

Strategic Planning Final Report

A Report of the Strategic Planning
Committee to the Session of
First Presbyterian Church of Jackson, MS

December 14, 2009

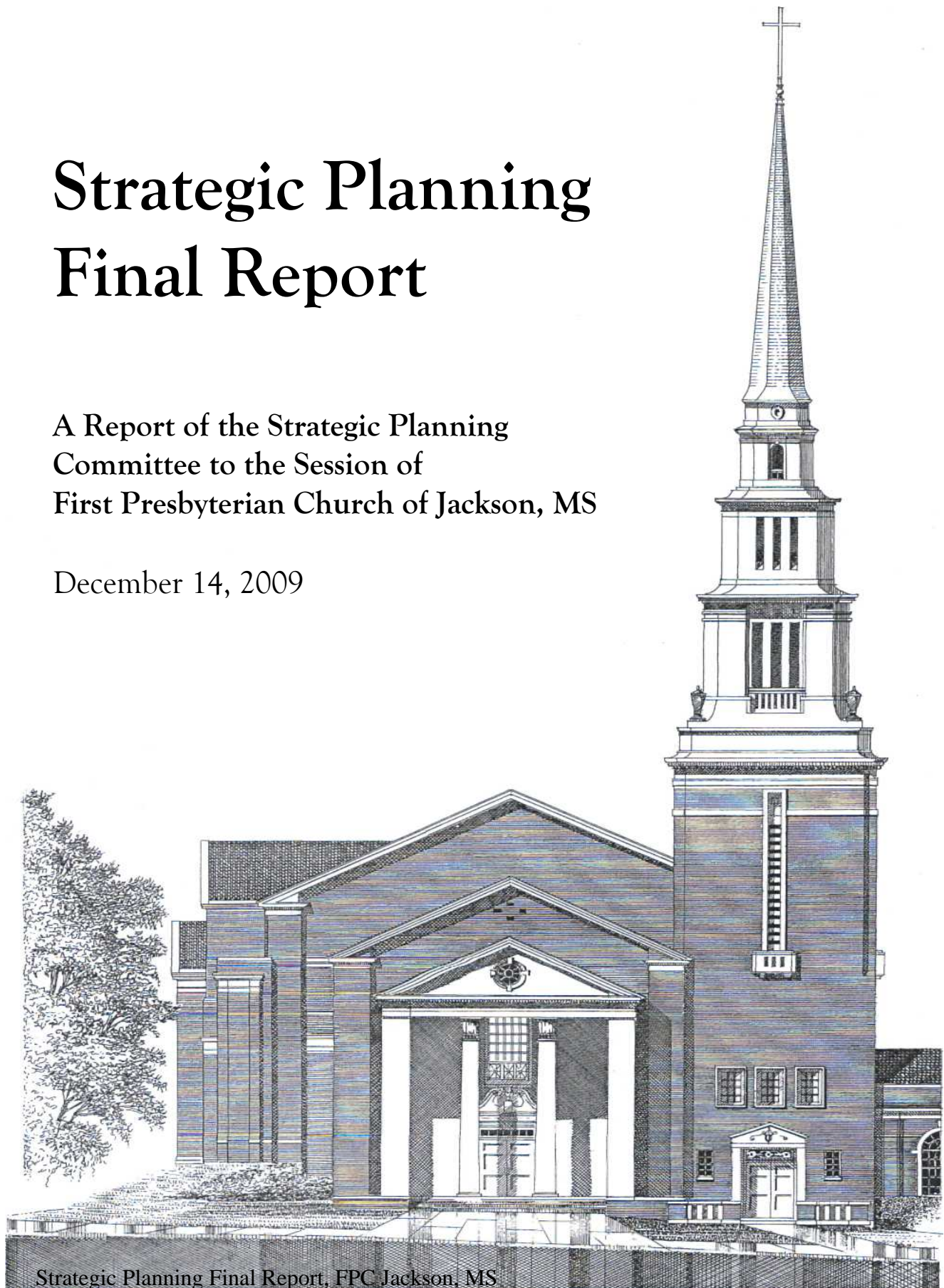


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Background

Initial Session Action

It has been nearly twenty years since First Presbyterian Church has undergone a formal, church-wide strategic planning process. In February 2008, the Session decided to undertake a strategic planning process in order to lay the groundwork for the future of the Lord's work through First Presbyterian Church in Jackson and throughout the world. This was not done because of any particular perceived problem. Rather, it was done to assist the church in accomplishing its mission to stand as a Reformed witness to Jackson, the surrounding community, and ultimately to the world.

Goals and Objectives

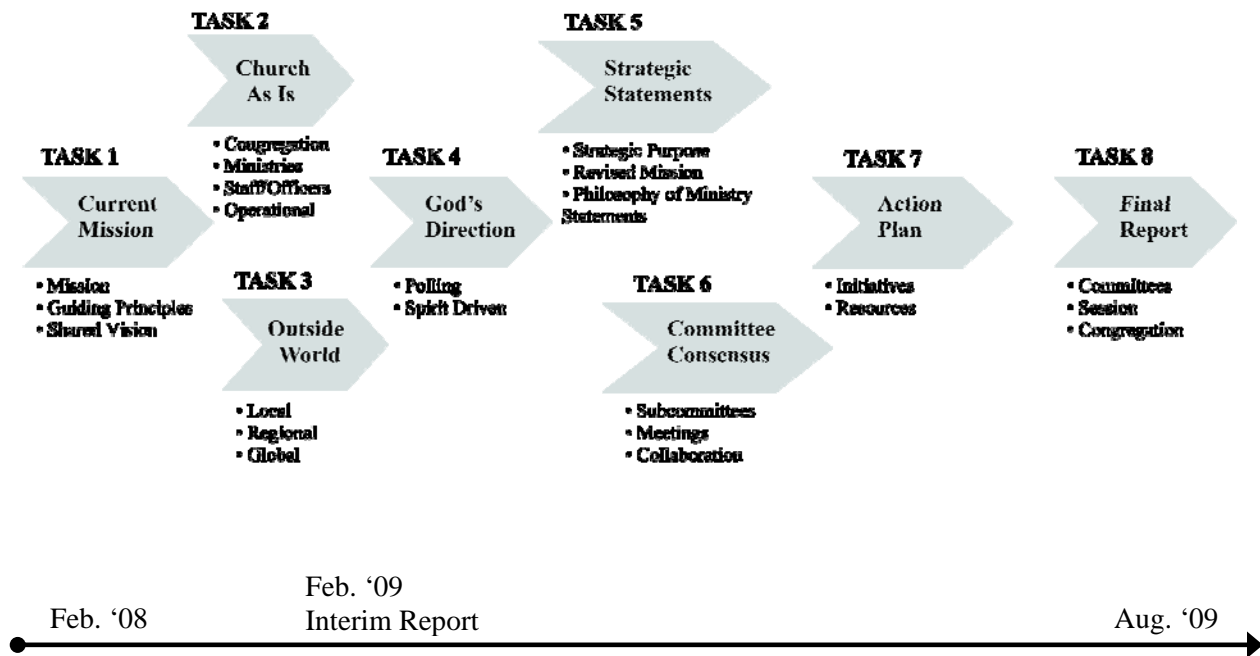
The strategic planning initiative was undertaken to accomplish the following objectives and goals:

- Articulate and develop unity around a common vision of the church;
- Study the local, national, and international environment (including the world around us, the universal church, and the PCA) to understand changing opportunities and obstacles;
- Survey the demographics, spiritual health, and perspectives of the congregation as a whole;
- Understand the present ministries of the church;
- Develop a vision and objectives as a global, national, and local resource church;
- Promote confidence in the leadership throughout the body of the church;
- Unite the strategic goals of various ministries within the church;
- Promote consensus on any unresolved issues within the leadership of the church; and
- Make recommendations for the organization and operation of First Presbyterian Church.

Approach

The strategic planning process was formally launched in June 2008. To facilitate this initiative, the existing Strategic Planning Committee (SPC) was expanded to nine Elders and two Deacons for broader representation. A facilitator from Tenth Presbyterian Church in Philadelphia, PA, was hired to advise the committee, and a temporary project manager was also hired to assist in day-to-day efforts of the process.

Figure 1. Approach



The Strategic Planning Interim Report on the first three tasks was presented to the Session in February 2009, and an Issue Prioritization Survey was used to solicit input from the Session and Diaconate regarding the future direction of the church. The committee considered this information and by God's grace and the leading of the Holy Spirit developed consensus around the future direction of the church. Part of building consensus involved erecting six subcommittees to evaluate strategic areas, such as FPC's relationship to the Day School and FPC's ability to effectively assimilate new members. These subcommittees held multiple meetings, conducted additional research, and generated findings and recommendations. The entire committee prayerfully considered this further input and consensus was achieved. The product of this work is intended to be an accurate picture of the church today, a statement about what the church should be, and a guide to help narrow the gap between the two and provide a plan for the future.

Strategic Statements

Strategic Purpose

These 10 brief statements encompass what the church has been commissioned to be and to do. The strategic purpose represents critical aspects of a church that are universal and non-negotiable. They are true regardless of circumstance, and would apply at First Methodist or at First Presbyterian, in Johannesburg or Jackson.

Mission Statement

While the Strategic Purpose does not change, a particular church, by its gifting, theological understanding, and context will have different emphases. The Mission Statement is designed to articulate the calling for this local church and to provide direction for ministry. The Mission Statement is the leadership's declaration of what they believe God is leading the church to pursue at this time and in this place.

Philosophy of Ministry

The Philosophy of Ministry Statements provide descriptors of the particular ministries of the church and represent the mission applied in key areas of the church. They attempt to capture both a working description of what is being done as well as an ideal for which to aim. These statements are descriptive and advisory, and are not intended as binding directives.

Figure 2. Hierarchy of Strategic Statements

Strategic Statements for First Presbyterian Church

Strategic Purposes

1. Glorify God in all of life and through biblical, Lord's Day corporate worship.
2. Faithfully preach and teach the infallible, inerrant Word of God.
3. Administer the sacraments instituted by Christ.
4. Pray down the blessings of heaven.
5. Disciple every member through the God-appointed means given for growth in grace.
6. Proclaim and live the truths of the Gospel to reach the lost.
7. Provide loving pastoral care for every member.
8. Equip the saints to do the work of the church.
9. Promote the unity of the body of Christ.
10. Protect the Truth from error and teach it to others.

Complete Mission Statement

First Presbyterian Church is called to glorify God, to proclaim the gospel, and to promote God's kingdom by standing as a Reformed witness to Jackson, the surrounding community, and the world.

Worship **God is the focus of worship.** God has prescribed how He is to be worshipped, and in submission, FPC conducts historically informed, biblically saturated, and Reformed public worship.

Discipleship **All Christians are servants of the Master.** In response to the Great Commission, FPC seeks to build a fellowship of committed Christian disciples who are growing in the grace and knowledge of Christ, serving the Lord, and applying the truth of the Gospel in every area of life.

Outreach **God uses means to reach the lost.** As stewards of the Good News of Jesus Christ, we seek to serve the kingdom of God and build up the Church through Christian education, evangelism, church planting, theological education, and mercy ministry, both locally and throughout the world, by engaging every member in the work of missions.

Resource **To whom much has been entrusted, much is required.** Because the body of Christ is bigger than this local church, FPC seeks to serve fellow Christians and the cause of Christ by sharing the gifts (whether spiritual or tangible) over which we have been made stewards.

Philosophy of Ministry Statements

The church is based on the biblical understanding of “the ordinary means of grace.” By this we mean that the ministry of the church is guided by the Bible’s understanding of how sinners are converted and saints are built up in the faith. Traditionally, the ordinary means of grace are the Bible (read, heard, taught, and preached), prayer, and the sacraments.

The specific Philosophy of Ministry Statements are guided by this conviction. What follows are intended to be both a description of what the church is doing and an ideal for which we aim. These statements are descriptive and advisory and are not intended to be binding.

Location. Though committed to our Belhaven neighborhood and the surrounding neighborhoods and downtown areas, FPC is self-consciously a church of the greater Jackson area, with church membership being drawn primarily from the tri-county area (Hinds, Madison, and Rankin).

Facilities. FPC is committed to the present location and physical plant. To maximize the utility of its facilities for ministry, FPC will maintain good stewardship of its present buildings. FPC is not inclined to consider a significant building program before current debt is retired. FPC is inclined to purchase contiguous property as it becomes available both in anticipation of future ministry needs and as a protective measure for our present facilities.

Communications and Information Technology. FPC will use every available and appropriate means of broadcast including radio and TV as well as information technology such as the Internet to communicate the gospel worldwide and multiply the impact of the church’s teaching, preaching, and ministry. FPC will also employ technologies to help foster better communication within the church with a special emphasis on improving the electronic means for communication (e.g., the church website, e-mail), and will take advantage of new technologies in the 21st Century as they evolve.

Worship

Worship is declaring with our lips and lives that God is more important than anything else to us, that He is our deepest desire, and that His inherent worth is beyond everything else we hold dear. Our aim, as the congregation gathers to meet God in public worship on the Lord’s Day, is to give God the glory which He is due and to enjoy the blessing of His promised special presence in the midst of His gathered people, all in accordance with His instructions for worship set forth in the Bible. When we gather, we do so to read the Bible, preach the Bible, pray the Bible, sing the Bible, and see the Bible.

To that end, the worship of FPC is intentionally designed to be:

- Scripturally-based – ordered by God’s own Word
- Simple – Our worship will contain only the essential elements necessary for corporate worship of God in Spirit and truth
- Spiritual – Spirit-gathered, Spirit-dependent, Spirit-engendered, and Spirit-empowered
- God-centered – the *Whom* of worship is the central thing

- Historic – FPC does not try to re-invent worship as though we were the first Christians ever to worship
- Reverent and joyful – Informed by the character of God and reaching the deepest regions of the heart
- Christ-based – We need a Mediator to approach the Holy God
- Corporate – God has made us for His worship and for community with other worshippers
- Evangelistic – An integral part of worship is to confront unbelief with the claims of Christ by preaching the Gospel.
- Delightful – We delight in meeting with God because He is God
- Active and passive – We come both to bless God and to receive His blessing
- Lord’s Day – God’s discipleship plan for Christians includes weekly corporate worship on His day.

Discipleship

Spiritual Care. The elders, deacons, and pastors will undertake a coordinated shepherding structure that offers effective pastoral and diaconal care to each member of the church. The primary purpose of FPC’s pastoral care plan is to connect members to the church leadership; to provide a ready resource and line of response to members’ pastoral care needs; to ensure proper accountability is in place; and to provide a mechanism for relational ministry.

New Member Assimilation. FPC is committed to assimilating new members and visitors into our church family and to maintaining an environment in the church that clearly reflects the congregation’s love of Christ, His church, our brothers and sisters in the church, and our extended community. To that end, FPC will use its membership process to communicate its mission; to receive each new member into pastoral care; and to connect each new member to the wider body for fellowship, study, accountability, spiritual growth, and Christian service.

Small Groups. FPC will prioritize congregation participation in Sunday school classes, Discipleship Groups, Bible study and prayer small groups, and various ministry teams as the church’s primary conduit to pursue Christ-centered relationships for fellowship and discipleship, to encourage every member to use his or her gifts in the ministry of the church, and to provide individual spiritual care.

Marriage and Family. Under the general oversight of the Session, FPC will promote strong marriages by preparing couples for marriage, sponsoring marriage enrichment opportunities, developing mentoring couples, offering training in effective parenting, and giving crisis care.

Women’s Ministry (WIC). A vibrant church requires opportunities for spiritual growth, fellowship, and service to everyone in the congregation. FPC benefits greatly from the active and significant ministry by the women in the church. To that end, FPC maintains several weekly gatherings for teaching, worship, and fellowship that are designed to serve as a gathering place for women. The women are also active in a variety of service opportunities primarily to the congregation, but also in conjunction with our supported ministries.

Men's Ministry. Scripture places an emphasis on the role of men in the church and family. Therefore, the church is committed to discipleship of men as a requisite to building a healthy church body. FPC will foster men's discipleship through the Men of the Covenant, Mid South Men's Rally, and various gatherings such as small groups that meet weekly for teaching, worship, and fellowship.

Christian Education. The goal of Christian Education at FPC is to teach the word of God to every age and in many contexts within our church so that our members know and are increasingly committed to Christ and His church. By equipping our members through training in the bible, theology, prayer, opportunities to serve and Christian living, we desire to aid our congregation in glorifying God in all of life.

Student Ministry. FPC will fulfill its covenantal obligation to students by engaging junior and senior high students in the worship of the church; by giving them comprehensive training in Bible, theology, prayer, music, and living the Christian life; by providing social opportunities; and by engaging them in personal involvement with missions and mercy ministry.

College Ministry. FPC ministers to the covenant children in college, especially during the summer months through city-wide RUF Bible studies and a weekly Sunday school class, and by assisting covenant children in becoming active in a local church while away at college. The church supports Reformed University Ministries and recognizes that a campus ministry headed by an ordained elder and connected to the local church creates the strong likelihood for student participation and engagement. There is also a focus on Millsaps College through the Millsaps Christian Fellowship, an RUF-like ministry on Millsaps' campus.

Mobilizing the Congregation to Serve. The Christian life is one of service, and it is the responsibility and opportunity of the staff and officers to assist in mobilizing the congregation to serve. FPC will make known service opportunities to the congregation as a way in which members can live out their faith by serving others. This will involve a comprehensive plan to collect the service opportunities and a renewed emphasis on encouraging members to serve one another, the church, the surrounding community, and the world.

Outreach

Ministry Focus. The ministries of FPC generally reflect our priorities. FPC will pray for, plan, fund, and participate in new ministry initiatives that have the potential to significantly influence strategic priorities.

Missions. FPC is a missions-minded congregation, with a rich legacy of seeking to obey the Great Commission, both locally and throughout the world by giving, going, and praying. Therefore, FPC seeks to integrate missions at every level of congregational life, engaging every member in the missionary work of the gospel, helping to connect the congregation with the missionaries supported by the church, and developing its own members called into career missionary service.

Day School. The Day School is a vital ministry of the church. FPC will continue supporting the Day School as it continues to offer a premier Christian education for church members and families in the area.

Twin Lakes Camp and Conference Center. Twin Lakes is a vital ministry of the church. FPC will continue supporting the Twin Lakes Camp and Conference Center in its efforts to evangelize the lost, disciple the families of this and other churches, minister to children through its summer camp program, and promote Christian discipleship through special conferences from this church and other Christian organizations.

Evangelism. Because God uses saints as a means for spreading His truth, FPC will promote a holistic vision of the kingdom of God by training and mobilizing its members to share the gospel in deed and word as a necessary expression of their faith in Christ.

Mercy Ministry. As individual Christians, but also corporately as a church, we are called to engage in deeds of mercy, first to the household of faith and then to those outside the covenant who are in need of compassion. Our deeds of mercy follow Christ's example of gracious compassion to people. Mercy ministry should be done from a heart of compassion that seeks to minister to the hurting; from a heart of gratitude that seeks to express thankfulness for grace received; and from a heart that recognizes its alienation from God is the greatest need to be righted.

International Ministry. FPC, as a city church with access to ever-increasing numbers of internationals in the surrounding community and at local education institutions, will reach out to evangelize and disciple internationals who often become leading citizens in their home countries. Outreach will proactively engage internationals and receive their response by providing access to the church, its people, and its ministries. At present, this is done primarily through the English as a Second Language (ESL) class.

Medical Missions. Given the number of healthcare facilities in the Jackson area and the large number of healthcare professionals working locally, FPC will consciously seek to encourage Christians called to practice medicine and seek to evangelize medical professionals who are not followers of Christ. One particular way in which this is carried out is the ministry at University Medical Center (UMC) through the Christian Medical and Dental Association.

Resource

Resource Church. FPC will continue to function as a resource church in the immediate area, surrounding region, across the nation, and globally. The church's ongoing contribution to church health, doctrinal purity, theological training, and Christian living honors our God and His call to build the body and reach the lost.

Church Plants. While church growth would be welcome in the current location, when strategic growth areas are identified within the greater Jackson area, the church will selectively support church plants that share FPC's commitments to expository preaching, corporate worship,

ministry, and missions. Further, FPC supports PCA church plants in other parts of North America, with priority given to church plants that share our philosophy of worship and ministry.

Presbytery. FPC will share resources to support Presbytery-wide efforts to strengthen PCA churches and to evangelize the state.

Denomination. FPC will exercise strategic influence in the furtherance of the PCA by assuming leadership roles, contributing to the ongoing theological debates within the denomination, and upholding the orthodoxy of the church. The church will continue to send its full contingent of commissioners to the General Assembly.

Christendom. FPC will exercise strategic influence in the furtherance of the larger Reformed movement by assuming leadership roles, contributing to ongoing theological debates, upholding the orthodoxy of the church which is under attack in every generation, and serving the church to meet practical needs.

Pastoral Internships. FPC will develop pastors through a pastoral internship program for seminary students and recent seminary graduates so as to help raise up the next generation of church leaders committed to a biblical approach to worship and ministry.

Twin Lakes Fellowship. Through this annual fraternal of ministers and elders committed to the ordinary means of grace, FPC will seek to support healthy church practice by providing education, encouragement, and respite for ministers, and by encouraging church planting within the fraternal.

Action Plan Summary

DISCIPLESHIP

Initiative: Pastoral Care Plan

Responsibility: Pastoral Care Committee of the Session

Description	Goal	Implementation / Next Steps
On March 9, 2009, the Session approved the Pastoral Care Plan to provide each member with at least one elder and deacon whom they would know and could utilize in times of need. This plan divides the congregation into 23 flocks (large groups) with three elders, three or four deacons, and a minister assigned to each. The flocks are further broken down into folds of approximately 20 families/individuals, each with one elder and one deacon.	The plan will create a vehicle to enable officers to provide spiritual and physical oversight to the congregation befitting the office of elder and deacon. It will also serve to demonstrate love for the membership through a relational mechanism that will allow opportunities for prayer, instruction, service, and encouragement, and promote cooperation between elders and deacons in the work of shepherding.	<ul style="list-style-type: none"> • The congregation was sent letters explaining the new plan and introducing their officers (May '09) • Officers are expected to make personal contact with every member of their fold (June-July '09) • Officers have committed to regular prayer for the members of their folds, and to be available at times of need • The initiative is designed as a long-term mechanism to assist the officers in their calling to shepherd the congregation

Initiative: Marriage and Family Life

Responsibility: Discipleship, Minister of Marriage and Family Life

Description	Goal	Implementation / Next Steps
Under the general oversight of the Session, FPC will promote strong marriages by preparing couples for marriage, sponsoring marriage enrichment opportunities, developing couples who are equipped to mentor other couples, offering training in effective parenting, and giving crisis care to couples.	This ministry serves to develop a comprehensive, proactive ministry to the families of this congregation by developing curriculum, developing classes, and training and equipping church officers and leaders to minister to the congregation through various stages of marriage.	<ul style="list-style-type: none"> • Dr. Tom Elkin was hired as the Minister of Marriage and Family Life (January 2009) • Dr. Elkin has taught several classes to the officers, a first year parenting class, Sunday school classes has started developing premarital counseling classes (Feb– July '09) • More classes and curriculum for other stages will be developed

Initiative: Men's Discipleship**Responsibility: Discipleship Committee and the Minister of Discipleship**

Description	Goal	Implementation / Next Steps
There was an expressed need for more opportunities to raise up Godly men to serve as leaders in the church and home. Officers also recognized the many opportunities provided to women and wanted to provide more fellowship and opportunities for spiritual growth for men.	The goal is to provide an opportunity for men to fellowship and receive sound teaching in Bible and theology thereby to assist in their growth in grace and to equip them to better serve as leaders in their homes and in the church.	<ul style="list-style-type: none">• Two new morning men's Bible studies have been formed. (First quarter '09)• There may be occasion for other such groups in the future.

Initiative: Mobilizing the Congregation for Service**Responsibility: Director of Communications, Mgmt Committee, Ministries**

Description	Goal	Implementation / Next Steps
It is the responsibility and opportunity of the staff and officers to assist in mobilizing the congregation to serve by (1) helping members identify their spiritual gifts, (2) developing and promoting service opportunities within the church and with our ministry partners, (3) teaching about service, and (4) matching opportunities with members' unique spiritual gifts.	The goal is to organize and better communicate opportunities for the congregation to participate in Christian service and mercy ministry.	<ul style="list-style-type: none">• Develop tools to collect and organize the opportunities. (July - Dec '09)• Starting in August '09, collect opportunities for service from the church ministries and benevolences.• The volunteer/service opportunities will be searchable on the new website by January 2010.

Initiative: New Member Assimilation/Welcoming Visitors**Responsibility: Outreach Committee, New Session Committee**

Description	Goal	Implementation / Next Steps
For those with a natural connection with member(s) of the congregation, FPC can be an easy place to find a home. However, becoming connected can be difficult without natural connection in such a large church. The Session-approved Outreach Committee (2010) will provide suggestions for improvement.	Provide sessional oversight to improve new member assimilation and visitor welcoming and follow-up.	<ul style="list-style-type: none">• The Session approved a resolution to create a new Outreach Committee in 2010• The new committee will evaluate FPC's present practices for assimilating new members and provide oversight for all future assimilation efforts (2010)• The committee will assess and provide suggestions for improving visitor welcoming and follow-up

OUTREACH

Initiative: Strategic Plan for Missions

Responsibility: Executive Minister; MTW & MNA Committees

Description	Goal	Implementation / Next Steps
A new strategic plan for Missions was approved by Session in May 2008, prior to the formal initiation of the church-wide strategic plan. This effort identified goals for FPC's Mission program including types of mission activities, locations of missions, and funding of missions.	The primary purpose is to better connect the congregation to the missionary force by reducing the number of missionaries and providing more support to them. This provides better care to the missionary force and better communication to the congregation with the supported missionaries.	<ul style="list-style-type: none">• The foreign missionaries whose support would not be continuing will supported for two years (beginning May 2008), while domestically-supported missionaries were given slightly less time• The congregation began an "Adopt a Missionary" program designed to connect individuals and families to a particular missionary• Outreach ministry will give monthly updates to the congregation on the work of our missionary force

Initiative: Facilitate Mercy Ministry at the Church

Responsibility: Diaconate and Strategic Planning Committee

Description	Goal	Implementation / Next Steps
According to survey results, the Session believes there is a need to develop a solid understanding of the biblical principles behind the church's role in mercy ministry. The survey also identified a call for the church to be more involved in the local community. Additionally, the right balance between the role of the church and the action of the individual member in providing mercy ministry needs to be struck. This initiative seeks to address and clarify these positions.	The goal is to 1) develop a consensus opinion about the church's position relative to mercy ministry (over and against individual member initiatives at mercy ministry) and 2) consistent with #1, facilitate mercy ministry from the church (either church sponsored mercy ministry activities, or those sponsored by other Christian organizations in Jackson).	<ul style="list-style-type: none">• Using the mercy ministry philosophy of ministry statement as a starting point, a committee of the diaconate is recommended to consider the goals of this initiative as well as the insights provided by the survey results.• This committee should work with session to develop a consensus opinion and then operationalize the philosophy of ministry statement as well as the consensus opinion to ensure mercy ministry has a more prominent role at the church.

RESOURCE

Initiative: The Website

Responsibility: The Director of Communications, Executive Minister, Management Committee

Description	Goal	Implementation / Next Steps
<p>The church has a rich history of sharing its resources with the world. The church's website is the most heavily trafficked church site in the PCA and is likely the single most active point of contact between this church and the world. While the site serves as a good resource both of audio and print materials (articles, sermon transcriptions, etc.), the information needs to be better organized. Additionally, it needs to provide internal audiences (e.g., the congregation) more information regarding the day-to-day operations and ministries of the church.</p>	<p>The redesign will capitalize on the present strengths (serving outside users by housing a significant amount of materials) and dramatically improve our weaknesses (using the website to communicate timely and useful information to the congregation), maintaining the overall look and feel of the present site.</p>	<ul style="list-style-type: none">• It is the goal to have the new site launched by the end of 2009• To meet this goal, it will be important to survey the existing site more thoroughly, benchmark it to best practices and identify what additional functionality is needed• Then, new information will need to be developed and the programming of the content will be required

Initiative: Twin Lakes Fellowship

Responsibility: Outreach, Session Committee

Description	Goal	Implementation / Next Steps
<p>Additional Session oversight will be given to Twin Lakes Fellowship (TLF), a ministerial fraternal established in 1998, through the Outreach Committee which will be formed in 2010.</p>	<p>TLF requires more Session support and oversight so it can best achieve its goals to encourage ministers and churches to promote the work of church planting and encourage ministers in their personal growth in grace, so as to maximize their effectiveness in promoting the work of the Gospel.</p>	<ul style="list-style-type: none">• Establish a 5 member committee of session to oversee the TLF• Define the charter of committee as (1) increase the impact of the annual conference on attendees, (2) deepen the reach of the annual fellowship so that other elders can benefit from this ministry

Initiative: Communications**Responsibility: Communications Director, Executive Minister**

Description	Goal	Implementation / Next Steps
Improved communications was consistently identified as a need throughout the Strategic Planning Process, with a particular emphasis on the requirement to improve communications between officers/staff and the congregation. Some changes have already been made (e.g., hiring a Communications Director) and others will be made in the future (e.g., improving the church website).	Develop enhanced electronic communications to the church and those outside the church	<ul style="list-style-type: none">• Communications Director hired in February 2009• In the first quarter of 2009, an electronic version of <i>The First Epistle</i>, was created• Construct and maintain a service opportunity database to better communicate opportunities for members to serve (Jan 2010)• Place closed-circuit flat screen TVs around the church at main gathering places to increase awareness of current activities and opportunities (TBD)

Initiative: Develop a Facility Use Study**Responsibility: Strategic Planning Committee**

Description	Goal	Implementation / Next Steps
Through the SPC the facility desires of the Day School as well as the church's Christian Education ministry were collected (at least at a high level). Additional ministry input will be solicited. Also, Twin Lakes identified a need for future land purchase, which can be considered within the scope of this project too. An effort is recommended whereby the strategic planning committee, supplemented by individuals with the right facility/building experiences should undertake a project to identify existing facility uses, define and prioritize future facility desires, define what could be done on the existing property and conceptualize what additional facilities would be required.	Inventory what exists today and how it is being used. Project future requirements and prioritize uses of various ministries.	<ul style="list-style-type: none">• The strategic planning committee can begin this work in 4Q 2009 or 1Q 2010.• Additional members will need to be identified and recruited.• Clarify and finalize the charter of the committee (for example, full programming is not likely to be undertaken, but this should be understood).• Undertake work.

Initiative: Ongoing Role of the Strategic Planning Committee (SPC)**Responsibility: Strategic Planning Committee**

Description	Goal	Implementation / Next Steps
Following the release of the final report, the SPC will return to its original size of five elders. The committee will be tasked with implementing the report's recommendations. This committee will retain knowledge of the process and rationale for the recommendations and serve as an internal resource to the church as the action plan is pursued.	<ul style="list-style-type: none">• Successful understanding among the congregation of the strategic statements of FPC• Successful completion of the main initiatives outlined in this action plan• Continuous congregational communication to raise awareness and understanding of the results in this report	<ul style="list-style-type: none">• Meet monthly, assess initiatives and evaluate progress• Invite initiative owners (1-2 per month) to share what has been done to achieve goals of the strategic plan• Seek to connect church actions and functions to the mission to raise awareness and build ownership•