

BON AIR BAPTIST CHURCH STRATEGIC PLAN

Introduction

This Strategic Plan is being developed at three levels of detail. These levels are 1) values, mission, and vision; 2) strategic directions; and 3) specific strategies. Each can be defined as follows:

Values, Mission, and Vision. Values are those principles that should drive the decision-making of the church. Mission is a statement of purpose which defines the major thrusts of the church and serve as the measuring stick whereby the programs and ministries of the church should be evaluated. Vision is a future-oriented statement and paints a picture of the ideal future that the congregation would like to see realized. The values, mission, and vision statements for the church might stand for many years before needing revision and serve as the guiding force behind the church's continued growth and development.

Strategic Directions (listed with Roman numerals). These goal statements add focus to the values, mission, and vision. They are "broad brush" strategy statements that address specific program areas such as preaching, teaching, worship, discipleship development, etc. They should serve as the more detailed filters for program, ministry, and calendar decisions and planning. The church's staff, Ministry Councils, Ministry Teams, Ministry Coordination Council, and other church leaders should turn to these strategic directions as an aid to their planning.

Specific Strategies (listed with letters, A, B, C, etc.). Specific strategies have been drafted and are currently in the hands of the Ministry Councils, Ministry Teams, Ministry Coordination Council, and staff. They are flexible statements and reflect the best thinking of the Ad Hoc Strategic Planning Team and of those whose council they sought at the time. Many of the strategies need further discussion and additional work to add more "flesh to the bones". That is intended. This strategic plan is a framework for the church's future.

The specific strategies under development will cover a number of timeframes. Some reflect strategies put in place in recent years and are included within the strategic planning framework to help place them in the context of the "big picture". Some reflect changes in the direction of Bon Air Baptist Church that are underway or are about to be undertaken. Many are accomplishable over the next several years. A few are more long-range in nature, five to ten years.

It is important to note that implementing any strategic plan requires both an initial and ongoing study of the budget, calendar, structure, and staff assignments so that they might come in alignment with the values, mission and vision of the church, the strategic directions outlined here, and the specific strategies as they are fully developed. A strategic plan can only accomplish its purposes if this study is undertaken.

BON AIR BAPTIST CHURCH

OUR VALUES

As we journey from salvation to lordship under the authority of Scripture, we value:

- Every member a believer,
- Every believer a disciple,
- Every disciple a minister.

As we journey together united in Christ, we value:

- Worshipping God,
- Proclaiming His Word,
- Community among believers,
- Witnessing to a world He loves.

OUR MISSION

Proclaiming the grace of God..Growing followers of Christ.

OUR VISION

To turn our world right side up with Christ,

one person,

one family,

one community at a time.

STRATEGIC DIRECTIONS

- I. To preach and teach the Word of God as revealed by Holy Scripture so that: a) non-believers will be confronted by the truth of the Gospel; b) developing believers will be instructed in the faith; and c) mature believers will be challenged in the faith.
- II. To offer varying styles of worship and programming consistent with biblical teaching so that an increasingly diverse body of believers may express their love for and devotion to God.
- III. To support believers and seekers in their journey of faith by creating an environment where relationships are characterized by Christ-like qualities of unity, trust, openness, caring, and the sharing of risks and resources and whereby disciples are nurtured so that the Kingdom of God is manifested in each believer.
- IV. To provide better counsel and support to those making a decision to follow Christ and those seeking church membership in order that church membership will be more meaningful.
- V. To help each believer identify his or her passion for ministry and to encourage the discovery, development, and use of spiritual gifts so that every disciple is doing the work of Christ.
- VI. To passionately evangelize diverse peoples in our community and the world beyond.
- VII. To establish multiple satellite congregations under the umbrella of Bon Air Baptist Church.

BON AIR BAPTIST CHURCH STRATEGIC PLAN

STRATEGIC DIRECTIONS WITH PROPOSED SPECIFIC STRATEGIES

- I. To preach and teach the Word of God as revealed by Holy Scripture so that: a) non-believers will be confronted by the truth of the Gospel; b) developing believers will be instructed in the faith; and c) mature believers will be challenged in the faith.
 - A. Through providing a weekly disciples' worship service with an intensive Bible teaching component that meets regularly with as little interruption and programming competition as possible.
 - B. Through designing a strategy and structure in Sunday morning Bible study that provides classes targeted not only toward age, but also levels of Christian maturity and that provides classes appropriately geared toward in-depth Bible study where needed and outreach/fellowship where needed.
 - C. Through requiring each Bible study class to develop a one paragraph description of its purpose and target group.
 - D. Through a comprehensive, intentional, and budgeted strategy of spiritual retreats and Bible conferences (both on-site and off) geared toward persons of different levels of Christian maturity utilizing gifted and well-known key note speakers and guest leadership where appropriate.
 - E. Through determining the feasibility of building and operating a Bon Air Baptist retreat center.
- II. To offer varying styles of worship and programming consistent with biblical teaching so that an increasingly diverse body of believers may express their love for and devotion to God.
 - A. Through providing a weekly seekers service at a prime time coupled with a small group strategy.
 - B. Through adding a regular non-traditional worship service for believers on Sunday morning while continuing to maintain the current two traditional services.
 - C. Through providing family life seminars and programming for all age groups.
 - D. Through providing the support necessary for offering family life seminars and other small groups at other times during the week.

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- III. To support believers and seekers in their journey of faith by creating an environment where relationships are characterized by Christ-like qualities of unity, trust, openness, caring, and the sharing of risks and resources and whereby disciples are nurtured so that the Kingdom of God is manifested in each believer.
- A. Through supporting the mission statement's focus on proclamation and making disciples by evaluating all ministries and programs of the church in terms of their success in proclamation and/or disciple-making.
 - B. Through supporting children and youth on their journey of faith by providing them supportive relationships and age appropriate programs and ministries that nurture their development as growing disciples.
 - C. Through creating appropriate small groups and encouraging supportive one-on-one relationships so that each church member and seeker has access to groups or relationships that match his or her personal need and level of Christian maturity which serve as connections to the caring ministry of the fellowship and as gateways to discipleship.
 - D. Through providing appropriate small groups on Sunday mornings in addition to more traditional Bible study classes as needed.
 - E. Through providing training in the spiritual disciplines such as prayer, Bible study, and worship.
 - F. Through utilizing support staff and computer resources more effectively so that each church member will be intentionally supported in his or her need for connections with fellow church members through supportive relationships, Sunday School classes, and other small group activities.
- IV. To provide better counsel and support to those making a decision to follow Christ and those seeking church membership in order that church membership will be more meaningful.
- A. Through establishing the manner in which a person publicly expresses his/her decision to accept Christ or become a member of the church as a two stage process: 1) presentation as a candidate for baptism and/or membership; and 2) presentation for a vote of the congregation after completion of the new members class.
 - B. Through providing a mandatory, scripture-based, intensive new members class for all persons seeking baptism and/or membership in the church.

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- C. Through creating a specific strategy for supporting new church members in their need to develop connections with fellow church members and to be involved in groups within the church appropriate to their personal needs and to their journey of faith.
 - D. Through developing a specific strategy of ongoing support to those church members who might be slipping out the back door through inactivity that seeks to reconnect them to the church and yet maintains a more accurate church roll by regularly removing the names of inactive or relocated members.
- V. To help each believer identify his or her passion for ministry and to encourage the discovery, development, and use of spiritual gifts so that every disciple is doing the work of Christ.
 - A. Through fully implementing the organizational structure and procedures outlined in *Structuring for the 21st Century*.
 - B. Through offering an elective class in spiritual gifts on a regular basis, through creating spiritual gifts specialists who can help persons discover their spiritual gifts one-on-one, and by teaching a “drop-in” module on spiritual gifts which can be made available to existing Bible study classes and other small groups.
 - C. Through developing, maintaining, and effectively using an up-to-date database on the spiritual gifts of all church members.
 - D. Through encouraging persons to explore and exercise their spiritual gifts by allowing them to serve in ministry roles on a temporary or apprentice basis until they discover their passion for ministry.
 - E. Through supporting persons in the use of their gifts by providing regular training in the area of their giftedness such as teaching preschoolers, the role and ministry of a deacon, Bible study leadership in the workplace, hospital ministry, etc.
- VI. To passionately evangelize diverse peoples in our community and the world beyond.
 - A. Through implementing a prayer strategy that focuses on the needs of the lost and unchurched in our community and the world such as community prayer walks, prayer retreats about international needs, ecumenical prayer gatherings, etc.
 - B. Through providing ongoing training in personal evangelism as a part of our discipleship training ministry.
 - C. Through providing ongoing training in world religions and cultures as a part of our

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discipleship training ministry.

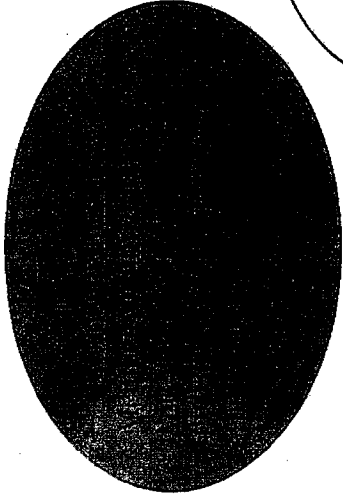
- D. Through cooperating with other Christians and churches in Richmond in area-wide evangelistic efforts.
- E. Through challenging and supporting every member to be involved annually in at least one "hands-on" missions project--locally, nationally, or globally.

VII. To establish multiple satellite congregations under the umbrella of Bon Air Baptist Church.

- A. Through starting satellite congregations in non-traditional settings.
- B. Through starting satellite congregations for specific target groups and needs.
- C. Through looking for opportunities to start satellite congregations in the facilities of existing churches.

PROPOSED STAFF STRUCTURE, BABC

Associate Pastor for
Member Mobilization
Part Time (Subject to ap-
proval & Co-ord) after
5/01/03



Associate Pastor for
Children and Pre-
schoolers

Associate Pastor
for Students

Associate Pastor for
Discipleship & Co-
ordinator {open}

Senior Assoc. Pastor/
Congregational Care &
Co-coordinator

Senior Pastor

Administrator &
Co-coordinator

Associate Pastor for
Global Ministries &
Co-coordinator
{open}

Associate Pastor for
Worship and Music &
Co-coordinator

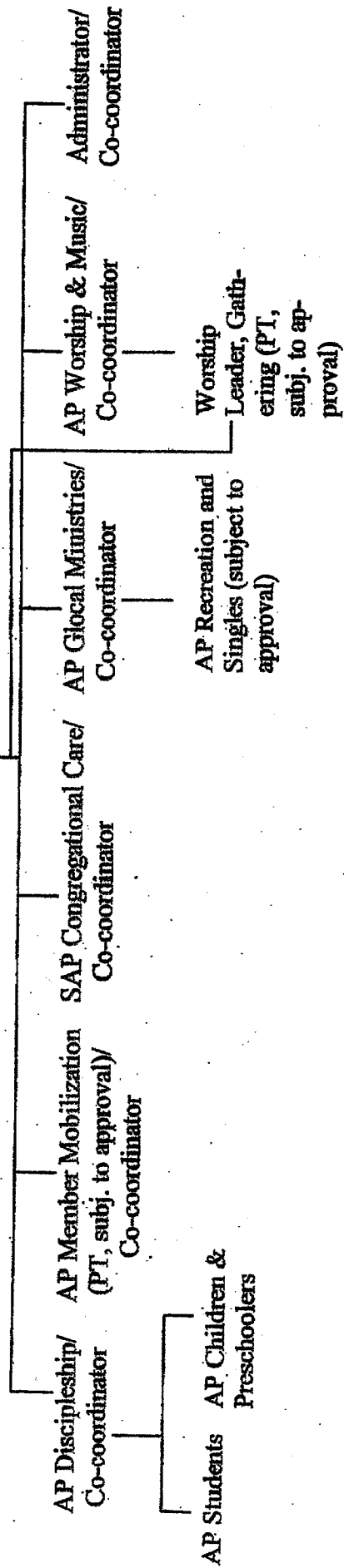
Worship Leader,
the Gathering—
Part-Time (subject
to approval)

Assoc. Pastor for
Recreation and
Singles (subject to
approval) {open}

Note: This proposal does not require a
change in the 2003 budget

4/7/03

Senior Pastor



4/7/03

RECOMMENDATIONS FOR FOLLOW-UP BY THE PERMANENT STRATEGIC PLANNING TEAM

This material is being presented by the Ad Hoc Strategic Planning Team that was put in place to serve during 1998-1999 with a goal of bringing a report in early 2000. Approved at the same time as the creation of the Ad Hoc Strategic Planning Team was a recommendation that a permanent Strategic Planning Team consisting of nine members be put in place in early 2000 to succeed the ad hoc team allowing for as many as five persons from the ad hoc team to continue on the permanent team. With the implementation of the new structure outlined in *Structuring for the 21st Century* the team leader, assistant team leader, and secretary of the Ad Hoc Strategic Planning Team have served on the Ministry Coordination Council. With the implementation of the Ad Interim Group the team leader of the Ad Hoc Strategic Planning Team has been serving on that group as an "at large" member with the assistant team leader serving as alternate.

This integration of strategic planning into the broader business, planning, and programming processes of the church is essential to seeing this strategic plan through to implementation. Those entrusted with overseeing the implementation of this strategic plan will need to have an open door to working with all church leaders in order to see the plan bear fruit. However, it is felt that a team of nine persons might be larger than necessary. It would be recommended that the following structure be put in place for follow-up:

A permanent Strategic Planning Team be put in place with six members. As is usual under the new structure, the Strategic Planning Team team leader would be nominated by the Ministry Placement Team with the advice and council of the pastor. The team leader would recruit his/her own team with the goal of two to three of the members coming from the Ad Hoc Strategic Planning Team. The team leader would serve on the Ministry Coordination Council and the Ad Interim Group. The assistant team leader would serve as an alternate on both groups. The permanent Strategic Planning Team would:

- 1. Continue to develop the drafted specific strategies in cooperative planning sessions with the various Ministry Councils and Teams, through the regular planning functions of the Ministry Coordination Council, and in consultation with the church staff. This would include the development of a plan of implementation which includes adjusting and implementing those strategies within the purview of the leadership listed above and bringing back to the congregation those strategies needing additional input and congregational approval.**
- 2. Make assignments for follow-up to specific Ministry Councils and Teams, staff, and other organizational components as appropriate in consultation with the Ministry Coordination Council.**
- 3. Conduct periodic check-ups on the progress of the plan's implementation and the effectiveness of specific strategies with the appropriate church leaders.**
- 4. Update the strategic plan as needed and recommend a timeframe and process for creating a new strategic plan when it might become necessary.**