisions are due. These should be handed in to the Long Range Planning Elder (Cliff Wakeman). Elders can put their revisions in his box or send revisions to him electronically.
May 23-27			The JOD team will consider all the revisions and come up with the final draft of the Action Plan.
May 28—12:00 PM			The revised Action Plan will be put into each Elder's box.
June 3—7:00 PM			The Session will vote to ratify or reject this Action Plan. The Session will also vote on the emphasis for the next two or six years (See previous page).
			

WITH GRATITUDE

Over the years many people have spent hundreds of hours working, studying, and praying for the JOD process. We have been blessed to see God at work through their sacrifice, and we could not have accomplished this without the dedication of so many people. All of them have what Paul refers to as “the aroma of Christ.” Their hard work has truly spread the fragrance of Christ in a weary world (2 Corinthians 2:14-15).

The present members of the JOD team would like to recognize and thank all those who have served on the team over the years:

Leon Swenson
G. David Lambertson
Pastor Rob
Pastor Kriss
Sharyn Buck
Dave Burrill
Melissa Kania
Bob Merriman
Michelle Nichols
Duane Tumlinson
Cliff Wakeman

*That will make your load lighter,
because they will share it with you.
If you do this and God so commands,
you will be able to stand the strain,
and all these people will go home satisfied.*

—from Exodus 22-23



Appendix

to the Action Plan



GOALS AND ACTIONS BY TEAMS

Worship and Music Team

- Action 1.1.1 Have more sermons, Sunday school classes, and small group studies on the Holy Spirit and the *fullness* of God. (*Worship, Discipleship*)
- Action 1.2.1 Create more visible passion by providing testimonials (on missions, summer camp, outreach etc.). (*Worship, Communications*)
- Action 1.2.3 Interact intentionally and genuinely with the community in new and exciting ways to meet their needs, for example having alternate worship services. (*Worship*)
- Action 2.4.3 Provide more opportunities for our youth to be involved in the church's ministries. (*Worship, Discipleship*)
- Action 7.1.1 Evaluate all existing worship, programs and materials with our neighbors in mind. (*Worship*)
- Consider non-traditional times, languages, special needs, etc.
 - Consider how we can make services and programs more welcoming.
 - Consider outdoor worship programs in parks to reach more of the unchurched.
 - Consider off-campus fellowships and spiritual studies aimed at target groups.
 - Consider community prayer opportunities (booth at county fair).
- Action 7.1.2 Create a youth-led worship service that is heavily advertised inside and outside KFPC. (*Worship, Discipleship, Communications*)
- Action 7.1.4 Hold open prayer hours on a regular basis during business hours or evenings, and make the community aware of their option to come to KFPC to receive prayer. (*Worship, Communications*)
- Action 8.2.1 Encourage members to individually serve in the community, and recognize those contributions by sharing testimonials or other creative recognition. (*Worship*)

GOALS AND ACTIONS BY TEAMS

Congregational Care and Fellowship Team

- Action 2.1.1 Evaluate how we provide care for all “life stages” and then take corrective action and/or make suggestions as necessary. *(Congregational Care, Fellowship, Discipleship)*
- Action 4.1.1 We will restructure particular events to make them smaller and more intimate. *(Fellowship, Congregational Care, Discipleship)*
- Action 7.3.2 Host a neighborhood/community event focused on “walking across the room” rather than traditional church activities. Possible options include neighborhood barbecue, or neighborhood family fun night. *(Outreach, Fellowship)*
- Action 8.1.3 Create interactive opportunities for people to understand Bible basics and how to apply the Bible to their daily lives. *(Fellowship)*

GOALS AND ACTIONS BY TEAMS

Mission and Outreach Team

- Action 1.2.2 Challenge our comfort level by encouraging everyone to greet someone they do not know each Sunday. (*Mission & Outreach*)
- Action 1.2.3 Interact intentionally and genuinely with the community in new and exciting ways to meet their needs by increasing the awareness and availability of the facilities. (*Facilities, Outreach*)
- Action 1.3.1 Encourage members to make a personal covenant to serve our community. (*Mission & Outreach*)
- Action 6.1.1 Establish a “neighbor” team to determine which types of neighbors we could and should target from year to year. This team will need to consider to what extent we can challenge our congregation and that means assessing what we can handle if we are going to be successful. (*Mission & Outreach*)
- Action 6.1.2 Evaluate participating in new mission activities focused on community needs, and where possible, held off-site. (*Mission & Outreach*)
- Action 6.1.3 Systematically evaluate current outreach teams and determine if we need more, fewer, or different teams. (*Outreach*)
- Action 6.1.5 Evaluate sports and other activities to reach out to our neighbors and the unchurched. (*Outreach*)
- Action 7.2.1 Develop one local family mission trip opportunity per year. (*Mission*)
- Action 7.2.2 Evaluate current mission and outreach activities and decide if they should continue, be discontinued, or be replaced. (*Mission & Outreach*)
- Action 7.3.2 Host a neighborhood/community event focused on “walking across the room” rather than traditional church activities. Possible options include neighborhood barbecue, or neighborhood family fun night. (*Outreach, Fellowship*)
- Action 7.3.3 Create two new off-site small groups that meet casually (coffee, snacks) and are visitor-friendly (no long-term commitment, not focused on religious language, minimal curriculum). (*Discipleship, Outreach*)

GOALS AND ACTIONS BY TEAMS

Discipleship Team

- Action 1.1.1 Have more sermons, Sunday school classes, and small group studies on the Holy Spirit and the *fullness* of God. (*Worship, Discipleship*)
- Action 1.1.2 Evaluate how we can help members learn about our new vision. (*Equipping, Planning, Discipleship*)
- Action 2.1.1 Evaluate how we provide care for all “life stages” and then take corrective action and/or make suggestions as necessary. (*Congregational Care, Fellowship, Discipleship*)
- Action 2.4.1 Include our youth in our goal setting activities. (*Equipping & Planning, Discipleship*)
- Action 2.4.2 Evaluate how we can better support parents and families. (*Discipleship*)
- Action 2.4.3 Provide more opportunities for our youth to be involved in the church’s ministries. (*Worship, Discipleship*)
- Action 4.1.1 We will restructure particular events to make them smaller and more intimate. (*Fellowship, Congregational Care, Discipleship*)
- Action 7.1.2 Create a youth-led worship service that is heavily advertised inside and outside KFPC. (*Worship, Discipleship, Communications*)
- Action 7.3.3 Create two new off-site small groups that meet casually (coffee, snacks) and are visitor-friendly (no long-term commitment, not focused on religious language, minimal curriculum). (*Discipleship, Outreach*)
- Action 8.1.1 Research, select, and implement a discipleship curriculum and discipleship group program for groups of 3-4 people in size. (*Discipleship, Equipping*)
- Action 8.1.2 Increase general Bible literacy by making a regular Bible study plan available to the congregation and encouraging/supporting its use at all levels. (*Discipleship*)
- Action 8.1.4 Research and implement a new general educational opportunity aimed at relational learning, without a lecture/class format. (*Discipleship*)

GOALS AND ACTIONS BY TEAMS

Equipping and Planning Team

- Action 1.1.2 Evaluate how we can help members learn about our new vision. *(Equipping, Planning, Discipleship)*
- Action 1.2.2 Challenge our comfort level by encouraging everyone to volunteer for something they have never done. *(Equipping)*
- Action 1.3.3 Evaluate how we are improving not only our knowledge of our vision but on the progress of corporately becoming the hearts and hands of Christ. *(Planning)*
- Action 2.4.1 Include our youth in our goal setting activities. *(Planning, Discipleship)*
- Action 3.3.1 The Session will receive more input from the Teams, so they can be more actively involved in the budget process. *(Planning)*
- Action 5.1.1 Develop a comprehensive system of “program management” to include a prayerful evaluation process for current programs and for implementation of new programs. *(Planning)*
- Action 5.2.2 Increase awareness of spiritual gifts and provide opportunities for all to use their gifts to fulfill the vision. *(Equipping)*
- Action 6.1.4 Evaluate ways to increase congregational participation in identified ministries. *(Equipping)*
- Action 8.1.1 Research, select, and implement a discipleship curriculum and discipleship group program for groups of 3-4 people in size. *(Discipleship, Equipping)*
- Action 8.2.2 Expand the application of spiritual gifts training to include how to use those gifts outside KFPC. *(Equipping)*

GOALS AND ACTIONS BY TEAMS

Communications Team

- Action 1.2.1 Create more visible passion by providing testimonials (on missions, summer camp, outreach etc.). (*Worship, Communications*)
- Action 2.3.1 Include in our communications (*The Chimes*, the website, bulletins, announcements) articles of opportunities, successes, and recognitions (*Communications*)
- Action 3.1.1 Every month in *The Chimes*—or some other communications tool—the Session and Deacons will report what was discussed and decided at their monthly meeting. (*Communications*)
- Action 3.1.2 Each month *The Chimes*—or some other communications tool—will highlight the work of a particular team. (*Communication*)
- Action 7.1.2 Create a youth-led worship service that is heavily advertised inside and outside KFPC. (*Worship, Discipleship, Communications*)
- Action 7.1.4 Hold open prayer hours on a regular basis during business hours or evenings, and make the community aware of their option to come to KFPC to receive prayer. (*Worship, Communications*)
- Action 7.3.1 Begin using a new communications tool that is common in the culture, to help people see that Jesus' message is relevant to their lives. (*Communications*)

GOALS AND ACTIONS BY TEAMS

Personnel Team

- Action 4.2.2 Instead of being responsible for all the programs and activities, pastors will relinquish more responsibilities to Elders, Deacons, and others. (*Personnel*)

- Action 5.1.2 Evaluate whether to hire a professional administrator because if such a person were hired, the pastoral staff could focus more on ministering and shepherding. (*Personnel, Leadership*)

- Action 5.1.3 Develop a set of guidelines for the staff and Teams to work closely together so that staff may do its work effectively under our new vision and the values of Session. (*Personnel, Leadership*)

GOALS AND ACTIONS BY TEAMS

Facilities Team

- Action 1.2.3 Interact intentionally and genuinely with the community in new and exciting ways to meet their needs by increasing the availability of the facilities. (*Facilities, Outreach*)
- Action 3.2.2 Evaluate how we allocate space and come up with a plan for scheduling events. (*Facilities*)
- Action 5.2.1 Develop a facility use policy consistent with our ministry goals. (*Facilities*)

GOALS AND ACTIONS BY TEAMS

Finance and Stewardship Team

- Action 2.2.1 Encourage members to tithe, not just money, but their time, and provide them with a way to record the time they donate. Tithed time would be for internal activities (choir, deacon, teaching, etc); outreach (mission trips, youth events); and external projects (Habitat for Humanity, etc.). *(Finance & Stewardship.)*
- Action 3.3.2 The Finance Team will ask for input and recommendations from the congregation when the budget is being created. *(Finance & Stewardship).*
- Action 3.3.3 The Session will create a new line item in the budget for innovations. The money set aside will be used for promising projects and opportunities that become available during the year. It will take a vote of Session to disperse these funds. *(Finance & Stewardship)*
- Action 3.3.4 Session will make detailed budget allocations as a group, to maximize each Elder's input as we focus on our new missional future. *(Finance & Stewardship)*

GOALS AND ACTIONS BY TEAMS

Leadership Team (which includes Elders and Deacons)

- Action 1.2.1 Create more visible passion by encouraging the leadership of the church to actively greet others. (*Leadership*)
- Action 1.3.2 Encourage devotionals and prayer, specifically designed to support our vision. (*Leadership*)
- Action 2.1.2 Ensure that the Youth Elder and Deacon are viable positions that our youth will want to fill. (*Leadership*)
- Action 2.2.2 Evaluate how we can increase participation and reduce burnout and then take corrective action, as necessary. (*Leadership*)
- Action 2.2.3 Provide more skills training using a variety of techniques (interactive media, mentoring, relational). (*Leadership*)
- Action 3.1.3 Increase the participation on Team Night so more people can understand how we make decisions. (*Leadership*)
- Action 3.2.1 The Deacons will consider the Session's organizational model of sub-groups based on activities, rather than having parishes. That way every Deacon would not have to do everything, but could focus on his or her spiritual gifts. (*Leadership*)
- Action 3.2.3 Have conflict management training for Elders and Deacons. (*Leadership*)
- Action 3.2.4 Improve coordination and communication among staff, Session, Deacons, and others. (*Leadership*)
- Action 4.1.2 Elders and Deacons will develop a mentoring program for newly elected members. (*Leadership*)
- Action 4.2.1 Instead of doing all the work themselves, Elders and Deacons will function more as facilitators, encouraging others to help take the lead. (*Leadership*)
- Action 5.1.2 Evaluate whether to hire a professional administrator because if such a person were hired, the pastoral staff could focus more on ministering and shepherding. (*Personnel, Leadership*)
- Action 7.1.3 Create a Prayer Team and encourage them to lead new prayer initiatives including: (*Leadership*)
- Pray during worship for the service and the people gathered.
 - Have prayer teams praying with people after worship services.
 - Have prayer vigils when needed.
 - Have a regular prayer retreat(s).
 - Educate the congregation about prayer and provide training.

THE HYPOTHESES

Part of the JOD process included examining the challenges that we face as a church; however, these also represent important opportunities for us to create, change, and adapt. During the Conference on the Present, these eight challenges emerged.

1. **Mission Impossible?**

Although most people grasp part of the vision statement, “Every member has a ministry,” our congregation lacks a widely shared vision and mission of what God is calling this congregation to be and do. There is inconsistent understanding of the vision and mission of the church.

2. **Coming or Going?**

Our church promotes numerous participation opportunities and cultivates a community desirous to serve, so our membership is very active. We care for and generally support each other because we are family. Like our work and our home, life in the church is fast paced and hectic. Many are stressed, weary, rattled and with little time left to serve; nevertheless, they serve.

3. **Forces and Factors**

Our church’s mission is being carried out by many committed diverse groups. Each group has different needs and faces different ministry challenges for resources of time, space, funding, support, and leadership. This sometimes leads to feelings of neglect and creates tension between various ministries while causing stress to the staff and congregation.

4. **Growing Pains**

As we have grown in numbers and physical size, the congregation has become less intimate and hence less cohesive because there are so many different ways to worship and serve. Our organizational infrastructure, management processes and method of communications has struggled to keep pace with our growth. This has led to a lack of understanding, participation in church programs, and utilization of church resources.

5. How Are We Doing?

We are an ambitious congregation with many ideas and many strong ministries. However, regarding current programs and processes, we have not done enough to determine—through accountability and evaluation—whether our ministries fulfill God’s current call for us in the world.

6. Invading our Comfort Zone

The make-up of our congregation is very different from the make-up of our immediate culturally diverse neighborhood. There is a perception that the congregation is disconnected from our neighborhood. We face tough questions and uncomfortable ground as we consider new ideas for ministry, worship and witness.

7. What Does the World See in Us?

As a church we try to reach out locally and globally—serving, teaching, leading and ministering—and as individuals we carry our faith and love of Christ into the community. However, some perceive that the community at large lacks an understanding of how we serve as a body of believers.

8. The Church and McWorld

We are constantly being bombarded with messages about who we are, what is important to us, and what we should be about. Daily we are being schooled by the culture in which we live. Often we are led by a consumer culture, as opposed to following what Christ calls us to be and do.

THE SESSION GOAL SETTING TIMELINE

Instead of scrambling to come up with goals at the beginning of the year, the Session has adopted a new timeline, so the goal setting process will now begin in the fall prior to a two-year cycle. (See the following page.) For example, in June of this year the Session will vote on the emphasis for the next two-year cycle, 2011-2012. Then in September each team will use this Action Plan—if it is ratified—to establish goals for the next year.

The teams will not be limited to the actions specified in this Action Plan. If they decide to complete other actions, that is fine, but the actions need to help accomplish a goal or fall in line with our Vision Statement.

In October each team will hand in its goals to the Long Range Planning Team that will compile them and tweak them if need be, so our efforts will not be duplicated. In December the Long Range Planning Team will hand out a report that details all the teams' goals for the next two years.

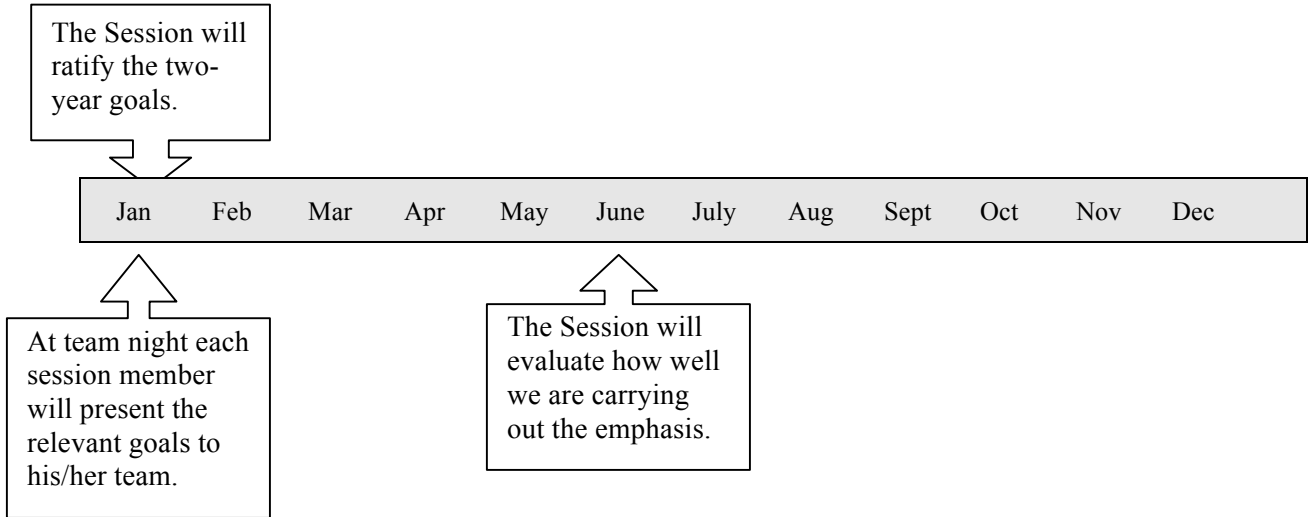
In addition to coming up with team goals, Elders should also come up with Leadership actions for the two-year cycle, as should the Deacons. There may be a need for coordination between Elders and Deacons when the Leadership actions are determined.

In June and December each team will report on its progress to the Long Range Planning Team, and because increased transparency is one of the goals, the congregation will be informed of the Session's progress.

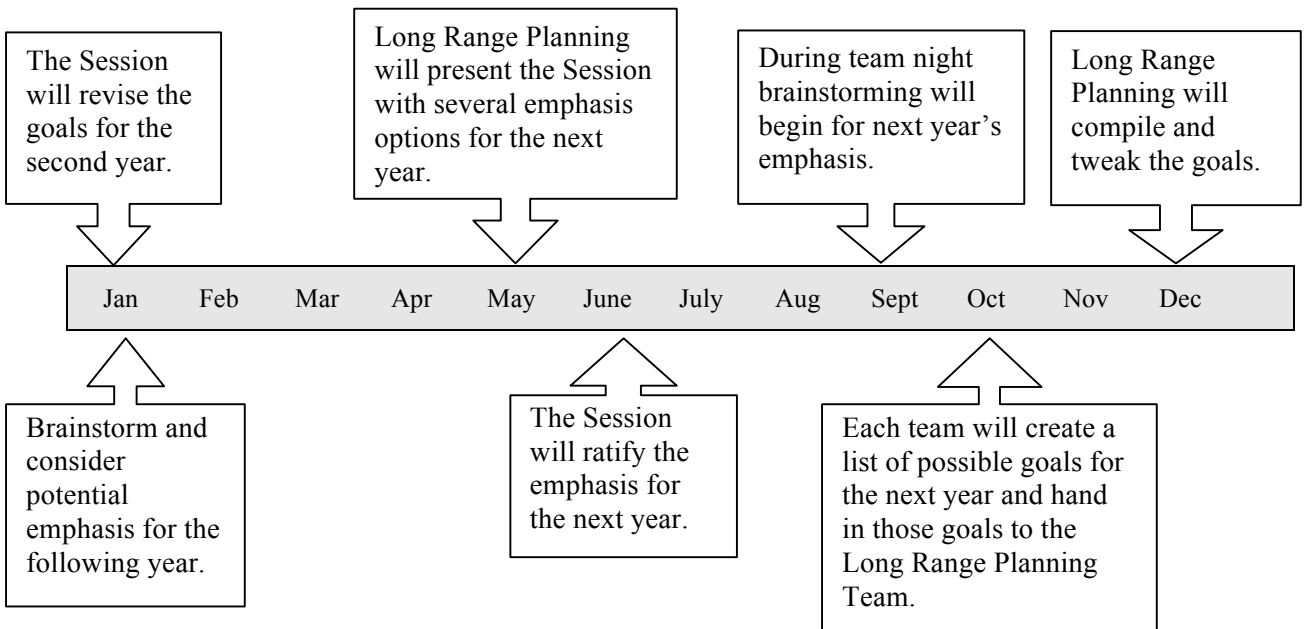
At the beginning of the second year of the cycle, Elders can modify their actions or take on new ones, as need be. If such modifications are made, the Long Range Planning Team needs to be informed.

THE SESSION GOAL SETTING TIMELINE

Year One



Year Two



FOCUSING THE VISION

At the Conference on the Future, participants generated a list of goals, which fall into one of three key areas—reaching up, reaching out, and reaching in. Within each circle, the goals are listed in order of their significance.

Reaching Up

Understanding the fullness of God revealed in the scriptures
Increasing the variety of worship services
Becoming ignited by the Holy Spirit
Living a sacrificial life

Demonstrating our faith in all aspects of our life
Increasing our prayer life
Engaging our youth in more church activities
Increasing our understanding of the Bible
Creating stronger disciples
Caring for widows, orphans, aged and our brothers and sisters

Reaching In

Having 80% of our congregation serving in an outreach ministry
Connecting more fully with our neighbors everywhere
Evaluating our current problems more effectively

Reaching Out

SECONDARY BENEFITS

The primary goal of the JOD process was the crafting this Action Plan; however, this process has reaped many secondary benefits:

- We have expressed and made more explicit our theological foundations.
- We have enhanced our spiritual life through Bible studies, conferences, and many other components of this process.
- We have encouraged our members to have a missional orientation that looks to and is directed by God's mission rather than cultural notions of success.
- We have developed a common vision of our church as a distinctive community, engaging the culture with the gospel.
- We have developed the skills and insights of leaders who will guide us through this transformational process.
- We have facilitated and increased the congregation's participation in our decision-making processes.
- We have struggled through this process, but also infused many people in the congregation with a new sense of vitality about the future.