

PARISH
PRESBYTERIAN
CHURCH

July 2013
STRATEGIC PLAN

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EXECUTIVE SUMMARY

SITUATION

Parish Presbyterian Church (PPC) enjoys a vibrant ministry and a congregation that continues to grow in numbers and, more importantly, in depth. Over the last two years since locating in the current location, the church has moved from what some would describe as a “Pastoral” church of 150 attendees to a larger “Delegated” church (meaning the pastor does not do all the ministries of the church) of more than 300 attendees. Recognizing that the church desires to stay at or below a level of 400 attendees, this natural growth progression still provides both opportunities and challenges that many in our congregation have recognized and subsequently asked the Strategic Planning Committee (SPC) to study.

PROCESS

As part of the strategic planning process, the SPC determined to better understand the needs and desires of PPC while also benefitting from the efforts of other churches and available resources that facilitated the process. The committee surveyed the congregation and hosted a facilitator-led brainstorming session of church leaders and spouses to identify strengths, weaknesses and challenges.

FINDINGS

Through these efforts the SPC sought support for foundational values in the Westminster Confession of Faith, Book of Church Order along with a variety of parish distinctives such as covenant community, missional multiplication, covenantal succession and reliance on the “ordinary means of grace”. Additionally, the study revealed a number of animating values (below) that draw people to the church and make us want to be part of the ministry.

- Solid worship and Biblical teaching
- Sense of community and belonging
- Faithfulness to Biblical disciplines
- Commitment to spreading the Gospel, impacting culture and being light in this world

The analysis also led to a recognition and analysis of the fact that the body is made up of segments with differing abilities, needs and desires for service in the PPC community and ministry. These segments add to the vitality and diversity of our congregation and remind us to recognize the value of each member of the body:

- Single/Widowed/Divorced
- Married with young children
- Married with older children
- Empty nesters

ACTION PLANNING

Among each segment of the body, there exists varied levels of commitment. The strategic plan devotes a great deal of attention to developing goals, strategies and tactics designed, in part, to move people from loose affiliation and non-member status into deeper connections and levels of commitment for the benefit of the body and the for the glory of God. Giving structure to these action plans was a list of questions the SPC sought to answer which drove toward the following ten goals (unordered list):

- Evangelizing to engage with the community beyond our walls
- Using our existing structures to create both organic and intentional ways to invite/welcome visitors
- Formalizing and improving structure and content of leadership development training
- Providing guidelines for church planting at PPC that allow for proactive planning of time and season for new church plants
- Making transparent, coordinated communication part of our ability to equip, involve, inspire, educate and mobilize those attending PPC
- Reviewing and further defining objectives as to size of church and necessary staffing required for effective ministry and church operations
- Creating facility plan options in order to support ministry objectives and growth plan
- Raising funds from congregation to fund building project
- Calling the congregation to action and revival

Implementation of these action plans will be taken up by the appropriate Parish Life Group (Service Group, Home Fellowship Group, Elders and Deacons).

SUMMARY

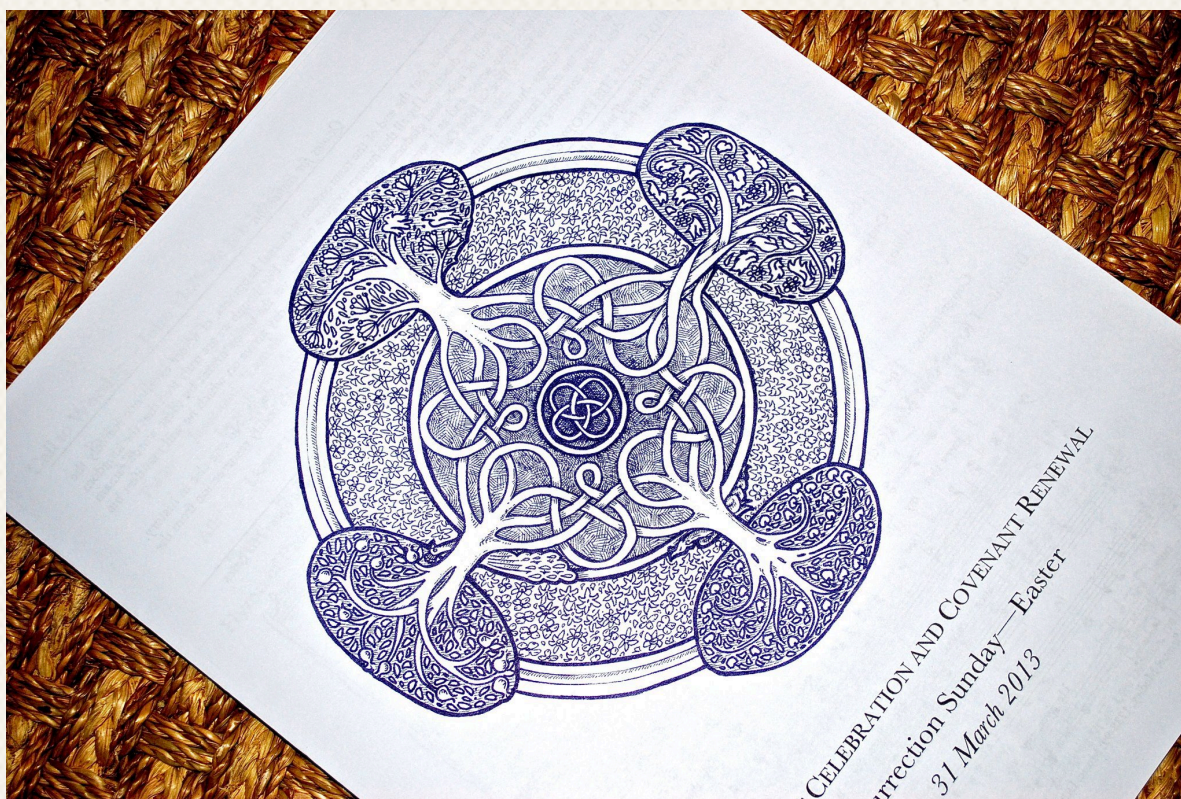
It is the aim of the SPC that the strategic plan provide the requested guidance to the church leadership as well as a sense of direction to the congregation regarding the nature of this ministry over the next 3-5 years. Many in our community have also eagerly sought answers from the church on use of our current facility and plans for others, and this plan offers a recommendation in this regard.

The SPC encourages members and non-members to spend time reading the plan and discussing it among families, small groups, and among the body at large. Above all, we should commit the elements of the plan to careful prayer and consideration.

The SPC team includes: Jimmy Allen, Jeff Dokkestul, Heather Easterday, Nathan George, Tom Goddard, Phil Hutcheson, June Kern, and Mike Miserocchi. We humbly submit to the oversight of the Session.

*"Unless the Lord builds the house, the builders labor in vain.
Unless the Lord watches over the city, the guards stand watch in vain."
Psalm 127:1*

INTRODUCTION



Since the founding of PPC over six years ago, the church has celebrated uncommon growth—even planting a church within its early years. As growth continues, the church has decisions to make to best care for its members, the Franklin community, and ministries globally. The Strategic Plan seeks to address these realities by helping the leadership identify its challenges, address them with strategies that are consistent with our biblical values, and outline guidelines for implementing these strategies. The plan seeks to provide guidance for the church for the next three to five years. The overall goal is to enable the church to work together to steward its blessings and resources to advance the cause of Christ according to the principles and priorities of his Word.

- ♦ **Prayer & Revival** - The Strategic Planning Committee recommends the Session call the congregation to fasting, prayer, corporate worship, and reading of the Word in order to seek God's guidance for the future of PPC.

CURRENT SITUATION

In order to assess our current situation, the committee decided it was important to hear from the Leadership, including Elders, Deacons, Service Group Leaders, Home Fellowship Leaders, Staff and the congregation as to what were the issues and priorities for the church's future. A Leadership Session was held that garnered input on ideas that could help the church attain its goals and on decisions that might hinder it. The committee wanted to have as much data and information as possible before striking out to craft any recommendations.

A summary of the results of the Leadership meeting are shown in the SWOT analysis shown on page 16. Major opportunities for improvement identified by the leadership include: more formalized leadership development, enhanced communication from leadership to the congregation, improved educational opportunities and organization, a new vision for facility planning and more rapid assimilation of visitors and new members into the life of the church.

In order to get input from the congregation, the committee administered a survey that asked respondents to rank and give comment regarding a series of questions related to priorities for the church. (A copy of the survey tool and results is attached.) With 104 respondents, the survey gave valuable information on the demographic mix of the congregation and its positions on a host of issues. There was strong consensus on most of the major issues in the survey. Some highlights of the results include:

A large number of single adults	16.5% of those responding to survey are either single, divorced or widowed.
Very loyal worshippers	81% of respondents attend worship at PPC >45 Sundays per year. 50% have been at PPC since the beginning with 31% having worshipped at PPC for 2-5 years. 96% say PPC is their home church.
A need for evangelism training	19.7% of respondents disagree that PPC does a good job teaching them about personal evangelism.
Limited support for adding services at current site	18% agree or strongly agree that building should be on current site adjusting worship times to accommodate growing attendance.
No consensus on renovation of current site	Respondents are split regarding renovating current facility: 45% in agreement or strong agreement and 39% who disagree or strongly disagree.

Low approval for a new facility for the church only	21% agree or strongly agree that new facility should be developed for church only. 39% disagree or strongly disagree with this approach.
Limited support for a new facility to house a church and a school	46% agree or strongly agree that new facility should include church and school. 32% disagree or strongly disagree with this approach.
Strong consensus for continued church planting	71% agree or strongly agree that PPC should continue church planting.
Most agree that assimilation and interviews of new members should get additional attention	72% and 78% respectively agreed or strongly agreed that assimilation and interviews of new members should be a priority.
Leadership development is a priority	51% said development of church officers is a priority.
Sunday school and worship space were top priorities in allocation of space	45% and 58% put these two items in the top two priorities for space.
An aversion to the church incurring significant debt was communicated	61% of respondents said new a church facility should be funded by pledges and cash reserves and 3% said by debt.

MISSION & VALUES

THE PARISH MISSION

Our sovereign God has called Parish Presbyterian Church to be a vibrant covenant community of Christian faithfulness, holiness, discipleship, and evangelism bearing all the Biblical marks of a true Church. Gospel Word and deed ministry in our midst inevitably serves as a fountainhead of reformational nurturing, teaching, training, equipping, and sending.



FORMAL VALUES: Values Stated and Approved by the Session

The values that frame our mission are both *formal* and *animating*. The formal values are located in the standards approved by the Session from the very founding of PPC. These documents interpret the church's understanding of its Scriptural obligations and have varying levels of authority. Together these documents serve to identify the values that the church has officially agreed will guide its beliefs and practices.

- A. The Westminster Confession of Faith (with Larger and Shorter Catechisms)
- B. The Book of Church Order
- C. Parish Distinctives

Along with all the other marks of a Biblical church, the parish model calls for at least four distinctive elements:

1. A reliance upon the "ordinary means of grace." A parish church is one in which the preaching and teaching of the Bible, the celebration of the sacraments, prayer, the fellowship of the saints, and regular, Lord's Day worship take absolute precedence over any and all other ministry forms.
2. A structural commitment to "covenant community." A parish church is one in which efforts to know and be known, to have genuine accountability, and to engage in lively community are practically pursued.
3. A strategic initiative in "missional multiplication." A parish church is a Kingdom-oriented church; it is a church where building bridges of outreach and reconciliation to the world are an essential aspects of everyday ministry.
4. A deep desire to realize "covenantal succession." A parish church is engaged in a wide array of educational enterprises and discipling efforts; it is a church committed to raising up the next generation of faithful men and women.

CONGREGATION SEGMENTS

PPC is made up of individuals and families. Strategies must consider the unique needs of the individual members. The following tables provide a look at general segments served by PPC. These segments are not as accurate as knowing the real individuals served, but they help provide guidance in how to provide for unique needs. These specific needs were taken into account in forming this Strategic Plan.

SEGMENT: Single/Divorced/Widowed

IMPORTANT	INFLUENCES	CHALLENGES	ENVIRONMENT	HOPE TO GAIN FROM PARISH	HOW PARISH CAN SERVE
<ul style="list-style-type: none"> • Inclusion • Viable member of community • Understanding that they care for families in the church • Recovery/healing from loss • Companionship • Socialization – plugged into something • Acceptance 	<ul style="list-style-type: none"> • Work • Spiritual comfort • Other singles • Workplace • Groups outside singles 	<ul style="list-style-type: none"> • Varies greatly – • Self-sufficiency • Moderately paced life • Financial assistance • Changes going on in their environment • High degree of personal organization • Lonely • Purpose-oriented 	<ul style="list-style-type: none"> • Varies greatly • Not dependent on others – too self-sufficient • Financial assistance • Changes going on in their environment • High degree of personal organization • Lonely • Purpose-oriented 	<ul style="list-style-type: none"> • Community that views them as a vital member – not a project • Fellowship • Financial Assistance • Opportunity to serve • Healthy relationships and friendships • Acceptance • Financial coaching/advice 	<ul style="list-style-type: none"> • Get to know them – don't assume you know them because you knew someone else in their situation once • Personal visits • Home Fellowship Group – other opportunities • Place of belonging and service • Rapid inclusion into activities

SEGMENT: Married with Young Children

IMPORTANT	INFLUENCES	CHALLENGES	ENVIRONMENT	HOPE TO GAIN FROM PARISH	HOW PARISH CAN SERVE
<ul style="list-style-type: none"> • Support in discipling children • Community with families • Friends for their children from families that share their values • Experienced or inexperienced parents • Looking ahead to education choices • A God-centered world-view for your children 	<ul style="list-style-type: none"> • Other families • Older role models • Influenced by all kinds of media • Peer contacts • Work contacts • School/Play contacts 	<ul style="list-style-type: none"> • Culture is against way they are raising children • Sleep deprivation • Child care • Financial pressures • General child-rearing challenges • Is mom at home, at work, or split between the two? • Time to manage everything • Affairs of home • Health issues • Older parents 	<ul style="list-style-type: none"> • They can live in a bubble • Hectic/Busy/ Multiple Demands • Little free time • Starter home • Moms don't get much adult interaction • Pressure-filled – including pressure on the marriage 	<ul style="list-style-type: none"> • Solid worship and teaching • Connect with other families • Emphasis on different educational choices • Looking for healthy/ real relationships • Looking for those same kinds of relationships for kids. • Belonging to a group of Christians that are a safe place. 	<ul style="list-style-type: none"> • Assimilation – Home Fellowship Group • Quickly get them involved where they are part of a group

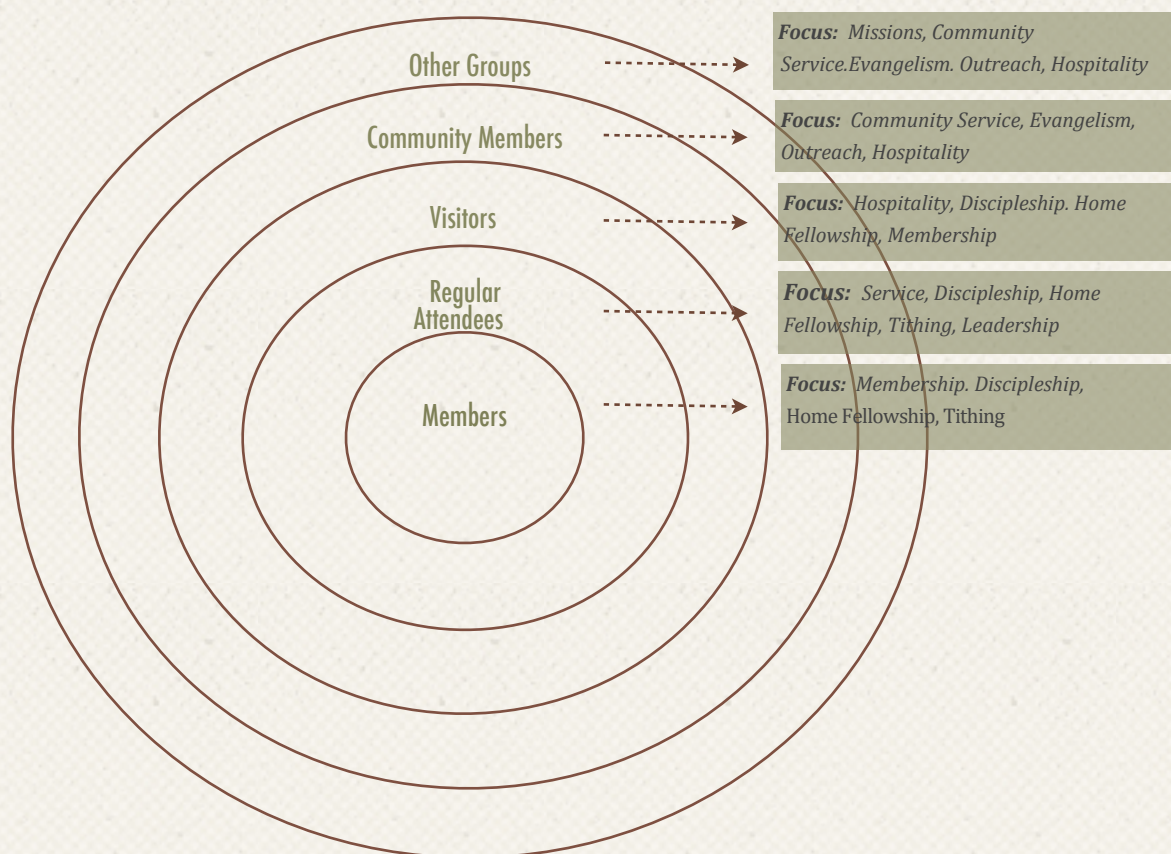
SEGMENT: Married with Older Children

IMPORTANT	INFLUENCES	CHALLENGES	ENVIRONMENT	HOPE TO GAIN FROM PARISH	HOW PARISH CAN SERVE
<ul style="list-style-type: none"> • Raising Godly adults • Becoming very self-reliant • Saving for college • Retirement • Career advancement • Seeing faith take hold in the next generation • Desire to see children become independent and grow spiritually • Spiritual development as parents • Activities of children and grandchildren 	<ul style="list-style-type: none"> • Other families • Work • Status/ Success/ failure • Leadership of church • Need for recognition • Ages of the kids – their lives and relationships – their lives impact yours different than did when younger • Friends – have seen marriages come and go 	<ul style="list-style-type: none"> • Finance – paying for college • Increasing levels of independence for kids • Health issues • Fear about the future • Planning for retirement • Marriage problems • Difficulty of communication - couples estranged - younger • Lifestyle issues (drugs, sexuality, etc) 	<ul style="list-style-type: none"> • A time of shifting—focus is on following the activity of the children • Busy kids • Both parents may work • Tired • In a mature environment – have a peer group that they are cognizant and concerned with • Their own health 	<ul style="list-style-type: none"> • Support in reinforcing Godly principles on their children • Interaction with other kids who are believers – shared values • Healthy family of families within the church – other folks of different ages influencing your children • Teaching for their children and grandchildren - maturation 	<ul style="list-style-type: none"> • Let them know they are not alone • Focus on Christ for security • Having the church love my family – people that are close enough to know what you are going through and share burdens • Being included – beyond home fellowship – in teaching and service • Encouraging them to become champions of sort to come and worship with us

SEGMENT: Empty Nesters

IMPORTANT	INFLUENCES	CHALLENGES	ENVIRONMENT	HOPE TO GAIN FROM PARISH	HOW PARISH CAN SERVE
<ul style="list-style-type: none"> • Rebuilding own life while supporting the independent lives of children • Seeing children carrying on faith to the next generation • Alternative hobbies • Wedding plans • Moving into a new stage • Retirement planning • Progressive loss in importance in community and church • Feeling isolated or unproductive in family environment • Desire for spiritual maturity 	<ul style="list-style-type: none"> • Their children and their families • The church environment 	<ul style="list-style-type: none"> • Health/Advancing Age • Continuing to work • Retirement • Financial issues • Political/Social Environment and involvement • Torn between here and where their children are • Getting reacquainted with their spouse - • Distribution of what they will leave to others • Pain or sadness for the failures in life – bucket list not fulfilled • Lost opportunities • Lost relationships 	<ul style="list-style-type: none"> • Finding a life on their own • Unemployed or under-employed • On track financially or not • Relationships either continue strongly or start to see cracks 	<ul style="list-style-type: none"> • Vital engagement with the body – a chance to reengage and use their skills • Engagement in service opportunities • A different list of priorities than safety, peace, security, status – need something beyond self • Deepened spiritual growth as they see their time coming to go to the Lord • More involvement in prayer 	<ul style="list-style-type: none"> • Involve them – classes, outreach, • Inclusion

These segments within the church are part of reaching out to community beyond the doors of the church. The service provided each sphere is different to help bridge the gap between loyal visitors and loyal nonmember visitors.

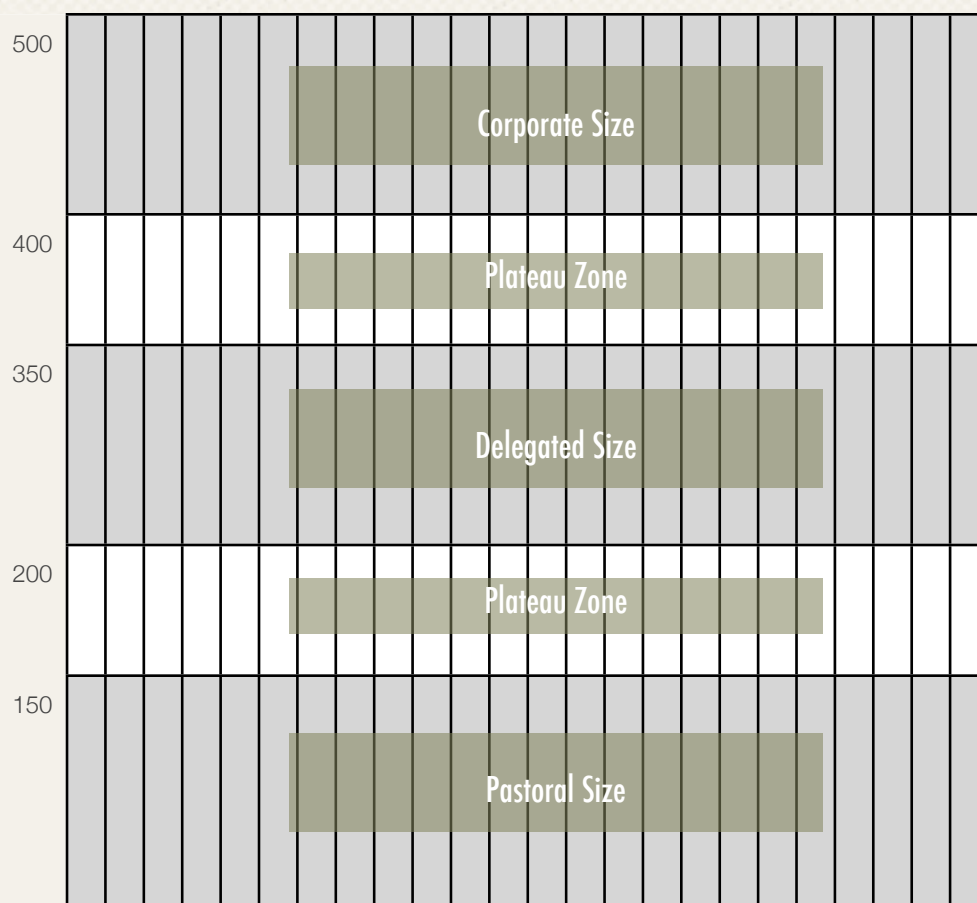


How do we move people from one group to the next? The strategies and tactics within this document provide guidance for reaching the margins (within our church and outside our church) and in moving those on the margins to the center of Parish life and fellowship. As mentioned above, PPC has experienced rapid growth and along with that comes organizational challenges. As attendance in worship and membership grows, it becomes nearly impossible for staff to minister directly to every member of the congregation. Moving to two services essentially created two separate groups or “a church within a church”. Thus it is important for us to understand these challenges and to plan specific steps to adapt church organizational structure to meet our ministry objectives.

Some theories of church organizational development, or dynamics, show a progression from one stage to another as the church increases in size and the roles and responsibilities of pastors and other leaders change. The expectations of the congregation toward leadership are important in how a church can progress in ministering to a growing church body. At PPC, we have made an intentional decision to not grow too large. Our strategy instead is to plant a church every time we reach a certain level of attendance and membership growth. A balance must be achieved between financial stability (meaning the ability to fund important ministry objectives) and the need to not grow so large that the

church becomes fragmented thus becoming many churches in one building. This situation is exacerbated when through the addition of multiple worship services, the church experiences waning outreach, discipleship and increasingly superficial relationships between leaders and congregants.

The pertinent stages of church growth are illustrated by the chart shown below:



Pastoral Size Church (50 - 150)

1. Lay persons have spiritual needs met by a pastor.
2. Everyone knows everyone else, strong sense of family
3. Clergy can become overwhelmed with maintaining personal contacts with individual congregants once the number reaches 150-200.
4. Two main barriers to growth are pastors who are determined to have direct contact with all individual members and laypersons who insist that spiritual needs be met by the pastor.

Delegated Size Church (150 - 350)

1. Out of necessity, cells of members are overseen and led by a wider leadership instead of the pastor.
2. Pastor's role switches to that of recruiter and enabler of gifted members to lead many of the ministries. Pastor must disciple leaders so they can disciple others.
3. The pastor's role becomes increasingly one of administration, consensus building, and motivating leadership to realize church's mission.

In keeping with the church's founding intentions, PPC seeks to not grow beyond 400 members and has committed to church planting as a way to further the kingdom of God while retaining the mission and vision of the PPC.

ANIMATING VALUES: What Makes Us Want To Be Here?

The formal documents of PPC are a broad expression of the missions and values of the church. These formal values inspire animating values that stimulate the daily activities of the individuals within the church. The animating values of PPC can also be identified as what we see as the marks of great ministry. Based on survey results and internal discussions, the following have been identified as key animating values at PPC:

Solid Biblical Worship

- ◆ Worship is the fountainhead of all other activity of the church – central feature

Sense of community/belonging . . .

- ◆ A place for every person to be invested/involved in the Kingdom
- ◆ Being in each others' lives--beyond "hello"
- ◆ Personal relevance--using individual gifts

Faithfulness to . . .

- ◆ Scripture
- ◆ Discipline
- ◆ Whole-life ministry--Church is not just a piece of our lives
- ◆ The exercise of gifts
- ◆ Individual participation/membership
- ◆ Being doers of the Word and not just hearers
- ◆ Communication of expectations

Commitment to . . .

- ◆ The Gospel going forward
- ◆ Cultural impact
- ◆ Covenantal Succession--passing faith to the generations

SWOT ANALYSIS: Strengths, Weaknesses, Opportunities and Threat

On June 5, 2013 our leadership team including Elders, Deacons, and Service Group Leaders met to discuss two questions to elicit ideas for the Strategic Plan.

They were:

1. *It's five years from now, and the decisions and plans we made in 2013 have not resulted in a substantive achievement of our vision(s). Why did we not reach our 5-year vision(s)?*
2. *It's five years from now, and the decisions and plans we made in 2013 have resulted in remarkable levels of achievement of our vision(s). What were the key enablers for how we had such remarkable "success" in reaching our 5-year vision(s)?*

The input from that meeting has been captured in the accompanying SWOT analysis.

STRENGTHS

- Worship
- Biblical Teaching
- Discipleship – high level – theological big view
- Observation of sacraments (receiving new members, the Lord's Supper)
- Bible Studies
- Home Fellowship Groups
- Hospitality--happens well around affinities

WEAKNESSES

- Conviction
- Personal Practical Discipleship
- Personal Evangelism
- Leadership development
- Home Fellowship Group Structure: based on demographics and sometimes makes for uneven distribution of attendees, no methodology behind it--needs a uniform direction to bolster practical application of what is preached in tangible ways
- Understandable/known structures of the church
- Knowing who lives around you
- Welcome/hospitality--too affinity focused
- Congregational education and accountability
- Having a Parish vision in this culture
- Facilities
- Membership awareness--knowing each other
- Communication between members
- Leadership communicating about priorities

OPPORTUNITIES

- Culture in hunger for authenticity
- Desire in society for Biblical worship
- Growth in the region

THREATS

- Immature culture
- Consumerism
- Program focus of American Churches
- Selfishness

STRATEGIC PLAN



The questions below identify key issues that should be addressed by a Strategic Plan for PPC in light of the preceding analysis. The Strategic Plan that follows is an attempt to answer these questions not only with strategic recommendations but with specific actions that should be taken to fully implement this plan.

- ◆ How to *assimilate visitors and new members*
- ◆ How to *take the Gospel beyond the doors of our church through evangelism*
- ◆ How to *educate the children and adults of our church*
- ◆ How to *disciple future church leaders*
- ◆ How to *grow through church planting*
- ◆ How to *communicate with the members*

- ◆ How to *provide the facilities needed* to fulfill our calling
- ◆ How to *raise funds to finance the building and ministry plan*.
- ◆ How to *determine the right size of church and staff to fulfill our calling*
- ◆ How to *call the congregation to action and revival*

It is not the scope of the Strategic Planning Committee to implement all the recommendations. This Strategic Plan will be handed off to the appropriate committee for further development and implementation. These committees will report to the combined Leadership their progress in attaining the goals set forth in this plan.

Goal 1: Assimilate visitors and new members

Strategy

Educate our congregation on how we reach out – led by Deacons, Elders and Home Fellowship Groups.

Tactic 1

Build the modeling of this process into the very beginning of a person joining PPC by including in all new member classes.

- Create tracking methodology for visitors.
 - o Deacon responsible for gathering visitor information.
- Assimilation happens through Parish Life Groups equipping them to receive and assimilate visitors and new members.
 - o Elders provide guide for Parish Life Groups on how to invite visitors and get them involved.
 - o Create handout listing Home Fellowship Groups, and distribute to each visitor.
 - o Deacons will be responsible for gathering visitor information and distributing to responsible Parish Life Group.
 - o Elders reach out to visitors each week.
 - o At the beginning of each year Home Fellowship Groups agree to host meals for visitors so that one house a week is welcoming visitors.
- New members class held more often – visitors clearly informed on how membership happens.
 - o Equip Elders to teach New Member Class so it is not always pastor leading class.
- All new members visited by Elder/Deacon.

- o Elders and Deacons pray over list of visitors and new members every month at Leadership Meeting.
- Provide education and read books together as a congregation on hospitality and outreach.

Tactic 2

Send a monthly challenge to men and women of the church to educate in ways to welcoming visitors.

- Provide questions to ask visitors to encourage conversation.
- Suggest recipes for feeding large groups on a budget.
- Offer book excerpts and other learning about hospitality.
- Connect new men and women with members to help them assimilate during the for the first few weeks of a family visiting or attending PPC .
- Maintain list of groups of activities for men and women to reference to help them get involved.

Tactic 3

Use newsletter each week to highlight a new member (single or family).

Goal 2: *Take the Gospel beyond the doors of our church through evangelism*

Strategy

Equipping the members for organic ministry to bring their Christian example and faith into the lives of their neighbors, friends, colleagues and community.

Tactic 1

- Session provides instructions to Home Fellowship Groups on ideas for evangelism
 - o Pray within Home Fellowship Groups about how to reach out
 - o Session challenges the Home Fellowship Groups each month with certain items.
 - o Take prayer walks in neighborhood (Home Fellowship Groups and church as a whole)
 - o Guide for Home Fellowship Groups from elders/deacons

Tactic 2

- Dedicate educational resources to training in evangelism.
 - o Provide books to educate on evangelism
 - o Conduct Sunday School series on evangelism.
 - o Encourage local missions--Put a face on need in our local community – communicate regularly and instrumentally the needs through bringing in speakers, items in newsletter, discussion in Bible studies, Home Fellowship Groups and Sunday school

- o Promote global missions – communicate to connect these stories from our missionaries to our church body

Tactic 3

- Provide community support activities that foster relationships and evangelism.
 - o Continue outreach to refugees through ministries such as Bantu Camp –find other ways to be involved
 - o Consider ESL Camp or VBS – can bridge the circles (from our church body to beyond)
 - o Volunteer alongside others at area nonprofits

Goal 3: *Educate the children and adults of our church*

Strategy

Create a Master Plan for Christian Education for the next two years that encompasses all age groups. Plan should include specific content and recommendations for teachers if known.

Tactic 1

- Session should give specific charge to Education Committee to create a two year plan for Christian Education.
 - o Leadership and staff should have input into plan.
 - o Suggestions from present or past teachers
 - o Consideration for class space should be part of the final plan.
 - o A workgroup should immediately be formed including teachers from each age group to assist Education Committee to formulate plan.

Tactic 2

- Christian Education Committee should present plan to combined leadership no later than December 1, 2013.

Goal 4: *Disciple future church leaders*

Strategy 1

Target Parish Life Groups and other Parish ministries for source of future leaders.

Tactic 1

- Encourage existing leaders to identify nominees in their midst.

Tactic 2

- Utilize existing groups such as Franklin 7, Wednesday morning prayer, Home Fellowship Groups, et al. Have an elder or deacon make regular presentations to these groups regarding leadership opportunities.

Strategy 2

Create standard curriculum and training that is specific and tailored only for nominated candidates.

Tactic 1

- Adopt a set of study materials that cover Biblical disciplines, the Westminster Confession of Faith, and the PCA Book of Church Order. The core should remain similar from year to year with peripheral books that match current needs or individuals. This could perhaps be a three or four month course of study with a couple meetings and actual written essays presented to the elders.

Tactic 2

- Review RTS offerings to see if any Leadership training courses would benefit existing and nominated leaders. This would be a source of continuing education and leadership training.

Tactic 3

- Identify a list of tasks that could be completed before the cessation of training. Ideas include:
 - o Pastoral visit with Staff or other Leaders.
 - o Involvement in a service-related program or activity.
 - o Teach a Sunday School class or lead a discussion in a Home Fellowship Group.

Tactic 4

- Set guidelines for rotating leadership among Session, Diaconate and Parish Life Groups. These should be guidelines only and not mandatory policies.

Goal 5: *Grow through church planting*

Strategy

Because there has been an expressed desire to change the way PPC plants churches, it is recommended that we create a Church Planting Committee to begin the planting assessment and process.

Tactic 1

- The committee should adopt specific guidelines that could trigger church planting activity. Example guidelines are as follows:
 - o Size of church membership/attendance
 - + Approximately 350 members should trigger discussion of church plant.
 - + Financial ability to hire full time and part time staff
 - + Planting should not be attempted during the process of building or significant remodeling
 - + An identifiable sub-group within the congregation, probably geographically oriented to potential sites.
 - + A strong desire of a healthy group of people to begin a plant. Some leadership from PPC must be willing to engage in planting efforts.

Tactic 2

- In conjunction with the church planting committee of presbytery, identify key target areas (re: Spring Hill, West Murfreesboro, Woodbine, East Brentwood, etc.).

Tactic 3

- The blessing and aide of the Presbytery regarding the call of a planting pastor. The potential planting pastor would be evaluated by presbytery and our local committee and session, as well as the leadership and congregants that may join the church plant.

Tactic 4

- The planting committee should review the PCA's Mission to North America (MNA) church planting guidelines and materials.

Goal 6: *Communicate with the members*

Strategy

Use the means already established to provide information that flows both from the elders, deacons and church staff to the members AND from the members back to the session. Use the existing methods of communication in a more coordinated way.

- Consistency of communication equips people to better minister and share the load.
- Continuity of communication from the Elders/Diacons helps the members know what is expected of them.

Tactic 1

- Communicate and model financial giving – including the needs of the church – teaching and education around why we give in the fashion we do.
 - o A report on the finances each month in the newsletter.

Tactic 2

- Use Home Fellowship Groups as a tangible way for Elders to disseminate information to the body – create a structure so it is understood how to pass along information.

Tactic 3

- Use Service Groups as a means for the Elders to disseminate information.

Tactic 4

- Challenge members to have a sense of grace to each other and to our staff – as a small church we cannot expect communication to be perfect – always assume the best.

Tactic 5

- Use existing resources and tools for communication. Organize them more effectively by asking members of leadership, service groups and congregation to take responsibility for at least one of the medium listed below. This person should be responsible for regular updates and publication including finding content.
 - o Website
 - o Email Newsletter/ Newsletter in Bulletin
 - + Newsletter articles with educational (rather than announcement) focus
 - o Women in the church list / Women's Facebook
 - o Youth Facebook page
 - o Guy's Stuff Newsletter
 - o Home Fellowship Groups

- o Service Groups
- o Tabletop displays after church. Feature on service or Home Fellowship Group per month/ week.
- o Photo Directory (community-building tool – good for assimilating new people)
- o Have a master list at the church of activities (even non church sponsored) that people of the church are involved in – able to answer questions when asked about how to get involved
- o Elders - Make announcement times at end of service action-focused – challenging the members to take action

Goal 7: Establish the right size of church and staff to fulfill our calling

Strategy

Based on desired size of membership, create organizational plan that is scalable with size of congregation and that meets ministry objectives.

Tactic 1

- Estimate ideal size of membership for church planting and financial purposes.
 - o 400 members with annual revenue of \$760,000 to \$1,000,000 will allow enough net income for church to expand ministries and hire additional staff as needed.
 - o Ideal number of members is 400 in order for church to expand services to meet other ministry objectives. Church should design, remodel or build structure to handle 400 people.
 - o Church should begin planning for church plant once attendance or membership reaches 350.

Proforma Revenue							
Total Members		300		350		400	
Giving per member		\$1,900	\$2,500	\$1,900	\$2,500	\$1,900	\$2,500
Estimated revenue		\$570,000	\$750,000	\$665,000	\$875,000	\$760,000	\$1,000,000
Proforma Expenses							
Mortgage	25%	\$142,500	\$187,500	\$166,250	\$218,750	\$190,000	\$250,000
Personnel	50%	\$285,000	\$375,000	\$332,500	\$437,500	\$380,000	\$500,000
Mission	10%	\$57,000	\$75,000	\$66,500	\$87,500	\$76,000	\$100,000
Other	5%	\$28,500	\$37,500	\$33,250	\$43,750	\$38,000	\$50,000
Total Expenses	85%	\$513,000	\$675,000	\$598,500	\$787,500	\$684,000	\$900,000
Net Income	9%	\$57,000	\$75,000	\$66,500	\$87,500	\$76,000	\$100,000

Tactic 2

- Estimate size and cost of additional staff.

Staffing for Growth

Current Situation

Delegated Size Church
300 members

Senior Pastor+ Chief Musician + Intern+
Full-time Administrative Assistant + PT Support Staff
(Nursery, Musician, Facility Maintenance)



Plateau Zone
350 – 400 members

Senior Pastor + Chief Musician + Assistant Pastor +
Intern and/or Church Planting Pastor + Full time
Administrative Assistant + PT Administrative Assistant + PT
Support Staff (Nursery, Musician, Facility
Maintenance)



Church Plant
400 members

Church Plant pastor + Elders, Deacons

Cost of additional staff (estimated)

1. Assistant Pastor

Salary

New Ordained Pastor Salary	\$35,000 – 45,000
Experienced	\$46,000 – 55,000

Benefits

Health	\$32,000
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2. Intern

Salary	\$25,000
Health	\$17,000

Goal 8: Provide the facilities needed to fulfill our calling

NOTE: Committee recommends Strategy 2 as the best option for the church.

Strategy 1

Study current plan for renovation of current building, build sanctuary and add parking on existing property.

Tactic 1

- Review plans preexisting plan for current site. Get cost of project.
 - o Review existing architectural plan with Mike Graffam.
 - + This was completed by Strategic Planning Committee
- Discuss pros and cons of using current site for renovation and new construction.
- Mike Graffam to get cost estimate for project.

BENEFITS	RISKS
Lower Cost	Limited room for growth
More space for Sunday School and offices	Limited Sanctuary crowding solution
Possible later phase would include sanctuary	Minimal expansion for parking possible
	Would expedite need for church plant
	Might lose people who see current facility as an interim location
	No school possible without more land

Strategy 2

Examine options for purchasing and renovating an existing building in targeted geography.

Tactic 1

- Estimate cost of renovation based on other churches experience

Example of project at Trinity Church in Kirkwood, Mo

- The land cost was \$500,000 for 7 1/2 acres with the existing gutted building
- Building renovation total \$ 2.0M

- Church has a master plan to add a sanctuary (10,000 sq ft) if needed.
- Church raised 1.6 M and have an \$800,000 loan through a conventional capital campaign.
- Pictures of renovated school project at this link:
<http://trinitychurchkirkwood.org/#/trinity-pictures>

Tactic 2

- Get name of commercial real estate broker.
- Identify existing church or other suitable properties.
- Estimate cost of renovation.

BENEFITS	RISKS
Room for growth	Would require finding suitable space to renovate
Space to hold just one service	Constrained by the existing facility
Space for Sunday School and offices	
Space for school	
Lower cost than Strategy 3	

Strategy 3

Consider option to build a new facility to house the church and school on a plot of land in targeted geography.

Tactic 1

- Estimate cost of available land in area
 - o Recommend geographic boundaries for search
 - o Recommended locations: East of highway 65 demographic center in Franklin near highway 65 North boundary of Nipper's corner and South border of Peytonsville Rd.
 - o Cost for project on existing land is \$2,000,000-\$3,000,000

Tactic 2

- Estimate cost per square foot of new building with school

Tactic 3

- Determine overall project costs.

- o Early estimate to build 28,000 square foot church without school would cost approximately \$5,000,000.

BENEFITS	RISKS
Space for any ministry desired	High cost
Space for school	More debt would likely be required
Space to hold only one service	

Goal 9: Raise funds to finance the building and ministry plan

Strategy 1

Create workgroup to examine options for fundraising.

Tactic 1

- Group should conduct interviews with other churches that have had successful fundraising experience.
- Group should consider whether to outsource fundraising and hire consultant or to plan fundraising as an in-house project.
- Group should set goals based on agreed-upon facility option.

Tactic 2

- Leadership should revive Stewardship Campaign previously done at PPC in Downtown Franklin.
 - o Refresh handouts and other related literature
 - o Message should be about life-long stewardship while considering short-term campaign.
 - o Pastor and staff to incorporate stewardship message into Sunday School and worship as appropriate.

Goal 10: *Call the congregation to action and revival*

Strategy

The approval and distribution of the Strategic Plan should accompany a call to the congregation for fasting, prayer, corporate worship, and reading of the Word in order to seek God's guidance for the future of PPC.

Tactic 1

- Senior Pastor to issue a call to prayer and fasting for God's direction and blessing on strategic plan.
 - o Home Fellowship Groups should gather to pray over Strategic Plan and to discuss a role it could take in its implementation.
 - o Parish Life Groups should set a special meeting to discuss and pray over the Strategic Plan.
 - o One Wednesday night prayer meeting should be devoted to prayer over Strategic Plan with all Leadership invited.
 - o Combined leadership should gather together to pray for God's direction.

Tactic 2

- A service of remembrance should be planned for a Sunday or Wednesday night to remember together the history of God's grace toward PPC. Scripture readings and selected music could be included.

ADDENDA

- ◆ Glossary
- ◆ Survey Questions

GLOSSARY

At times, it is difficult for a visitor or new member to assimilate at PPC due to confusion over terms. The following are a few of the “Parish” words:

TERM	MEANING
Parish Life Groups	Any group that is part of covenantal life at PPC--Home Fellowship Groups, Bible Studies, Service Groups, etc.
Service Groups	Women’s groups providing a means for ladies to connect while serving the needs of the church. These groups fall under the leadership of the Deacons and report to the Session.

CONGREGATIONAL SURVEY

See following pages.