



Three-Year Strategic Plan

2014-2017

Developed and Presented by the Strategic Planning Team:

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Presented before the Congregation on _____.

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Purpose and Process

Effective ministry doesn't just happen. The Holy Spirit leads us and calls us to action individually and as a church body. But to be a truly effective church we must fully utilize the gifts, skills and opportunities God gives us, and that requires careful and intentional planning. With the encouragement and support of Senior Pastor, Dr. Harold L. Bare, Sr. Covenant Church began a comprehensive strategic planning process in 1999. The first Strategic Plan was completed and published in 2001. That plan served the church well in defining Covenant's core values, mission, vision, and long-term ministry aspirations. It provided a source of focus and direction that led to numerous changes and improvements in structure, process, and prioritization.

By 2008 much had changed: growth in the church body, greater ethnic/cultural diversity, stronger and more focused missions outreach, administrative structure, etc. Accordingly, Pastor Bare and the Elders felt the need to again look ahead to determine the future vision and direction of Covenant and how best to get where it needed to go. The process began with the development of the "Covenant DNA" which outlines the motivating principles of ministry for Covenant Church. Next came the development of a new operations plan. When all was finalized the result was the ***Five Year Strategic Plan (2009-2013)***. Adoption of that Plan quickly led to a number of positive changes. In 2010 the Elders requested a comprehensive review in order to incorporate some of those changes into the Plan. That review resulted in a major addendum to the Plan that was published in 2011.

With God's guidance and direction the strategic planning process has played a key role in bringing Covenant Church to new levels of excellence over the past 14 years. With the expiration of the 2009-2013 Plan the need to re-vision was apparent. Wayne Roberts, an Elder, was asked to establish and lead a team to develop a new Strategic Plan with a 3-year focus. After much prayer and consideration the Strategic Planning Team was formed and began its work in October 2013. The members of the team are:

Dan Griffith
Angela Raker
Rita Schnipke
Wayne Roberts, chairman

The team began the planning process in working with Pastor Bare to determine and define his vision for Covenant Church for the next three years. Based on that vision the team developed a high-level strategy consisting of mission and vision statements and a set of strategic objectives. As work on this Strategic Plan progressed a central theme clearly emerged: ***The centrality of Christ***...the need to be truly Christ-centered in all we are and all we do.

In developing the high-level strategy the Planning Team outlined the **WHAT** – what Covenant will be about and will endeavor to accomplish during the period 2014-2017. The next step was to determine the **HOW** – how the strategy will be implemented (the tactics). This process involved all the key leaders of the church. About five years ago Covenant established a concept known as Ministry Action Teams; and that concept has been continually developed and refined so that together with the Pastoral Staff and the Elders, it now represents the heart of the ministry structure. Accordingly, the Strategic Planning Team met with all the key leaders (Pastoral Staff, Elders, and Ministry Action Team leaders) and presented in detail the high-level strategy outlined in this report. Each leader was then asked to work with his/her ministry team to develop a plan for HOW they will go about implementing the high-level strategy for their ministry area.

There are four major sections to this report. Section 1 contains the elements of our Plan that do not change: core values, Covenant of Faith and Statement of Beliefs, and Covenant DNA. Section 2 contains the high-level strategy of Covenant Church and is expected to remain fundamentally unchanged through 2017. Section 3 contains the tactical plans of the key ministries of the church. These plans may change over time as determined necessary to best accomplish the over-all strategy of the church. Finally, Section 4 contains Recommendations and Next Steps.

Section 1 FOUNDATIONS

1.1 History

Covenant was founded in 1952 with eleven members. Services were conducted in a store building on Hinton Avenue in Charlottesville, Virginia. The congregation built a new church on Altavista Avenue and moved into it in January 1955. Construction completed after the move included a parsonage and an annex with classrooms and a fellowship hall. In 1980 the congregation again relocated to an educational facility on Rio Road, with the new parsonage being completed a year later. Pastor Harold L. Bare, Sr., assumed the pastorate in September of 1981, and construction began immediately on the sanctuary, additional classrooms and fellowship hall. Services in the new sanctuary were held on Easter Sunday, April 12, 1982. Since 1982, ministries have steadily expanded. A strong emphasis on foreign missions predicated a growing missions effort for the local community. Ministries to the elderly, handicapped, imprisoned, etc., evolved. The burden for people enlarged to include other churches, retired ministers, American Indians, and pioneering new churches. In March 1996 Covenant moved their worship services into a new 500-seat auditorium built adjacent to the older structure. The new facility also includes a full size Gymnasium and recreation area.

In 2012 Covenant Church celebrated 60 years of worldwide ministry, as well as 31 years of Pastor & Laila Bare's leadership of the local body. We are grateful for the mighty blessings of God upon this congregation. Today, Covenant Church averages about 800 in Sunday attendance. We are trans-cultural, crossing ethnic, racial, social and economic barriers. Our missions heart leads us to assist and encourage brothers and sisters around the globe. Covenant has established congregations in the Republic of South Sudan and the Philippines and a 501(c)3 IRS Public non-profit for Community, National, and International humanitarian Work.

1.2 Beliefs and Covenant of Faith

Covenant Church is a Bible believing, evangelical church, Protestant & Wesleyan in doctrine, Holiness in conviction and life-style, Pentecostal/Charismatic in worship, Spirit-filled in operation, Evangelistic in mission, Christ-centered in intention, International/cross-cultural in constituency, Loving in practice.

We believe:

1. In the verbal inspiration of the Bible.
2. In one God eternally existing in three persons; namely, the Father, Son, and Holy Ghost.
3. That Jesus Christ is the only begotten Son of the Father, conceived of the Holy Ghost, and born of the Virgin Mary. That Jesus was crucified, buried, and raised from the dead. That He ascended to heaven and is today at the right hand of the Father as the Intercessor.
4. That all have sinned and come short of the glory of God and that repentance is commanded of God for all and necessary for forgiveness of sins.
5. That justification, regeneration, and the new birth are wrought by faith in the blood of Jesus Christ.
6. In sanctification subsequent to the new birth, through faith in the blood of Christ; through the Word, and by the Holy Ghost.
7. Holiness to be God's standard of living for His people.
8. In the baptism with the Holy Ghost subsequent to a clean heart.
9. In speaking with other tongues as the Spirit gives utterance and that it is the initial evidence of the baptism of the Holy Ghost.
10. In water baptism by immersion, and all who repent should be baptized in the name of the Father, and of the Son, and of the Holy Ghost.
11. Divine healing is provided for all in the atonement.
12. In the Lord's Supper and washing of the saints' feet.
13. In the pre-millennial second coming of Jesus. First, to resurrect the righteous dead and to catch away the living saints to Him in the air. Second, to reign on the earth a thousand years.
14. In the bodily resurrection; eternal life for the righteous, and eternal punishment for the wicked.

1.3 Covenant DNA

Who are we? Where are we going? What will we look like when we get there? What are the motivating principles behind ministry at Covenant Church? These questions fueled a deep study into the fabric of Covenant Church. Pastor Bare and the Elders formed teams to search the scriptures and discover that which will thrust us into greater ministry in the years ahead. These values are to be preserved, taught and perpetuated in the Body. They will be the basis of visionary and strategic planning and the heartbeat of all that we as a congregation do. They will help establish the exclusive character of Covenant and stabilize the congregation in times of transition.

- Corporate Worship

We are a people committed to meeting together in unity to worship God.

The Christian journey was not meant to be traveled alone. We need each other. Beyond our families and small groups, it is important to gather with the larger body for times of corporate worship – celebration. Jesus spent time alone with His Father. He spent time with his small group of disciples, but he also went to the Temple to meet with the larger body. Through the synergy of meeting as a Body, the saints are exposed to all the gifts of Power and of the Spirit, and as a result, are in a position “...to stimulate one another to love” and to “encourage one another.” II Chronicles 7:1-4 tells us that the glory of the Lord filled his house. It is in corporate worship that the Body is most capable of comprehending God’s vision for his people. An encounter with God in corporate worship emphasizes the glory and the greatness of God and the majesty of His throne.

- Discipleship

We encourage and assist members of the body to grow and mature in the faith by following the example of Jesus Christ.

Discipleship is a lifelong process of learning and teaching, mentoring and being mentored. We have the undeniable privilege and responsibility both to be teachers and students of what it means to be in Christ, walk in the spirit and live by faith. We have a role in our family, church and community that requires us to embrace specific accountability to bring people to maturity in the faith by learning, teaching and mentoring and nurturing.

- Evangelism

We are committed to spreading and preaching the gospel of salvation in order that men and women can be saved from sin.

As Children of God we want to see everyone saved (I Timothy 2:3-4). People will be lost forever if they do not have the gospel preached to them, giving them the opportunity to receive Christ as Savior (Romans 10:13-15, 17). As Christ's followers, we are humble but diligent in spreading this good news throughout our sphere of influence, and in sending others to carry the message afar. The Holy Spirit directs us to be persons prepared to receive the gospel and empowers us to share this triumphant news. We will be successful in our efforts because we are obeying God's commands, and it is His will that none should perish (II Peter 3:9); He gave His Son that all might receive everlasting life (John 3:16-17).

- Family Emphasis

We are committed to developing every household into a training center of Christian faith.

A life of peace and blessing is most likely when one's family lives in harmony with the will of God. Acts 16:29-34 shows us that the formerly unbelieving jailer and his household were offered salvation. Joshua 24:15 affirms that the family is to be the key social group within which spiritual commitment and growth are fostered. Please note that the jailer had servants as well as blood family members in his household. God gave us the structure of man, woman, and their children from the beginning. Children are molded by the example set by their parents. What better place to train people in the ways of the righteous? As we are nurtured, blessed, and taught by our Everlasting Father, so are we to minister to our earthly children, spouse and other family members. Children may minister to siblings and parents. Students, roommates, etc., may have the privilege of sharing the gospel with persons unsaved. The objective is that each household is a fortress of discipleship and faith.

- Fasting

We encourage members of the body to fast. (Psalm 69:10, Isaiah 58, Matthew 17:21, Matthew 6:18, Luke 4, Acts 14:23)

Fasting and Prayer are petitioning for divine intervention (Psalm 69:10). Biblical instruction will guide parishioners in understanding that willfully not eating food though it is available, in conjunction with a healthy prayer life, is a combination healthy for the mind, body, emotions, and spirit (Romans 8:26). Following Christ's example in Luke 4 as He prepared Himself for temptation by disciplining Himself in fasting, we also celebrate this essential discipline. We also know that some things only happen by "prayer and fasting" (Mark 9:29).

- Holy Spirit Leading

We are committed as a body to seek the leading of the Holy Spirit and to operate in the gifts of the Spirit.

Inherent in the worship fiber of Covenant Church is belief in the power of the Holy Spirit and His activity in the world today. We believe and practice the Gifts of the Spirit: Motivational (Romans 8:6-8), Ministry (Ephesians 4) and Manifestation (1 Corinthians 12). We prayerfully teach believers to be led by the Spirit. We believe that God hears our prayers and that He is active in our lives, leading and directing us through the Holy Spirit.

- Prayer

We are a people devoted to prayer.

The centrality of prayer is essential to the character of a body as mortar is to building blocks. Covenant commits to teach and practice prayer. Discipleship will incorporate training on when and how to pray. Emphasis is to be placed on types of prayer: corporate and private, praise/thanksgiving, intercessory, repentance, etc. Instruction includes praying silently, praying aloud, meditation, and other forms of prayer. Prayer is petitioning for divine intervention.

- Priesthood of Believers

We have direct access to God and a responsibility to function within our spiritual giftedness.

The phrase "Priesthood of believers" does not imply that every believer is a priest in the place of Aaron and the Levites. It does, however, assert that believers have direct access to God through Jesus Christ, our High Priest (Hebrews 9:11) and that we can approach the throne of God with confidence (Hebrews 4:16). As

priests, we are to offer spiritual sacrifices (I Peter 2:5; Hebrews 13:15) and to exercise the ministry of reconciling men and women to God (II Corinthians 5:19). Believers become priests at the new birth and are charged to grow to maturity by feeding on God's word (I Peter 2:1-5). The "priesthood" is to be holy, and be vessels of honor to God (I Peter 2:5). The "priesthood" is a servant attitude of ministering to others.

- A Relational Body

We recognize the organic nature of the church as described by Paul in I Corinthians 12:12. The value of relationships and mentoring in the body of Christ is essential to a holistic approach to the family of God.

The metaphor of "the body" is foundational to the teaching of who and what the Church is to be. True "Koinonia" or fellowship is an integral part of proper functioning of a local congregation. Our relationships, first with God, and second with one another, must be intentionally nurtured.

- Servant Heart

We are committed to serve people as Jesus Christ came to serve.

The testimony of our faith is manifested through acts of service to all people. We are taught in James 2:14-26 that faith without works is dead. Our good works are, in fact, an evidence of our faith. Throughout His ministry, Jesus provided excellent examples of a servant's heart by washing the feet of His disciples in John 13, and by His teaching in John 13:12-15. Further, He taught in Matthew 25:35-46 that service to the needy is the work of His righteous ones, and leads to God's blessings. We are to serve others as we would like to be served (Matthew 7:12). To the extent that we are blessed with gifts and goods by God's grace, we are instructed to use these gifts and goods to serve others (I Peter 4:10).

- Small Groups

We are committed to developing and nurturing small fellowship groups.

We encourage each parishioner to become a member of at least one small group. The Church is composed of small groups of persons intimate in fellowship and faith. The development of spiritually mature small groups helps grow the

context of the larger community. Small groups are essential for discipleship and developing experience in ministry.

- Trans-Cultural Body with a Global Vision

We are people of different colors, nationalities, ethnicities, and cultures. The invitation to all peoples to be part of the Body of Christ paints a scriptural picture of God's people. Christ's command to go, share the gospel, baptize, and make disciples is without exception as to language or culture. We are empowered to take the gospel to our community and to the uttermost parts of the earth.

- Volunteer Based

We are committed to recruiting, training, empowering, engaging and rewarding dedicated volunteers to serve in the house of the Lord.

The fundamental philosophy of a volunteer driven church is that staff members are employed to recruit, train, empower and assist volunteers. The Biblical model is volunteer-based as shown in the above description of the Servant Heart DNA. (1.3.10). Every believer has the intrinsic need to practice faith in outward ways of compassion and generosity that are characteristic of Christ. Failure to function in this volunteer manner leads to spiritual atrophy. Paid staff members also have the inherent responsibility to go beyond "paid" performance. Staff responsibility is primarily dedicated to training and leading volunteers. The success of the volunteer based approach is a sense in the body of volunteers being the "glue" and "oil" that contributes to a healthy ministry.

Section 2

HIGH LEVEL STRATEGY

2.1 Core Values

Covenant's core values remain constant:

"We are a Covenant community, bonded together by the Holy Spirit, united in Christ to serve His church and each other, and to preach, teach, and make disciples."

2.2 Mission

*To acknowledge and exalt Jesus Christ in all we do;
Share the love of Jesus with all peoples in every neighborhood and nation;
Lead the lost to Christ through the preaching, teaching, and sharing of God's Word.*

2.3 Vision

Our vision is to be Christ-centered in all things; God's Word will drive every ministry and inspire every activity.

2.4 Logo

Our new logo is designed to represent Covenant's brand:



2.5 Motto

Our motto is: ***"Many Nations, One Faith; Serving God."***

2.6 Strategic Objectives

Based on our interviews with Pastor Bare, together with our research and discussion, it is our belief that Covenant's vision for the next three years is represented in the following key Strategic Objectives:



Section 3

MINISTRY TACTICS

3.1 Introduction

In the previous section of this report we discussed the “**WHAT**” of the Strategic Plan; specifically the objectives that we hope to accomplish as a body of believers. In this section we present the “**HOW**” of the plan.

This section contains the Ministry Tactics for achieving the Strategic Objectives listed in the previous section. These tactics are listed as priorities and actions to be undertaken to achieve the Strategic Objectives as well as to align each ministry with the Mission and Vision of Covenant Church listed in Section 2 of this report.

The Ministry Tactics were developed by each key ministry represented in Covenant Church. The ministry stakeholders were asked to develop and write the tactics to be used in their respective ministries to achieve the Strategic Objectives. Ultimately, these key ministry stakeholders are tasked with carrying out the strategy of the church. The key stakeholders are the Pastoral Staff, the Elders, and the Ministry Action Teams.

The first plan that follows is that of Senior Pastor, Dr. Harold L. Bare, Sr. Here the elements of his vision for Covenant are overlaid onto the Strategic Objectives. (See appendix 1 for Pastor Bare’s original vision document).

Next are the tactical plans of each of the eleven existing Ministry Action Teams (MATs) and of the Elders. Each MAT consists of a ministry or group of ministries with a particular focus. Each MAT is led by a **Ministry Action Leadership Team (MALT)**, which consists of a chairperson, and a core team of leaders who represent various facets of the ministry. Following are the tactics developed by each of those teams designed to achieve the Strategic Objectives stated in Section 2 of this report.

3.2 Pastor Bare's Vision Overlaid on the Strategic Objectives

I. Lead the Unsaved to Christ

- A. Emphasize evangelism
- B. Plant churches
- C. Radio (and eventually TV) broadcast capability.

II. Grow Our Church Body

- A. Building program
- B. Plant churches
- C. Life Groups
- D. Hire Executive Pastor / Administrator who can share the pulpit
- E. Improve security

III. Grow Our Missions Outreach

- A. Continue emphasis on missions local/foreign
- B. Pastor take more missions trips
- C. Pastor write and publish more

IV. Create Opportunity for Relationships

- A. Life Groups
- B. Continue team building emphasis

V. Maximize Discipleship Growth

- A. Continue emphasis on discipleship

VI. Grow Our Community Outreach

- A. Radio (TV) capability
- B. Pastor write and publish

VII. Develop Christian Leaders

- A. Increase number of Elders
- B. Empower development of leaders
- C. Every MAT with a facilitator concept
- D. Train pulpit leaders
- E. Increase number of part-time employees
- F. Require strategic plan with flow chart and timelines for each major project
- G. Pastor facilitates leadership development

3.3 Ministry Action Teams' and Elders' Tactical Plans

3.3.1 CARE Ministry

Mission Statement

CARE – Caring Arms Relevantly Extended

To minister relevant care to the ill, grieving, and homebound in support of our vital church family connection is our mission.

Ministry Tactics

- I. **Lead the Unsaved to Christ:**
- II. **Grow Our Church Body:**
- III. **Grow Our Mission Outreach:**
- IV. **Create Opportunity for Relationship:**
 - A. Visit church family in their home, the hospital, nursing home or other care facility
 - B. Send cards and notes and make phone calls
 - C. Ask and assess their practical needs
 - D. Meet the need/s when we can and when appropriate, or by referring the matter to others who may have the ability and/or means to meet the needs
 - E. Grief comfort and support
 - F. Attend wakes and funeral services
 - G. Meals
 - H. Companionship/Conversation
 - I. Transportation to the store or doctor appointments

- J. Simple shopping
- K. Light house cleaning
- L. Primary Care Giver support
- V. Maximize Discipleship Growth:**
 - A. Ask and assess spiritual needs
 - B. Spiritual nurturing through the Word of God and prayer
- VI. Grow Our Community Outreach:**
- VII. Develop Christian Leaders:**
 - A. Recruit and train CARE ministry leaders
 - B. Quarterly meetings for MAT fellowship/encouragement and to recruit volunteers

3.3.2 Children's Ministry

Mission Statement

Our mission is to lead children to the Lord, provide a function for learning and faith that will sustain them through their youth, reach into their home to touch their families, and win our community for Christ.

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Create an environment/atmosphere that is safe and kid-friendly
- B. Be a relational ministry
- C. Incorporate small groups into services
- D. Altar calls at Kids Church services

II. Grow Our Church Body

- A. Create a facility and staff that are welcoming and resourceful
- B. Have events that promote visitor recruitment by peers

III. Grow Our Community Outreach

- A. Utilize social media as a vehicle for promoting and sharing multiple facets of Children's ministry
- B. Have a presence at community events and facilities (Parades, mall, Nursing homes, Children's Hospital)
- C. Actively pursue local community needs/ charities (Hope center, Kluge, Ronald McDonald House)

IV. Grow Our Missions Outreach

- A. Help international congregations start or expand their ministry to children
- B. Support Church of God projects through International Missions Department and YWEA (Youth World Evangelism Action)

V. Develop Christian Leaders

- A. Promote a seamless matriculation of children through each step of ministry from Early Childhood to Elementary Children's Ministry into Youth Ministry
- B. Instruct and Encourage use of spiritual gifts and talents through various ministry opportunities (Drama, Junior Talent, and Ministerial involvement)

VI. Create Opportunities for Relationships

- A. Open houses for families and potential volunteers
- B. Have an individual person in charge of volunteer recruitment and retention on MAT team
- C. Promote relational development within the ministry to produce a cohesive and united ministry

VII. Maximize Discipleship Growth

- A. Facilitate family involvement in ministry, as well as inform the family about the content being studied
- B. Develop training that is uniform and consistent that will allow volunteers to be well suited to the area of ministry thereby being most effective
- C. Promote Sunday Bible Study giving each age group a small group experience with relational connectivity

3.3.3 Connection Points Ministry

Mission Statement

Connection Points' mission is to assist in the growth, integration, and retention of the church body through the ministries of Greeting, Ushering, Welcome Center, and the Ambassador Program.

Ministry Tactics

I. Lead the Unsaved to Christ:

- A. Develop, present, and receive ongoing training on essential Connection Points skills
- B. Develop, present, and receive training and guidance on leading others to Christ in the Connection Points areas of responsibility
- C. Provide opportunities and partners for prayer in the Connection Points areas of responsibility

II. Grow Our Church Body:

- A. Monitor growth and development to ensure proper increase in Connection Points ministry areas for necessary coverage and support
- B. Train people in all areas of Connection Points ministry to support church planting and growth opportunities
- C. Support and Train, as needed, for Life Group development and support
- D. Promote, develop, and support a sense of family and belonging within the church body; know people, not simply know of them
- E. Develop and reiterate connecting and connections which provide opportunities and resources for follow-up calls and connections

III. Grow Our Missions Outreach:

- A. Seek opportunities to serve in local mission outreach programs and mentor others within the area to serve in the Connection Points ministry
- B. Develop and enhance Connection Points ministry involvement in the annual Mission Conference and train up others within the International Ministries area to serve in Connection Points Ministry areas in international services

IV. Create Opportunity for Relationships:

- A. Develop required training for Connection Points members in the value of the ministry and its impact; Connection Points members are typically the first and last impressions
- B. Ensure Connection Points members are aware of upcoming events and activities supported/sponsored by the church body for sharing with newcomers and visitors
- C. Continue to develop and implement the Connection Points Ambassador Program; providing area information, support, and quick reaction assistance to the body of Christ

V. Maximize Discipleship Growth:

- A. Improve ready knowledge of Sunday Bible Study classes, instructors, locations, and available studies, classes, and opportunities throughout the week; an immediate resource coming and going for visitors, newcomers, and returning family
- B. Have information available for Life Groups and Life Group hosts for promotion of the groups and connection opportunities

VI. Grow Our Community Outreach:

- A. Plan and schedule support for community outreach programs

- B. Review and support, if possible, community events within the church facilities that promote a common vision and goal

VII. Develop Christian Leaders:

- A. Emphasize cross-training within the Connection Points ministry areas of responsibility; flexibility is key to growth and development of the church and the ministries
- B. Train Connection Points members to see and seek out others that would be valuable to the ministry and could serve within the ministry as needed
- C. Develop training opportunities within the Connection Points ministry to ensure that the Mission and Vision of the Church are emphasized and training is given in accordance with the Mission and Vision
- D. Reiterate and encourage Connection Points members to attend Sunday Bible Study regularly and connect with Life Groups and/or mid-week services within the church

3.3.4 Discipleship Ministry

Mission Statement

To initiate and oversee dynamic Bible-based, Christ-centered classes to facilitate parishioners' spiritual growth and development.

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Design and implement classes focused on the centrality of Christ
- B. Present year-long "Through the Bible" class emphasizing Christ as portrayed in the Scriptures
- C. Encourage class facilitators to offer opportunities for salvation
- D. Train facilitators in the Roman Road to salvation
- E. Emphasize evangelism by having SBS classes teaching how to evangelize both through books, DVDs, and classroom interaction
- F. Intentionally equip the church body to look beyond the wall[s] of the church.

II. Grow our Church Body

- A. Design Sunday Bible Studies that will attract and integrate newcomers
- B. Design classes that build up and edify the Body
- C. Form and initiate Life Groups
- D. Continue emphasis on Life Groups by offering 2-3 Life Group Training Sessions yearly during SBS
- E. Accept the challenge of aiding leadership of church plants to develop/structure their discipleship programs

- F. Utilize the media to advertise classes.

III. Grow our Missions Outreach

- A. Offer Sunday Bible Studies related to missions
- B. Continue to have missions-related classes [SBS and other] periodically, especially in the Jan/Feb session to create interest in and support for the Missions Conference
- C. Promote missions in our Life Groups
- D. Continue emphasis on missions local/foreign: each Life Group does a service project. In addition, have Youth participate in a service project a minimum of once per year
- E. Seek a way to better educate the church on what we are doing for missions whether through a class to increase the vision of our impact or information which could be distributed through printed material.

IV. Create Opportunity for Relationships

- A. Focus on this in our Life Groups
- B. Continue focusing team building emphasis through such classes as Pastor's seminars, VBS planning, and Connections training
- C. Continue 5th Sunday Fellowships as relationship-building opportunities
- D. Emphasize interactive classes – not lecture. Offer people opportunities for sharing insights and thereby coming to know one another more fully
- E. Encourage facilitators to plan at least one outside fellowship every two month session

- F. Continue Wednesday night worship service, incorporating sharing of needs, prayer time

V. Maximize Discipleship Growth

- A. Offer classes for personal growth and understanding, i.e. Covenant 101, Discovering God Given Gifts, etc
- B. Offer classes for growth and understanding of life roles, e.g. marriage, parenting, life cycles, finances, etc
- C. Offer classes for growth and understanding of corporate roles in the Body, e.g. elders, leadership

VI. Grow Our Community Outreach

- A. Design and implement courses to reach outsiders: parenting children, dealing with aging parents, etc. Perhaps schedule Fridays, Saturdays, and evenings
- B. Plan and present more classes of community interest (Financial Peace, etc.) that would bring in outsiders to Covenant

VII. Develop Christian Leaders

- A. Pastor to facilitate leadership development SBS sessions during the year
- B. Continue to offer classes on leadership
- C. Continue to offer classes on self-development (Spiritual Gifts, birth order, etc.)

3.3.5 Elders' Tactics

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Participate in the training of potential church planters
- B. Develop events that ask the congregation to “invite a neighbor”, “Coming Back Home Sundays”, or “Homecoming Sunday” type activities
- C. Develop/provide a pocket guide to lead an unsaved to Christ
- D. Increase elder availability to others; leaders and the body need to know who the elders are and be able to bring their needs to them
- F. Be the example that leads towards God and Christ-like actions and away from sinful or non-Christ-like actions
- G. Support and promote all evangelism opportunities
- H. Support altar calls with physical presence at the altar
- I. Physically support local outreach and community programs

II. Grow Our Church Body

- A. Financial awareness; support the hiring of an executive pastor
- B. Promote spiritual development that will increase the foundation strength of the body to support growth/ development in all areas
- C. Promote security of the church body and property
- D. Share the history of the Local Church body with others; blessings, healings, and miracles continue to happen

- E. Promote diversity in the staff and leadership to create a balanced team that welcomes and encourages ALL people
- F. Participate in a Ministry Action Team (MAT) with proactive discussions and activity for church growth and development
- G. Continue to support elective Bible Studies - biblical, practical, and self-enrichment classes

III. Grow Our Missions Outreach

- A. Support Pastor's desire and vision to take more mission trips
- B. Support church activities that improve resources, references, and availability of the body for missions outreach development
- C. Actively support / participate in annual Missions Conference
- D. Support the development and availability of local missions outreach

IV. Create Opportunity for Relationships

- A. Promote Life Groups and Life Groups development
- B. Develop support for activities involving older singles, married couples, and other activities not to the level of a ministry team
- C. Increase fellowship opportunities; Men's / Ladies ministry promote fellowship activities beyond their once a month gatherings
- D. Recognize and applaud the various ministries within the church; ensure that the message, purpose, values and focus remain in line with the doctrine, values, mission, and vision of the church
- E. Develop potential off-site retreats / events for small group activities

V. Maximize Discipleship Growth

- A. Attend new discipleship classes and help to identify future leaders in support of Pastor and the church vision and mission

- B. Encourage and support discipleship training opportunities
- C. Connect with others in fellowship in church and the community
- D. Seek out ministries to utilize spiritual giftedness to disciple others
- E. Develop and seek teacher/facilitator training opportunities promoting the importance of prayer and The Word
- F. Improve availability of resources / references for spiritual development

VI. Grow Our Community Outreach

- A. Promote the hiring of an executive pastor for administrative matters allowing more time for the Pastor to be involved in outreach
- B. Promote outside Bible Studies and Learning opportunities
- C. Participate, advertise, and support Fine Arts activities and events for community awareness
- D. Support and promote Pastor's radio / TV opportunities
- E. Promote using church facilities for events w/spiritual twist
- F. Support effective use of social media, verbal communications, and paper/flyer out-reach activities

VII. Develop Christian Leaders

- A. Encourage others to strive toward the office of Elder and help identify potential leaders
- B. Promote leadership training opportunities, to include Elder leadership, teacher leadership, and leadership of others
- C. Set the example of Christian leadership

- D. Develop selection, mentorship, and training programs for church leadership in support of Pastor's vision
- E. Develop awareness and support of the strategic plan throughout the church

3.3.6 Fine Arts Ministry

Mission Statement

To teach, train, and prepare people in all forms of creative arts, with the purpose to create an atmosphere of worship that enables the Spirit of God to move freely among the congregation in order to prepare hearts for the preaching of God's Word.

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Altar call – explore different ways of incorporating the musicians and singers into the altar call experience
- B. Choir concerts at Hope Community Center
- C. Choir outreach at community venues.

II. Grow our Church Body

- A. Dynamic worship songs
- B. Holy Spirit worship – be more receptive to the moving of the Holy spirit
- C. Develop Youth choir and drama team
- D. Continue to grow our Voice of Nations Choir and Band.

III. Grow our Missions Outreach

- A. Choir will sing special songs during Missions Conference

IV. Create Opportunity for Relationships

- A. Choir retreat

- B. Special choir trips (e.g. NYC – Brooklyn Tabernacle)
- C. Choir workshops
- D. Mother's Day choir
- E. Father's Day choir
- F. Youth choir and drama team

V. Maximize Discipleship Growth

- A. Encourage choir and band members to be part of Life Groups, Bible Studies, etc

VI. Grow our Community Outreach

- A. Choir concerts at Hope Community Center
- B. Choir outreach at community venues
- C. Minister by invitation at other churches (revivals, homecomings...)

VII. Develop Christian Leaders

- A. Worship Leadership and Discipleship Class – Pastor Shawn; a class on “Worship and the Presence of God” as a Sunday Bible Study class

3.3.7 International Ministries

Mission Statement

To set up programs to provide for needs; to break the barriers of different cultures and religious backgrounds and unite people under God; to educate internationals to be a good citizens.

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Academic outreach to International communities
- B. Special Holiday services
- C. Win the lost to Christ by visiting unbelievers

II. Grow our Church body

- A. Set up special training for Ethnic group leaders
- B. Hold Bible study cell groups among the Refugees and other immigrants
- C. Build International Choir

III. Grow our Missions Outreach

- A. Invite missionaries to participate in international fellowships and worship services
- B. International Choir to sing at church wide events
- C. Set up guidelines for each group leader to reach out to the unsaved

IV. Create Opportunity for Relationships

- A. MAT meetings
- B. Leadership Training Retreat
- C. International field trips for new immigrants
- D. Visitation
- E. Provide help for newcomer refugees and other immigrants
- F. Continue to partner in ministry events with sister churches

V. Maximize Discipleship Growth

- A. Grow Ethnic Group Life Groups and Bible study groups through weekly life group bible studies
- B. Train ethnic group leaders to disciple members of their congregation
- C. Hold special training to teach about Baptism

VI. Grow our Community Outreach

- A. Open ESL and other Skill Training Classes for Refugees and other Immigrants
- B. Develop the Bus ministry to serve our community

VII. Develop Christian Leaders

- A. Organize ethnic leaders to attend Leadership sessions offered by Church, VACOG Offices and other sources
- B. Organize ethnic group leaders to attend COG General Assembly
- C. Train teams in leadership

3.3.8 Ladies Ministry

Mission Statement

Ladies Ministries provides enrichment opportunities to promote fellowship, mentorship, and spiritual growth as we support our sisters in Christ and provide a safe haven for new friendships to grow.

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Plan events that will appeal to unsaved women
- B. Encourage ladies to invite unsaved friends/acquaintances to our programs and events
- C. Extend a warm welcome to all visitors and introduce them to women who will befriend them and encourage them
- D. Direct visitors to Ladies Ministries newsletter on Covenant's web page
- E. Have visitors fill out an information card and initiate a follow up contact
- F. Send visitors a card thanking them for attending event and invite them to the next event

II. Grow Our Church Body

- A. Purpose to make the women aware of Ladies Ministry activities and events
- B. Encourage friendships among Covenant women
- C. Invite women to be our Facebook friends and to give their birthday/anniversary date so we can send personal greetings on their special days

- D. Use newsletter to promote friendship and to recognize women's achievements

III. Grow Our Missions Outreach

IV. Create Opportunity for Relationship

- A. Create intimate seating arrangements for events
- B. Provide free time to give opportunity for women to converse with one another
- C. Plan games and activities that promote teamwork and interaction
- D. Encourage team members to notice any visitors who need encouragement to join in the activities and/or discussions
- E. Encourage women to stay in touch with one another throughout the month
- F. Create a Ladies Ministry Facebook account to promote fellowship and opportunities to meet up
- G. Plan trips and outings, such as to the Lynchburg Christmas Spectacular or a Joyce Meyers Conference, to give opportunities for fellowship

V. Maximize Discipleship Growth

- A. Write articles for newsletter that stimulate discipleship growth
- B. Include a daily Scripture verse and short devotion on Ladies Ministry Facebook page
- C. Challenge team leaders to continue personal discipleship growth via Sunday School, Bible Studies, Christian fellowship and personal reading and development
- D. Provide opportunities to team leaders to take leadership responsibilities

- E. Encourage women to join Ladies Ministry team or volunteer to help with some activity/event

VI. Grow Our Community Outreach

- A. Encourage ladies to invite unsaved friends/acquaintances to our programs and events
- B. Make newsletter available to women beyond Covenant
- C. Participate in church outreach programs

VII. Develop Christian Leaders

- A. Offer opportunities for women to take part in or even plan and lead Sunday Night Live (SNL) and/or other events
- B. Invite some younger women to plan and take part in the Ladies Spring Celebration
- C. Ask aspiring writers to submit articles for our newsletter

3.3.9 Missions Ministry

Mission Statement

To lead congregation in giving and serving missions locally and internationally.

Ministry Tactics

I. Lead Unsaved to Christ

- A. Provide literature and helps for missionaries
- B. Keep focus on centrality of Christ as Savior of the world
- C. Encourage congregants to develop consistent giving to missions

II. Grow our Church Body

- A. Facilitate an atmosphere in which all cultures are welcome and compassion is demonstrated for those not physically present

III. Grow our Missions Outreach

- A. Continually explore new ideas to serve and give to missions, connecting the congregation with needs
- B. Integrate missions with worship

IV. Create Opportunity for Relationships

- A. Keep a flow of missionaries through congregation
- B. Provide classes
- C. Provide opportunities for short-term mission trips

V. Maximize Discipleship Growth

- A. Emphasize centrality of Scripture in all missions' emphases

VI. Grow our Community Outreach

- A. Involve parishioners in missions' events, e.g. annual conference, first Sunday native dress, emphasis on giving

VII. Develop Christian Leaders

- A. Work with Discipleship MAT to have Bible Classes about missions
- B. Provide orientation for mission trips

3.3.10 Prayer Ministry

Mission Statement

We, the *Prayer Force One MAT*, are dedicated to the promotion of a strong and vital relationship with our Father God for Covenant Church and all believers.

Ministry Tactics

I. Lead Unsaved to Christ

- A. Altar call support
- B. Prayer warriors' intercession
- C. Provision of tracts and literature for evangelism
- D. Intercession during Sunday morning prayer and First Friday prayer
- E. Prayer stations at various events

II. Grow Our Church Body

- A. Intercession for our Pastors, staff needs and development, the building fund and ministry multiplication through prayer warriors, Sunday morning prayer, First Friday prayer and other prayer events
- B. Prayer retreats
- C. Provision of tracts in multiple languages
- D. Invitation by publication for visitors to participate in prayer activities

III. Grow Our Missions Outreach

- A. Intercession for Covenant Church, local and global missions through the prayer warriors, First Friday prayer, and Sunday morning prayer
- B. Provision of "One With Them" prayer bracelets

- C. Church publications with event announcements
- D. Tract and other literature provision

IV. Create Opportunity for Relationships

- A. Prayer warriors
- B. Various prayer gatherings: Sunday morning prayer, First Friday prayer
- C. Prayer retreats
- D. Prayer Emphasis weeks and events

V. Maximize Discipleship Growth

- A. Prayer retreats, prayer themed Sunday school classes, corporate prayer gatherings, prayer emphasis weeks
- B. Encouragement of intercession through prayer warriors, Sunday morning prayer, and First Friday prayer
- C. Information tables and literature provision at various events
- D. Provision of tracts, prayer guides, devotionals, and booklets
- E. Publication of local, national and worldwide prayer events and opportunities

VI. Grow Our Community Outreach

- A. Participation in prayer related events in our community such as the National Day of Prayer Annual Virginia Conference. Covenant Church provides the meeting place for this annual gathering
- B. Provision and publication of community prayer events

- C. Encouragement of participation by the community in prayer activities
- D. Information tables and literature provision at various events
- E. Prayer warrior inclusion and also support
- F. Availability of tracts and other materials to visitors

VII. Develop Christian Leaders

- A. Participation with Covenant's MAT structure
- B. Leadership moment publications
- C. Prayer warriors
- D. Encouraging participation in First Friday prayer, Sunday morning prayer, prayer focused Sunday school classes, prayer retreats, prayer emphasis week, participation in prayer focused events
- E. Provision of tracts and other materials

3.3.11 Training Ministry

Mission Statement

Our mission is to train, develop, resource, and support the ministries of Covenant Church.

*The Training MAT is currently being rebuilt under new leadership. The new leadership team will work to develop its tactical plan as soon as possible, and when completed it will be added here.

3.3.12 Youth Ministry

Mission Statement

Our mission is to teach the foundational doctrines of the Christian Faith to the rising generation and to guide them individually and corporately as they seek a deeper and more committed relationship with Jesus Christ.

Ministry Tactics

I. Lead the Unsaved to Christ

- A. Emphasize evangelism
- B. Implement Student Outreach
- C. Create online media content

II. Grow Our Church Body

- A. Update Youth room and create game area
- B. Train students to do church (communion, worship, etc.)
- C. Get students involved in bible classes and Wednesday nights
- D. Assign leaders over Jr. High and College age
- E. Improve security

III. Grow Our Missions Outreach

- A. Start Youth Missions Outreach and Student MAT
- B. Take youth Missions Trips
- C. Media Outreach, Student MAT newsletter

IV. Create Opportunity for Relationships

- A. Create age based and recreational events
- B. Continue team building emphasis

V. Maximize Discipleship Growth

- A. Continue emphasis on discipleship
- B. Create Discipleship Program- Student MAT

VI. Grow Our Community Outreach

- A. Create Media content and advertising
- B. Outreach with Drama Team, Student MAT Newsletter with content from youth
- C. Create Band and music outreach

VII. Develop Christian Leaders

- A. Grow MAT for each JR. High, Sr. High, and College
- B. Allow Students to lead, Student MAT, Students teaching
- C. Organize and structure MAT meetings
- D. Train pulpit leaders, Youth and Young Adult, Youth reading scriptures weekly
- E. Increase Volunteers
- F. Require strategic plan with flow chart and timelines for each major project
- G. Facilitate leadership development, Training Seminars for youth and leaders

Section 4

Recommendations and Next Steps

Critically important to any strategic plan is accountability for the evaluation of results and appropriate follow-up to bring about needed changes and improvements. In this regard it is recommended that each Ministry Action Team and the Elders review and evaluate the results of their tactical plans on a quarterly basis beginning in September 2014, and submit a status report to the Senior Pastor on a timely basis. The status report should outline the tactical plan evaluation results and the action plans to bring about any needed improvements. In addition, on an annual basis, beginning in January 2015, the leadership of each Ministry Action Team and the Elders are to meet with the Senior Pastor and the Strategic Planning Team to review the results of their ministry's tactical plan for the prior year, and their plans for the coming year. The Senior Pastor will determine the format for these meetings.

Further, in addition to the ministry tactical plan reviews, the entire Strategic Plan is to be reviewed annually by the Senior Pastor and the Strategic Planning Team to determine if any changes or addendums are in order.

Appendix 1

Pastor Bare's Original Vision Document

Pastor Bare

Strategic Planning Meeting - Wednesday, October 23, 2013

FIVE YEARS

Vision

Always ask the question "Why? = CHRIST!"

I. CHURCH

- A. Increase number of Elders
 - Continue emphasis on leadership training
- B. Train Pulpit Leaders
- C. Video-Recording Studio
- D. Emphasize
 - Discipleship
 - Evangelism
 - Missions
 - Life Groups
- E. Every MAT with a Facilitator Concept
- F. Building Program (Fundraising)
- G. Hire Pastor/Administrator
- H. Improve Security
- I. Plant churches
 - Ruckersville
 - Zion Crossroads
 - Fishersville

II. PASTORAL STAFF

- A. Continue Team Building
- B. Increase number of part-time employees
- C. Organizational chart for major projects

III. PERSONAL

- A. Take more Missionary Trips
- B. Facilitate Leadership Development
- C. Write and publish