

This Strategic Plan document captures the Strategic Vision, Goals and Objectives of our church along with the Strategies to achieve them. This plan is used by the Pastors, Deacons and the Ministry Council to guide and focus project planning activities and to communicate the Vision and Road Ahead to the Membership to inspire, encourage, motivate, and engage their support.

Strategic Plan

Warrenton Baptist Church

Prepared by: The Pastors and the Road Ahead Group

Approved by: The Body of Deacons and The Ministry Council

November 19, 2017



Our Journey Off the Map

Matthew 28:18-20 – Jesus came and told his disciples, “I have been given complete authority in heaven and on earth. Therefore, go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all commands I have given you. And be sure of this: I am with you always, even to the end of the age.”

Foreword

The purpose of this Strategic Plan document is to capture the Strategic Vision, Goals and Objectives of our church along with the Strategies to achieve them. This document was prepared by the Road Ahead Group (RAG). The RAG is a small group of Deacons plus the Senior Pastor chartered to develop strategic plans for the church and coordinate review and approval by the Body of Deacons and the Ministry Council. A planning framework, described herein, was used to guide the development of this plan. The framework starts with our church Mission Statement and decomposes it into Core Values, the Vision, a Planning Theme, Goals and Objectives, and Strategies. Each Strategy is traced back to the Mission Statement navigating the hierarchy of the framework to help ensure each Strategy aligns with the Mission.

This plan represents an update to the previous strategic plan – the *WBC Comprehensive Strategy v2.0* dated April 2011. This new plan was prepared, under the auspices of the Ministry Council, in accordance with the approved Governance Plans of Warrenton Baptist Church including the *Articles of Incorporation, Constitution, and Bylaws*.

How to Use this Document

This Strategic Plan is used by the Ministry Council, Pastors, Body of Deacons, the RAG and the church Membership at large. The plan is used by the RAG to capture the Strategic Vision of the Pastors and to work with them to develop and document actionable Goals, Objectives and Strategies to achieve their Vision. This plan is used by the Pastors, Deacons and the Ministry Council to guide and focus project planning activities and to communicate the Vision and Road Ahead to the Membership to inspire, encourage, motivate and engage their support. The Ministry Council is charged to lead the implementation of this plan in close collaboration with the Pastors. The Ministry Council evaluates the performance of specific projects and strategies on a regular basis to help ensure the goals and objectives captured in this plan are achieved.

This plan is used by the Membership to stay informed of our church's plans so that they know how best to support them. Through the Deacon Family Ministry, the Deacons coordinate this plan with members and their families to help them engage in a fellowship of worship, witness, education, ministry and application per the Bylaws (Article III – Ministry Leaders, Section D – Deacons, Paragraph 1 - Responsibilities). It is envisioned that members will work closely with their personal Deacon acting as a guide to help each member use and apply this plan. This plan is also used by the Ministry Council and the Stewardship Committee to formulate our annual budget to help ensure our budget and member giving aligns with the Strategic Plan.

The planning horizon for this plan is 5 to 10 years, though we very much consider the fact that our primary generational target is the rising Gen Y *Millennial* generation who will peak in numbers between 2020 and 2055 while the Baby Boomers (the backbone of the church today) will fall in numbers by half circa 2030. In developing this plan, the RAG also considered the fact that our current Senior Pastor will be retiring in February 2019. By capturing the Road Ahead now, the thinking is that this Strategic Vision and supporting Strategies will be used as a guide to help select our next Pastor – one with the needed competencies, and one who can easily align with this plan and be able to lead us on the same strategic path with a strong conviction.

A Word from Your Pastor

Dear Brothers and Sisters in Christ,

In partnership with my Christian brother Pastor Doug and my Christian sister Pastor Nancy, we thank God for each one of you. Your love for our Lord Jesus routinely expressed by your acts of Christian service in our community (both near and far) inspire us and give us hope for our future as a local church and a committed body of believers.

Your Pastors, Road Ahead Group, Deacons, Ministry Council, and newly created Missional Ministry Leadership Team have labored over this document over the past few months. This plan is an attempt to capture our Strategic Vision and way forward consistent with our primary mission (*To Know Christ and Make Him Known*) and our core values; as well as the decisions made by our church over the past few years. This includes the key decision in June of this year to move forward with development on the Alwington Farm property. We are now working the planning details of implementation while we keep an eye on our strategic future as we seek to lead others to Jesus and bring God to the center of their lives. We remain committed to preparing the way for our children, our grandchildren, their children, and future generations in and around Warrenton that will follow. We are collaborating with the Town of Warrenton, and they are behind our efforts for the community.

Warrenton Baptist Church has roots that run deep into the Word of God, seeking to serve our Lord Jesus, drawing upon the riches of the streams of the Spirit, and loving our community in fruitful ways. We are committed to a vibrant future. The Lord has plans to prosper us, plans to give us hope and a future, as revealed in the Book of Jeremiah. The details have not all been revealed. However, we have His word that if we will be faithful in calling upon Him in prayer that He will listen, and He will answer.

As we enter as one body into our planned “*Meet Me at the Tree*” Capital Fundraising Campaign (CFC), I hope you take the time to read this strategic plan and commit to it through prayer, financial giving, and the offering of your time and talents to meet the goals and objectives, and ultimately make the vision as described herein a reality. Your first and greatest responsibility is to call on Him, pray to Him, and seek Him with all your heart. Claudia and I are praying about what God would have us contribute to invest in this bright future of Warrenton Baptist Church. I hope that you will do the same. I also encourage you to refresh yourself on our church covenant (see *Appendix E*) for some inspiration. We covenant with one another to “... embrace the Lord Jesus Christ, and to give ourselves wholly to Him, ... to walk together in Him, with brotherly love, to His glory, as our common Lord.” If we are diligent and if we seek Him with all our hearts, we can be assured that not only will we find His will for us, we will find Him.

He promises. In God We Trust!

*All My Love,
Your Pastor, Jay Lawson*

Jeremiah 29:11-14a – “For I know the plans I have for you,” declares the Lord, “plans to prosper you and not harm you, plans to give you hope and a future. Then you will call on 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. I will be found by you,” declares the Lord...

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Recent Expansion History of Warrenton Baptist Church (WBC)

Multiple Prayer Campaigns Seeking God's Will for our Church

- **Circa 1995 [THEN]** – Becomes apparent to Virginia Baptist leaders, and others, that typical main street churches (like WBC) will be challenged to grow beyond their walls given physical constraints (land, parking, etc.) and changing social culture. “Multi-site” strategies emerge. We pray for our future seeking God’s will for the future of our church.
- **2002** – WBC launches *People of Hope (PoH) Campaign* to raise funds for capital improvements. \$1,157,077 is pledged over a 3-year period. We receive \$531,802. PoH is primarily for debt retirement, renovation of the Sanctuary, purchase of new property (Odd Fellows Lodge), and for major renovation of 123 Main. We attempt to acquire land on 5th Street and expand, but our plans do not work out. We continue to pray for God’s direction on our future.
- **2003** – Ms. Arabelle Arrington offers ~25 acres of land south of Warrenton with a caveat that a new structure be built within 5 years. We pray over this decision and decide to accept the gift.
- **2005** – We officially accept the land offer from Ms. Arrington.
- **2006** – WBC launches *Touching Tomorrow Today (TTT) Campaign* to raise funds for development on the new land. The inspiration of this campaign is the acceptance of the property. \$2,074,715 is pledged, but we receive only \$697,262. \$1,350,000 is withdrawn due to the recession. With monies received we spend \$281,000 on an access road to the new property paving the way forward.
- **2010-2011** – The newly formed Deacon Road Ahead Group (RAG) works in close collaboration with the Pastors to prepare *WBC Comprehensive Strategy (CS) version 2.0* defining our Mission Statement, Core Values, Vision, and Road Ahead. Three (3) Town Halls are conducted to rally membership around the CS. We continue to pray for our future.
- **May 22, 2011** – In formal Business Session, WBC members approve implementation of the CS and authorize/request planning for development of a worship center on the new land.
- **2011-2013** – Development planning is conducted but we are unable to develop an affordable approach to development to bring forward to members. RAG re-plans and facilitates development of revised way forward and a plan/approach for a new governance model for WBC.
- **2014-2015** – RAG facilitates development of new governance model for WBC in coordination with the membership. WBC approves new Governance Model on June 2, 2015. WBC incorporates, and Ministry Council holds its inaugural session on May 31, 2015.
- **2016** – RAG refines the Road Ahead in coordination with the Deacons and Ministry Council, and prepares a revised CS approach and timeline – aka *The Road Ahead*. Ministry Council concurs and prepares for membership coordination and decision.
- **June 4, 2017 (NOW)** – Church meets in Business Session to approve *The Road Ahead*. The following Motion passes: The Ministry Council is authorized by the Membership of WBC to proceed with *The Road Ahead* plan presented to the Membership at the WBC Town Hall conducted May 7, 2017 to include the following actions: (a) Proceed as soon as possible with developing the site and building the new facility on the Alwington Farm property, (b) Conduct a Capital Fundraising Campaign (CFC) in 2017 to generate additional capital funds to be used solely for the development of the site and building the new facility, (c) Build, operate and maintain the new facility for the first 3 years with a budget not to exceed \$2,000,000, and (d) Borrow money, as needed, to augment current funds available and capital funds acquired through the CFC. The *Meet Me at the Tree* campaign begins in October 2017 with plans for a *Celebration Sunday* on November 19, 2017.

Genesis 22:1 – Later on God tested Abraham’s faith and obedience. “Abraham!” God called. “Yes,” he replied. “Here I Am.”

Decomposition

Our Strategic Planning Framework

1. Mission Statement

Definition: Our top driving primary goal. Derived from the biblical *Great Commission* in Matthew 28: 18-20. Everything else flows from this. It defines what we are trying to do as commanded by our Lord Jesus, and our fundamental purpose in life. This will likely never change for Warrenton Baptist Church (WBC). We are committed to and charged by our Mission.

2. Core Values

Definition: Basic principles we adhere to that guide our vision, approaches, and plans to meet our Mission commitment. They are the first step in strategic planning once the Mission is firmly established. Core Values rarely, if ever, change. They help uniquely define us as a church, and say who we are at heart at WBC. We accept or reject visions, approaches, and plans based on our values. Our Core Values communicate what is important to us. We adopt Core Values.

3. Strategic Vision

Definition: A narrative describing the state of our church as seen or envisioned at some distant future time. It represents our dream of what we would like to be, and has a certain *wow factor*; “wouldn't it be great if we could be ____.” It is endearing as well as enduring. A Vision is NOT a set of actions or plans; it is NOT what we do. It is a *state of being* description. It is what we hope to be in the future. Our Vision is updated as often as deemed necessary by the Ministry Council in response to changing circumstances. We embrace Vision.

4. Planning Theme

Definition: A short descriptive statement used to guide, scope and shape the creation of Goals & Objectives. Themes reflect current circumstances and help focus near-term planning. Planning Themes are generally updated for each strategic planning cycle. We create Themes.

5. Goals & Objectives

Definition: Declarative statements that represent hoped for results of our actions as we seek to achieve the Vision. Goals & Objectives represent interim steps in achieving the Vision, but they also can be used to help describe in more concrete terms what the Vision is if they were to be achieved. Goals and objectives are guided by the Theme. We establish Goals & Objectives.

6. Strategies

Definition: General descriptions of approaches used to satisfy Goals & Objectives. Strategies represent *how* Goals & Objectives will be accomplished. We craft Strategies.

7. Projects

Definition: Specific actions and tasks that are resourced and scheduled to implement Strategies. Project plans represent “what” will be done, “who” will do it, “when” it will be done, and what it will “cost.” Projects have definable outcomes that satisfy Goals & Objectives. Projects are where costs are incurred. We plan and execute Projects. This document captures the Mission, Values, Vision, Theme, Goals & Objectives, and Strategies. Projects are planned routinely and continuously, and are reviewed and approved by the Ministry Council based on this Strategic Plan and resources available (financial and people).

Traceability

“If you fail to plan, you are planning to fail!”

- Benjamin Franklin

Our Mission Statement¹

Mission Statement: *“To Know Christ and Make Him Known.”*

Our Core Values¹

Core Values: *“Unity in Christ; Worship and Praise; Teaching and Preaching; Giving, Missions and Ministry; Fellowship; and Prayer.”*

1. Unity in Christ

The members of Warrenton Baptist Church are bound together as one Body in Christ, striving to live a life worthy of our calling with one Lord, one faith, one baptism, one God and Father of all. Unity in Spirit demands humility, obedience, patience, respect, compassion, and love that covers all.

2. Worship and Praise

The members of Warrenton Baptist Church covenant to worship God through prayer, praise, honor and thanksgiving. Our corporate worship includes preaching, music, prayer, and giving. Together we gather before the Lord in hopes of personal transformation.

3. Teaching and Preaching

The members of Warrenton Baptist Church, devoted to the Word of God, use our gifts to share the salvation message of repentance and forgiveness. As followers of Christ, we faithfully and sincerely proclaim His compassion and love to each other and to the entire world. Our goal is a transformed will and a committed heart in service of Jesus Christ. We prayerfully and deliberately spread God’s Word by reaching out in love and faith, preaching, teaching and baptizing so that all have the opportunity of receiving salvation through the Holy Spirit.

4. Giving, Missions and Ministry

The members of Warrenton Baptist Church cheerfully offer their time, spiritual gifts, and financial resources to honor Christ and to support and advance His Kingdom through Missions and Ministry. Spiritual giving demonstrates love, faith, and devotion to God and others in accordance to what we have been given.

5. Fellowship

The members of Warrenton Baptist Church are committed and accountable to one another in Christian fellowship as we share joys and burdens; prayers and praise; giving and receiving both spiritual and material blessings. We share Christ with all persons as we are led by His Holy Spirit reflecting God’s light in the world.

6. Prayer

The members of Warrenton Baptist Church are devoted to corporate and individual prayer. We seek to know God’s will through adoration, confession, thanksgiving, and supplication. We commit to joyful, constant, compassionate, and attentive communion with God.

¹As documented in WBC Constitution

Our Strategic Vision

Background: Our vision is rooted in the principles reflected in our mission statement that we reach out to others as witnesses for Christ and make new disciples – to win the *Un-churched*, recover the *De-churched*, and save *The Lost*. We analyzed trends in church growth, local demographics, and changes in our social culture, among other things. Congregations across North America are getting smaller and older – and this trend is increasing. We are no different.

More than half of the U.S. population is simply not interested in joining a church or being part of a congregation like many of us long-time Christians grew up with and love so deeply. Based on valid and widely accepted research, approximately 60% of the people around us are not going to come to our church no matter what we do or how well we do it simply because of the *steeple and pews* church environment and the way we currently do church. In addition, the growing Millennial Community (those born in the 1980's and into the 1990's) are a very different culture requiring new methods to reach them for Christ.

We concluded the best way for us to reach *The Lost* (i.e., *The 60%*) is to establish a new environment in Warrenton and create a new and different approach to our primary mission to work in parallel with our efforts at 123 Main. This new environment will not be a church per se, but rather a space simply to gather God's people and those He seeks. It is envisioned that there will be worship there, but we will be exploring new forms of worship to better reach *The Lost*.

Our current efforts at 123 Main (termed *attractional*) are still needed, but we need to double our efforts to reach *The Lost* through a new, focused effort termed *missional*. Missional is defined as "the people of God, partnering with Him, in His redemptive mission, in the world" (see *Appendix A*). In the *attractional* model, one invites people to come to their church and attempts to engage them in activities in the established cultural environment. In the *missional* model, one goes to the community on mission and creates environments suited to those they reach as the Lord leads. This posture differentiates a *missional* church from an *attractional* church. The thinking is we will be able to reach more people for Christ in this way.

Our vision is to operate as a hybrid church with both *attractional* and *missional* components to maximize our exposure to *The Lost* and win more disciples for Christ. We will build this new environment with the land the Lord provided at Alwington Farm. We will maintain our legacy as a historic church on Main Street while we birth and grow a new community-centered *Fresh Expression* of Jesus at Alwington Farm. As we learn how to implement the *missional* model, we will be engaging *missional* elements at both locations. We will also have *attractional* elements at both locations. Through this hybrid approach, we hope to open the door for new relationships and new ministries. We plan to make new disciples (see *Appendix B*) and grow them in maturity (see *Appendix C*). We also open the door for a new minister as we approach Pastor Jay's retirement in February 2019. We established the Missional Ministry Leadership Team (MMLT) to guide our *missional* efforts. We have sketched out what life could be like in the multi-site era based on some initial thoughts of the MMLT (see *Appendix D*).

Matthew 25:40 – And the King will answer and say to them, 'Assuredly, I say to you, inasmuch as you did it to one of the least of these My brethren, you did it to Me.'

Going Forward: *What do we see happening in the next 5 to 10 years? What will it look like? What is our Vision? If one stepped forward in time and looked at WBC, what would they see?*

We are operating as a “hybrid” multi-site Church with both *attractional* and *missional* components opening the door for new relationships and new ministries. While maintaining our worship, ministries, and discipleship experience at 123 Main, we have an established a gathering place at Alwington Farm bustling with faith-based worship, learning, fellowship and community activity. We are exploring and embracing new and fresh ways of presenting the Gospel, expressing the love of Jesus, and teaching others about Him. We are thriving in reaching the *Un-churched*, *De-churched*, and *The Lost* in our community meeting their needs while significantly increasing membership and baptisms.

We are meeting the needs of the Millennial Community in the surrounding area establishing a strong sense of community with them and others. We are routinely engaging with the Student and Teacher Community at Lord Fairfax Community College as they expand their size. We are working with Brumfield Elementary, Taylor Middle and Warrenton Middle schools reaching the Young Family Community in Warrenton and supporting their families. We are also deeply connecting with the 55+ Adult Community living in the 200 homes built at Alwington Farm.

We are creating and sustaining *missional* communities while exploring and finding places of natural engagement with new people. We are conducting celebration and outreach events for *missional* groups. We are establishing and testing new forms of worship services. We are hosting fellowship and recreational activities as well as ministry group meetings, events, and projects. We are reaching the digital community with current information technology. We are having fellowship for all on a routine basis at 123 Main and the Alwington Farm property – creating places to gather and connect with new people.

We are maintaining a strong sense of partnership with local town and county leaders using our new facility for local events (e.g., weddings, small gatherings). We are routinely meeting new people, meeting them where they are – from those not knowing Jesus at all to those who have a deep and passionate relationship with Him already.

Each church member is leading or supporting a personal ministry on an on-going basis as fueled by their personal passions, meeting needs of our community near and far. Each church member takes some part in supporting a global mission, a national mission, and a local mission. Each church member grows as a disciple in their personal relationship with Jesus Christ living solely for Him as they share the Gospel with others on a routine basis.

We usher in a new pastor as Pastor Jay retires in February 2019. Our new pastor is passionate about our vision, plan, and *missional* ministry concepts, and seeks to enable success by bringing new ideas. Our new pastor has competencies needed to achieve success of this plan.

Warrenton Baptist Church is leading many people to Jesus and to active discipleship while meeting needs of *The Poor* and *The Lost* in Warrenton and Fauquier. Warrenton Baptist Church is united in making a difference for Christ in our community, our nation, and our world.

Our Bold Vision:

One Church, Two Locations – United in Christ

Our Planning Theme

Planning Theme: “*Journey Off the Map – Go, Explore, Rediscover, Venture, and Multiply*”

The BIG IDEA behind the theme is to journey back to our Apostolic Core, establish Warrenton Baptist Church as an inspired Missional Church, then venture forward in faith in the 21st Century!

The following points elaborate on the theme and associate the various elements to the two thrusts of our primary Mission Statement.

To Know Christ

1. **PRAY** – Each Member establishes a personal and *prayer-full* relationship with Jesus Christ putting Him at the Center of their lives.
2. **TRANSFORM** – Each Member individually grows and transforms ultimately reaching their full God-given potential as a disciple of Jesus Christ and living *souly* for Him.
3. **GROW** – Our collective WBC Body supports and encourages discipleship growth through evolving and out-reaching ministries of worship/prayer, teaching/preaching, fellowship/nurturing, evangelism, and service to others in today’s complex and multi-cultural world.

And Make Him Known

4. **GO** – We go and minister to the *Un-churched*, *De-churched*, and *The Lost* in the local community. We establish a new, more welcoming spiritual home for them to discover, learn, and grow and where they can become disciples and live for Him in their own discovered way under the Lordship of Jesus Christ.
5. **EXPLORE** – We explore new methods of ministry, church, and worship expression to reach the broader group of God’s people.
6. **REDISCOVER** – We rediscover the so-called *Forgotten Ways* established by the early church and activate ourselves as a *missional* church in the local community.
7. **VENTURE** – We venture into the local Warrenton/Fauquier (i.e., our own backyard) as well as domestic and global mission fields ministering to *The Lost* and *The Forgotten*.
8. **MULTIPLY** – We multiply establishing multiple new venues and communities of believers in the local area in addition to the one established at 123 Main (i.e., *We Widen our Tent*).

“Let’s Go Missional!”
Missional is defined as “the people of God, partnering with him, in His redemptive mission, in the world.” (See Appendix A)

Our Strategic Goals & Objectives

This section presents specific Goals & Objectives, as shaped by the Planning Theme, to achieve the Strategic Vision: **One Church, Two Locations – United in Christ.**

- GOAL #1. PRAY:** Strengthen the prayer ministry and the prayer life of each WBC member. Engage each member in a thriving church-wide prayer ministry that seeks to find God in everything that we do and say. Teach and preach the power of prayer.
- GOAL #2. TRANSFORM:** Transform and focus discipleship training on the *missional* culture and provide more opportunities and ways for our members to transform in their faith and maturity as a disciple of Jesus Christ so they become an *effective discipler – as they go*.
- GOAL #3. GROW:** Engage our members to be active in the ministries of the church and grow a *missional* culture across the entire membership. Create and maintain a culture in our church of *polycentric leadership* which means our people lead and act together with mutual authority under the Lordship of Jesus Christ and submit to one another in Christian service and in love.
- GOAL #4. GO:** Go and build a new venue at Alwington Farm to be operated as a place to gather our members and a place serving the Town of Warrenton and Fauquier County. Establish a worship expression at Alwington Farm. Complete needed upgrades at 123 Main to meet ministry needs to *keep going* there.
- GOAL #5. EXPLORE:** Explore and create new methods of ministry, church, and worship expression to reach the broader group of God's people in the local area. Use the new site at Alwington Farm as a research and development site for testing new methods of ministry, church, and worship expression. Explore the *Fresh Expressions* transformational movement and seek an effective way to implement.
- GOAL #6. REDISCOVER:** Energize our membership and rediscover our original apostolic core, then activate WBC as a *missional* church in Warrenton and Fauquier County. Rediscover our spiritual gifts and talents and use them in service to our Lord Jesus Christ.
- GOAL #7. VENTURE:** Expand our efforts in Warrenton and Fauquier by engaging all members in local mission activities. Make ourselves known in the community for our outreach efforts. Engage each church member in some form of support to all three geographic domains of missions – local, domestic, and global.
- GOAL #8. MULTIPLY:** Establish new communities of believers in Warrenton and Fauquier County that are self-sustaining.

Matthew 5:19b – "... But anyone who obeys God's laws and teaches them will be great in the Kingdom of Heaven."

Our Strategies

This section presents specific Strategies to meet the Goals & Objectives. See *How to Use this Document* (page i of this plan) for a description on how these strategies will be implemented, managed, and evaluated. The Ministry Council will establish a resource-driven timeline and schedule to implement these strategies. The Ministry Council will also evaluate performance on at least an annual basis (using the Goals as a basis) and adjust, as needed.

- STRATEGY #1:** (PRAYER) Charge the Deacons to work through the Deacon Family Ministry and establish a church-wide routine prayer plan to train and equip our members for individual and corporate prayer. Conduct periodic prayer focuses. Conduct prayer walks and/or vigils with a specific purpose and/or in support of a specific strategy. Aligned with our prayer focus, conduct periodic celebration events that remind us of our apostolic core. [\[GOAL 1\]](#)
- STRATEGY #2:** (DISCIPLESHIP TRAINING) Establish a *missional* culture training curriculum. Design a Sunday School class set of lessons on *missional* culture. Design special lessons on the early church and how the Apostles first started to spread the Gospel. Focus some sermons on the early church. Establish a Sunday Night discipleship training class for teaching the practical aspects of conducting *missional* ministries. The next step would be to help members implement what they learned and hopefully engage more people in *missional* ministries. [\[GOALS 2, 3, 6\]](#)
- STRATEGY #3:** (NEW MEMBERS TRAINING) Establish a *new members* class training our newer members on our church history, covenant, mission, vision, goals and objectives. Include *what we believe* as members of WBC including Bible doctrine. Help them discover their spiritual gifts and plug themselves into service and ministry. The next step would be to engage them in an established Sunday School class or perhaps start a new Sunday School class if sufficient numbers are present. [\[GOALS 2, 3, 6\]](#)
- STRATEGY #4:** (Missional Training) Recruit and send members to training sessions outside the church that focus specifically on *missional* ministry (e.g., Fresh Expressions, Dinner Church, Praxis Gathering). The next step would be to help members implement what they learned and hopefully engage more people in *missional* ministries. [\[GOALS 2, 3, 5, 6\]](#)
- STRATEGY #5:** (MISSIONS DIRECTOR) Establish a new functional position of Missions Director reporting to the Senior Pastor who will build a team to plan, execute, monitor and evaluate all missions activities of the church. [\[GOAL 3, 5, 7\]](#)
- STRATEGY #6:** (A PLACE TO GATHER) Construct a multi-purpose *place to gather* building at Alwington Farm with a large, open meeting space for faith-based worship and learning as well as community programs and outreach events. Plan for and consider future development of the property. [\[GOAL 4\]](#)

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- STRATEGY #7:** (CAPITAL FUNDRAISING CAMPAIGN) Plan and execute a Capital Fundraising Campaign in 2017 to support development at Alwington Farm for the purposes of fulfilling the Vision expressed in this plan. [\[GOAL 4\]](#)
- STRATEGY #8:** (123 MAIN CAPITAL IMPROVEMENT CAMPAIGN) Charge the Stewardship committee to develop and implement a plan to complete needed capital improvements at 123 Main that complement development at Alwington Farm – not an either/or but development of both in a unified way. [\[GOAL 4\]](#)
- STRATEGY #9:** (MISSIONAL RESEARCH) Establish and maintain a Missional Ministry Leadership Team (MMLT) to research and learn methods of *missional* ministry. Explore concepts in the books “*Creating a Missional Culture*” and “*The Church as Movement*” by J.R. Woodward. Explore the “Fresh Expressions of Church” movement. [\[GOAL 5\]](#)
- STRATEGY #10:** (SMALL GROUPS) Establish and maintain a small group setting at Alwington Farm and at 123 Main Street. Train and equip leaders to start small groups in their communities. [\[GOAL 8\]](#)
- STRATEGY #11:** (BUDGET RESTRUCTURE) Restructure our budget and budget process to align the budget around the Strategic Goals & Objectives. Initiate an annual strategic planning cycle in advance of the budget cycle to inform the budget. Plan the budget each year for the next year (detailed) and two years after (top-level). [\[ALL GOALS\]](#)
- STRATEGY #12:** (MISSIONS) Leverage Operation Inasmuch United (OIU) to get every church member involved in Missions. Expand the ministry from once a year to a more routine basis through implementation of OI/Life. [\[GOAL 7\]](#)
- STRATEGY #13:** (OUTREACH) Given that our largest demographic target group in Fauquier County is families with school age children, explore ways to reach these families and provide the support that they need – Be part of the *village it takes* to raise children. Explore new ways we can reach families through our Tiny Tots Program attempting to engage them more fully with our church. [\[GOAL 7\]](#)
- STRATEGY #14:** (EVANGELISM) Develop and execute a plan to equip members enabling them to reach out to and evangelize every home within a one-mile radius of Alwington Farm and 123 Main Street. [\[GOAL 8\]](#)
- STRATEGY #15:** (DIGITAL CHURCH) Establish a new church congregating totally on-line. This goes far beyond using our church website to communicate. [\[GOAL 8\]](#)
- STRATEGY #16:** (SPIRITUAL GIFTS DISCOVERY) Set up a database of our members, and capture where they are currently involved in the church (ministries, committees, etc.). Preach a sermon series and conduct a spiritual gifts inventory to enable pairing with the individual member’s passions. Connect these passions with community needs. The idea is to identify interests and foster communications of our ministries. [\[GOALS 2, 3, 6\]](#)

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- STRATEGY #17:** (EXEGETE) *Exegete* nearby neighborhoods. We cannot know what needs to be done for Jesus in our communities if we do not know our communities. If we want to meaningfully connect with our neighborhood, we need to be able to read the city and neighborhood well. Exegeting a city or neighborhood is a basic task of a missionary, where you seek to *draw out* the meaning of a people and place to see the power of the gospel more fully transform the neighborhoods in which we live. When we live with a missionary mindset, like Paul, we will meaningfully walk around and live in our neighborhood, taking the time to observe what people consider most important (what they worship), what they fear, what they believe, and what they idolize. The next step would be to try and start some new ministries addressing needs discovered. [Reference Article presenting the Strategy: “*Exegeting a Neighborhood Within the City*” from the V3 Church Planting Movement (V3 = Vision-Voice-Viral)]. [GOALS 6, 7] For more info visit <http://thev3movement.org/2013/11/exegeting-a-neighborhood-within-the-city/>
- STRATEGY #18:** (PASTOR TRANSITION) Establish a *Transition Leadership Team* reporting to the Ministry Council to manage the transition to a new Pastor given that Pastor Jay retires in February 2019. The Transition Leadership Team will ensure a smooth transition in pastors while at the same time we transition to the multi-site, hybrid model. [GOAL 4, 5, 6]
- STRATEGY #19:** (MULTI-SITE STAFFING) The Ministry Council to work in collaboration with the Personnel Committee and the Stewardship Committee to create and implement a staffing plan to effectively operate at both locations (123 Main Street and Alwington Farm) to ensure the Vision as expressed in this strategic plan is realized. [GOAL 4]
- STRATEGY #20:** (PUBLIC RELATIONS) Establish a new functional position of Public Relations/Communications/Marketing Director reporting to the Senior Pastor to effectively advertise, publicize, and promote WBC ministries within our community. [GOALS 7, 8]
- STRATEGY #21:** (PRAYER) Charge the Deacons to work through the Deacon Family Ministry to engage and challenge their families to become more involved with the church and help to identify and explore where their interests, talents and gifts aligned with existing ministries or establish new ones. [GOALS, 2, 3, 5]
- STRATEGY #22:** (MISSIONS CHALLENGE) Routinely present local, national and global needs to the membership to ignite their passion and willingness to serve and help. Challenge them to partner with God in the work He is already doing. Using a theme like “*Where is your Haiti?*” expresses to our people what they can pray about and ask God where they can service in a similar fashion if Haiti is not their passion or is not available to them. [GOAL 7]
- STRATEGY #23:** (STRATEGIC PLANNING) Charge the Road Ahead Group and the Ministry Council to update this Strategic Plan on an annual basis going forward. [GOAL 7]

Appendix A – Definition of a Missional Church

What is a good definition of the term 'Missional Church'?

The Missional Church is most recently associated with the work of Alan Roxburgh, Alan Hirsch, David Fitch, et al. What follows is Reggie McNeal's definition in his book "Missional Renaissance."

"As people emerged from the Renaissance, they could no longer think about the world the same way. The Copernican heliocentric view of the solar system, for example, changes the way people view the sky. Similarly, changes are affecting how we view the world and church. These changes may be the biggest since the Reformation. "Doing church better" won't matter, since we've got the best churches we've ever had."

The Missional Church is:

The people of God,

We've been brought up in a world where church is a what, an it, something outside of me, something I go to, something I support, something I bring friends to. But the missional movement is about who. Until we get this, we will never join God in the streets where he is doing most of his work. Wherever I am, the church is already planted. Instead of planting "a" church, we plant "the" church.

partnering with Him,

It's not our mission; it's His. We try to get God to fall in love with our efforts, when we need to fall in love with His mission. We consider "children's ministry" inside our walls, so we're so busy doing that, but we don't worry about the low reading levels of 3rd graders in our community. We honor Sunday school teachers as doing children's ministry, but we don't honor public school teachers as doing children's ministry.

in His redemptive mission,

One church cancelled staff meeting on Monday afternoon and sent everyone out to pray, in a place where people are: park, Wal-Mart, Starbucks, etc. For 60 minutes, they were to pray one prayer, "Lord, help me see what You see." When they came back to their institutional agenda, they shredded it and were recaptured by the heart of God for people. They sent the entire church out to do the same; that night they had the church write what God showed them.

in the world

What if we asked if marriages in our community were better next year? If schools were better? In Cincinnati, every single school teacher is placed on a prayer chain, and receives a letter asking for any prayer requests. Open our eyes to the community around us.

Ephesians 5: 15-17 – So be careful how you live, not as fools but as those who are wise. Make the most of every opportunity for doing good in these evil days. Don't act thoughtlessly, but try to understand what the Lord wants you to do.

Appendix B – The Life of a Disciple

The 6 disciplines of a mature disciple:

- 1) Spend time with the Master,
- 2) Live in the Word,
- 3) Pray in Faith,
- 4) Fellowship with Believers,
- 5) Witness to the World, and
- 6) Minister to Others.

Key scriptures for each discipline:

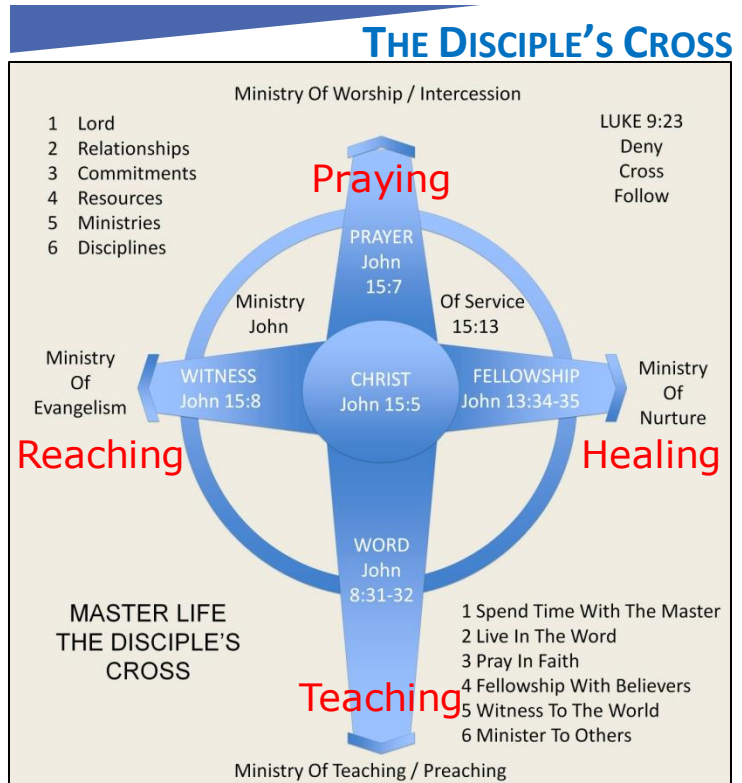
- 1) **[CHRIST]** John 15:5 – “Yes, I am the vine; you are the branches. Those who remain in me, and I in them, will produce much fruit. For apart from me you can do nothing.”
- 2) **[WORD]** John 8:31-32 – Jesus said to the people who believed in him, “You are truly my disciples if you keep obeying my teachings. And you will know the truth, and the truth will set you free.”
- 3) **[PRAYER]** John 15:7 – “But if you stay joined to me and my words remain in you, you may ask any request you like, and it will be granted!”
- 4) **[FELLOWSHIP]** John 13: 34-35 – “So now I am giving you a new commandment: Love each other. Just as I have loved you, you should love each other. Your love for one another will prove to the world that you are my disciples.”
- 5) **[WITNESS]** John 15:8 – “My true disciples produce much fruit. This brings great glory to my Father.”
- 6) **[MINISTRY OF SERVICE]** John 15:13 – “And here is how to measure it – the greatest love is shown when people lay down their lives for their friends.”

To become a disciple of Jesus Christ:

Luke 9:23 – Then he said to the crowd, “If any of you wants to be my follower, you must put aside your selfish ambition, shoulder your cross daily, and follow me.”

The Gospel of Jesus Christ:

John 3:16 – “For God so loved the world that he gave his only Son, so that everyone who believes in Him will not perish but have eternal life.”



Appendix C – The Growth of a Disciple

7 Stages of Spiritual Growth to Maturity: A helpful way of thinking about the journey toward spiritual maturity and the development of disciples in our congregation.

1. We begin with **comfort** as we come to Christ.
2. From comfort, we move to **connection** as we begin to embrace the people and values of the kingdom
3. Through our connection we become aware of the **cause** as we begin to see our Christian life in the greater context of the mission of the Church.
4. The cause brings us to a place of **commitment** as we decide to play our part in the greater context.
5. Once we begin to get committed it is generally only a short time before life will send **crisis** our way as our faith is tested.
6. Through crisis we move to a place of **conviction** as our core values are firmly established.
7. Finally, through a life driven by our convictions, we reap a lifestyle of **consistency**.

Observation: Many believers are stuck in the first 2 stages. They desire comfort and connection but never move to being committed to the cause. It would be easy to think that commitment to the cause is the climax of our spiritual walk, but until our commitment is tested through crisis and we respond with conviction, we will lack the consistency that is needed to truly walk in spiritual maturity.

*Adapted from: **Insight – Lead the Change** by Corey Turner. Corey Turner Ministries is based in Melbourne, Victoria, Australia.*

Appendix D – A Sample Week in the Life of Multi-site WBC

Regular text = function at 123 Main Street

Italic text = function at Alwington Farm

NOTE: Not intended that all events would happen in a single week. Events are notional and not intended to portray actual events scheduled. Purpose of table is to further express what activities could look like in the future and how WBC could function in a typical week operating out of two locations (i.e., multi-site).

	Morning	Afternoon	Evening
Sunday	<ul style="list-style-type: none"> • 0800 Worship • Hispanic Worship • 0930 Worship • 1100 Worship • <i>Introducing the Gospel to new believers.</i> 	<ul style="list-style-type: none"> • <i>TV Sports fellowship</i> • <i>Softball Game</i> • <i>Soccer Game</i> 	<ul style="list-style-type: none"> • Fellowship/Discipleship Training • <i>Beginners Disciple Training</i>
Monday	<ul style="list-style-type: none"> • Tiny Tots • <i>Coffee House</i> • <i>Mothers of Pre-Schoolers program</i> 	<ul style="list-style-type: none"> • Tiny Tots • <i>Lifetime Learning</i> • <i>Brumfield Tutoring</i> 	<ul style="list-style-type: none"> • WBC Committee Meeting • Blood Drive • <i>DV support group/meal</i>
Tuesday	<ul style="list-style-type: none"> • Tiny Tots • <i>Coffee House</i> • <i>Bible Study</i> 	<ul style="list-style-type: none"> • Tiny Tots • <i>Lifetime Learning</i> • <i>LFCC Study Hall</i> 	<ul style="list-style-type: none"> • <i>Movie Night</i> • <i>NA Meeting</i> • <i>Bluegrass concert</i>
Wednesday	<ul style="list-style-type: none"> • Tiny Tots • <i>Coffee House</i> 	<ul style="list-style-type: none"> • Tiny Tots • <i>Lifetime Learning</i> • <i>Brumfield Tutoring</i> 	<ul style="list-style-type: none"> • Beginners Disciple Training • <i>High School Small Groups</i> • Choir Rehearsal • <i>NA Meeting</i>
Thursday	<ul style="list-style-type: none"> • Tiny Tots • <i>Coffee House</i> • <i>Bible Study</i> 	<ul style="list-style-type: none"> • Tiny Tots • <i>Lifetime Learning</i> • <i>LFCC Study Hall</i> 	<ul style="list-style-type: none"> • <i>Movie Night</i> • AA Meeting • <i>NA Meeting</i>
Friday	<ul style="list-style-type: none"> • Tiny Tots • <i>Coffee House</i> 	<ul style="list-style-type: none"> • Tiny Tots • <i>Lifetime Learning</i> • <i>Brumfield Tutoring</i> 	<ul style="list-style-type: none"> • <i>Millennial Worship</i> • Youth Gathering/Movie
Saturday	<ul style="list-style-type: none"> • <i>Fresh Expressions Worship</i> • <i>Food Coop distribution</i> 	<ul style="list-style-type: none"> • <i>Wedding & Reception</i> 	<ul style="list-style-type: none"> • <i>Dinner/Fellowship time special event</i> • <i>Movie Night</i> • <i>Concert</i>

Appendix E – Our Church Covenant¹

Having been, as we trust, brought by divine grace to embrace the Lord Jesus Christ, and to give ourselves wholly to Him, we do now solemnly and joyfully covenant with each other, to Walk Together in Him, With Brotherly Love, to His glory, as our common Lord. We do therefore, in His strength, engage –

That, we will exercise a Christian care and watchfulness over each other, and faithfully warn, exhort, and admonish each other, as occasion may require.

That, we will not forsake the assembling of ourselves together, but will uphold the public worship of God, and the ordinances of His house.

That, we will not omit closet and family religion at home, nor neglect the great duty of religiously training our children, and those under our care, for the service of Christ, and the enjoyment of heaven:

That, as we are the light of the world, and salt of the Earth, we will seek divine aid to enable us to deny ungodliness, and every worldly lust, and to walk circumspectly in the world, that we may win the souls of men:

That, we will cheerfully contribute of our property, according as God has prospered us, for the maintenance of a faithful and evangelical ministry among us, for the support of the poor, and to spread the Gospel over the earth:

That, we will, in all conditions, even 'til death, strive to live to the glory of Him, who hath called us out of darkness into His marvelous light.

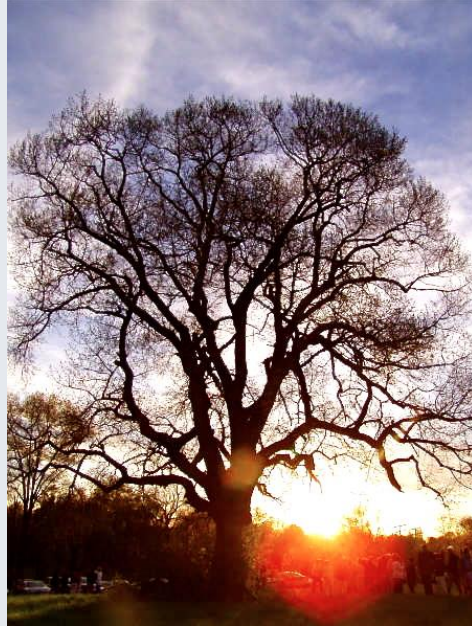
“And may the God of peace, who brought again from the dead our Lord Jesus, that great Shepherd of the Sheep, through the blood of the everlasting covenant, make us perfect in every good work, to do His will, working in us that which is well pleasing in His sight, through Jesus Christ; to whom be glory, forever and ever. Amen”

¹As documented in WBC Constitution

**The Gathering Place
at Alwington Farm**



123 Main Street



Warrenton Baptist Church

Our Strategic Vision

One Church, Two Locations – United in Christ

Matthew 28:18-20 – Jesus came and told his disciples, “I have been given complete authority in heaven and on earth. Therefore, go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all commands I have given you. And be sure of this: I am with you always, even to the end of the age.”