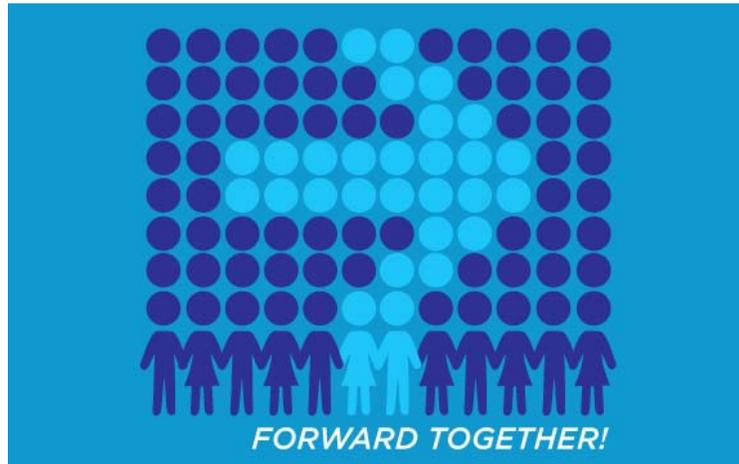


FORWARD TOGETHER!



A Strategic Ministry Plan for the Frederick Church of the Brethren

Third Edition

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Approved By FCOB Leadership Team, July 15, 2014

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OUR STORY

The Frederick Church of the Brethren continues to move into God's future!

In an effort to discern our continuing role in God's future, the Leadership Team commissioned the Long Range Planning Committee in 2008 to develop a new strategic ministry plan for our congregation. The Long Range Planning Committee in turn, developed a Strategic Planning Team, made up of a cross-section of congregational members: Peter Hall - chair, Becky Brashear, Linda Davis, Roxy Grossnickle, Brad Hallock, Rick Ludwick, Allen O'Hara, Harry Swope and Paul Munday, ex officio. After several years of service, Roxy Grossnickle and Rick Ludwick resigned from the team in 2012; Ramona Lewis joined the team in 2010, resigning in 2014; Ron Holter joined the team in 2013.

It should be noted, the strategic planning process developed conforms to the process for envisioning and strategic planning stipulated by our constitution. To that end, an overarching goal of the planning process was to obtain as much congregational input as possible. Various vehicles were utilized to meet this goal including a congregational survey, a worship census, along with input from the staff, the pastoral team, Standing Committees, and the Coordinating Team and its respective commissions, committees, ministries, etc.

The congregational survey was custom-designed to the needs of our congregation by a leading church consulting firm, J. David Schmidt and Associates, Wheaton, IL. In August, 2007, the survey was distributed to 1,387 individuals within the Frederick Church of the Brethren family. J. David Schmidt and Associates received 430 completed surveys from those age 15 and older – which was considered a very high rate of return. As a way of confirming that survey results were a representative sample, a brief questionnaire was distributed to worship participants in December, 2007. The results of this questionnaire confirmed that the earlier congregational survey was indeed a representative sample.

To obtain information concerning our surrounding community, the Strategic Planning Team also commissioned the Percept Group, Rancho Santa Margarita, CA to conduct two demographic studies. One profiled persons living within a ten mile radius of our current campus and the other those living within a ten mile radius of our Route 15/340 property.

Utilizing the results of both the congregational survey, demographic studies, and input from the staff, pastors, Standing Committees, the Coordinating Team and its respective commissions, committees, ministries, etc. the Strategic Planning Team developed the first edition of *Forward Together!*

In doing so they utilized a deliberate discernment process recommended by J. David Schmidt and Associates. J. David Schmidt and Associates has utilized this approach across the country, with other large congregations like the Frederick Church of the Brethren. This process required many meetings, two overnight retreats and much dialogue and prayer. Most of these gatherings were facilitated by Debbie McDonald, an experienced consultant who has helped facilitate the development of many strategic plans for universities and non-profit organizations. Debbie also serves as our church parliamentarian and a faculty member at West Virginia University.

In 2010-2011, George Bullard, a consultant with the Columbia Partnership was secured by the Long Range Planning Committee to assist FCOB in updating plans to relocate to our Rt. 15/340 property;

these updates were prompted, in part, by the “new normal,” resulting from a recessionary economy. Out of George’s consultative report, a series of recommendations were adopted by the FCOB Leadership Team in the spring/summer of 2011 (*FCOB Relocation Initiative Status and Recommendations, 4th Edition*). As a result, a second edition of *Forward Together!* was developed to incorporate these recommendations.

In January, 2013, it was deemed wise to review and refresh “*Forward Together!*” By review was meant addressing any areas of the plan that needed 1) new or additional elements [for example, items emerging from REVEAL or the 2013 visit of our worship consultant, Nancy Beach]; 2) elements needing deletion/subtraction; 3) elements needing further clarification or focus, etc. Also, we sought to review the actual implementation of the plan “to date,” addressing any needs and concerns in that area.

To that end, the Strategic Planning Team joined with the Long Range Planning Team to revise/refresh *Forward Together!* Multiple meetings were held, including two joint meetings with the FCOB Leadership Team and Associate Pastors, along with a meeting with FCOB lay leaders and staff, at the January, 2014 FCOB Leadership Retreat.

An added input source was an “on-line” survey of FCOB lay leaders and staff in October, 2013; this survey invited persons to make comments, in response to open-ended questions, along with responding to “multiple choice” questions; a statistical summary of this survey is found in the appendix of this edition of *Forward Together!*

The current edition of *Forward Together!* is the result of this renewal/refreshment process. Once again this edition reflects a broad spectrum of prayer and discernment regarding our congregation’s future. It is intended to be a platform for specific accountability groups within our congregation (Standing Committees, Commissions, ministry teams, etc.) to design specific implementation steps (tactics) in line with their own wisdom regarding our congregation’s future.

In summary: this plan presents a strategic direction for our congregation for the next three - five years. Most critical, however, is continued reliance on the Holy Spirit. Alignment with God’s will is the crucial factor as we move forward together, as a church family!

OUR APPROACH

The strategic ministry plan that follows consists of seven components: values, priorities, mission, vision, vision targets, breakthrough goals, and strategic initiatives. As we have explored quality groups and organizations, these seven elements reappear as keys to effectiveness.

Consider each component, then, to be an important part of our overall plan. In essence, they complement and “drive” one another—contributing to the impact of the entire document.

- **VALUES: Our Core Commitments**

Every group or organization has cherished ideas or beliefs that undergird their outlook and activity. These core values provide rich soil from which present life is formulated, along with direction for the future.

- **PRIORITIES: Our Areas of Focus**

Scripture calls us to prioritize our personal life and church life around five Kingdom foci: worship, fellowship, discipleship, ministry and evangelism. Mission and vision occur best within these foci, allowing us to be both faithful and comprehensive in our love for God and our neighbors.

- **MISSION: Our Purpose and Reason for Existing**

Every group or organization must articulate who they are and why they exist. For the church, this is especially crucial since its identity is dependent on identity in Christ. We must reaffirm, then, a mission rooted explicitly in the mission of Jesus. This mission calls us to proclaim the gospel of Jesus (Romans 1:16¹; 1 Corinthians 15:3-4²) through the mandate of both the Great Commandment (Matthew 22:36-40³) and the Great Commission (Matthew 28:18-20⁴).

- **VISION: Our Dream for the Future**

The Book of Proverbs is clear: “without a vision, the people perish.” (Proverbs 29:18, King James Version) With deep regard for roots and heritage God beckons us into the future—multiplying current reality into *fuller* expressions of Christian faithfulness and achievement.

¹ “I am not ashamed of the gospel, because it is the power of God for the salvation of everyone who believes.” (Romans 1:16)

² “For what I received I passed on to you as of first importance: that Christ died for our sins according to the Scriptures, that he was buried, that he was raised on the third day according to the Scriptures.” (1 Corinthians 15:3-4)

³ “Teacher, which is the greatest commandment in the Law?” Jesus replied: “Love the Lord your God with all your heart and with all your soul and with all your mind.” This is the first and greatest commandment. And the second is like it: “Love your neighbor as yourself.” All the Law and the Prophets hang on these two commandments.” (Matthew 22:36-40)

⁴ “Then Jesus came to them and said, ‘All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.’” (Matthew 28:18-20)

- **VISION TARGETS: Our Vision Directed and Aimed**

Vision must not “ride off in all directions.” God directs us to aim our vision toward specific targets. Vision targets help to guide vision “like a laser” toward specific areas that are a particular calling for a particular time in a congregation’s history.

- **BREAKTHROUGH GOALS: Our Vision Translated Into Specific Results**

The Bible calls us to “bear fruit” in Kingdom endeavors (Matthew 7:15-20)⁵. Thus, specific goals are needed to break through the reality of current activity. God honors courageous goal setting that seeks new levels of both effectiveness and faithfulness.

- **STRATEGIC INITIATIVES: Our Vision Translated into Specific Actions**

Ultimately, goals must be translated into action. Vision and faith without works is not God’s intent (James 2:14-19)⁶. A basic first step toward action is to develop strategic initiatives, which provide platforms for more specified, tactical plans.

⁵ “Watch out for false prophets. They come to you in sheep’s clothing, but inwardly they are ferocious wolves. By their fruit you will recognize them. Do people pick grapes from thorn bushes, or figs from thistles? Likewise every good tree bears good fruit, but a bad tree bears bad fruit. A good tree cannot bear bad fruit, and a bad tree cannot bear good fruit. Every tree that does not bear good fruit is cut down and thrown into the fire

⁶ “What good is it, my brothers, if a man claims to have faith but has no deeds? Can such faith save him? Suppose a brother or sister is without clothes and daily food. If one of you says to him, ‘Go I wish you well; keep warm and well fed,’ but does nothing about his physical needs, what good is it? In the same way, faith by itself, if not accompanied by action, is dead. But someone will say, ‘You have faith; I have deeds.’ Show me your faith without deeds, and I will show you my faith by what I do. You believe that there is one God. Good! Even the demons believe that – and shudder.” (James 2:14-19)

VALUES

our core commitments

PASSIONATE FAITH⁷ - (Philippians 3:12-14; Romans 1:16)⁸

We value:

- clear, explicit devotion to Jesus Christ as Savior and Lord
- the Bible as the word of God, focusing on life application
- an active life of prayer

RICH HERITAGE – (2 Timothy 1:4-7)⁹

We value:

- New Testament ordinances lifted up in our Brethren heritage:
- Believer's baptism, the Love Feast and anointing for healing
- the New Testament as our creed
- peace and reconciliation

LOVING FELLOWSHIP – (1 Peter 1:22-23)¹⁰

We value:

- a sense of family in Christ
- openness and tolerance of diversity within biblical boundaries
- warmth and friendliness

PRACTICAL WITNESS – (James 2:14-17)¹¹

We value:

- acts of kindness to those who are ill and in need
- acts of service to those who are hungry and without shelter
- acts of evangelism to those who have yet to know Christ

⁷ A more detailed itemization of the faith convictions of FCOB are found in Article II – Affirmation of Faith and Purpose, found in the FCOB Constitution.

⁸ “Not that I have already obtained all this, or have already been made perfect, but I press on to take hold of that for which Christ Jesus took hold of me. Brothers, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus.” (Philippians 3:12-14) “I am not ashamed of the gospel, because it is the power of God for the salvation of everyone who believes.” (Romans 1:16)

⁹ “Recalling your tears, I long to see you, so that I may be filled with joy. I have been reminded of your faith, which first lived in your grandmother Lois and in your mother Eunice and, I am persuaded, now lives in you also. For this reason I remind you to fan into flame the gift of God, which is in you through the laying on of hands. For God has not given us a spirit of timidity, but a spirit of power, of love and of self-discipline.” (2 Timothy 1:4-7)

¹⁰ “Now that you have purified yourselves by obeying the truth so that you have sincere love for your brothers, love one another deeply from the heart. For you have been born again, not of perishable seed, but of imperishable, through the living and enduring word of God.” (1 Peter 1:22-23)

¹¹ “What good is it, my brothers, if a man claims to have faith but has no deeds? Can such faith save him? Suppose a brother or sister is without clothes and daily food. If one of you says to him, ‘Go, I wish you well; keep warm and well fed,’ but does nothing about his physical needs, what good is it? In the same way, faith by itself, if it is not accompanied by action, is dead.” (James 2:14-17)

PRIORITIES

our areas of focus

WORSHIP - (Psalm 149:1)¹²

We are planned for God's pleasure. We will glorify God, giving praise to the Father, Son and Holy Spirit.

FELLOWSHIP - (Ephesians 2:19)¹³

We are formed for God's Family. We will connect with one another, strengthening our identity as the Body of Christ.

DISCIPLESHIP - (Ephesians 4:14-15)¹⁴

We are created to become like Christ. We will grow deeper in God's Word, striving to reflect a lifestyle transformed by Jesus.

MINISTRY – (Ephesians 4:11-12)¹⁵

We are shaped for serving God. We will discover our spiritual gifts, “building up” the church, along with “giving our lives away” to others.

EVANGELISM – (1 Peter 2:9)¹⁶

We are made for a mission. We will share the Good News of Christ, leading persons to Jesus, feeding the hungry, and seeking justice for all.

¹² “Praise the Lord. Sing to the Lord a new song, his praise in the assembly of the saints.” (Psalm 149:1)

¹³ “Consequently, you are no longer foreigners and aliens, but fellow citizens with God’s people and members of God’s household.” (Ephesians 2:19)

¹⁴ “Then we will no longer be infants, tossed back and forth by waves, and blown here and there by every wind of teaching and by the cunning and craftiness of men, in their deceitful scheming. Instead, speaking the truth in love, we will in all things grow up into him who is the Head, that is, Christ.” (Ephesians 4:14-15)

¹⁵ “It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God’s people for works of service, so that the body of Christ may be built up...” (Ephesians 4:11-12).

¹⁶ “But you are a chosen people, a royal priesthood, a holy nation, a people belonging to God, that you may declare the praises of him who called you out of darkness into his wonderful light.” (1 Peter 2:9)

MISSION

our purpose and reason for existing

The Frederick Church of the Brethren is a place of welcome, where people find peace, purpose and power through Jesus Christ.

The Frederick Church of the Brethren is a place of welcome...

We do not exist for ourselves. Rather we exist for Christ, extending the welcome of Christ, to others. Such hospitality is central to our mission. In Matthew 25:35, for example, Jesus calls us not only to feed the stranger, but also to welcome the stranger--reaching the least, lost and lonely.¹⁷

Where people find peace ...

Anxiety marks life. Many are touched by stress, difficulty and violence. Our mission is to alleviate such brokenness, sharing "the peace. ..which transcends all understanding" (Philippians 4:7).¹⁸

Where people find purpose ...

Confusion marks life. Many are drifting, lacking moral conviction and resolve. Our mission is to address such aimlessness, encouraging persons to no longer "...conform... to the pattern of this world, but be transformed by the renewing of [their] mind..." (Romans 12:2).¹⁹

Where people find power...

Fatigue marks life. Many are plagued by weariness and despair. Our mission is to address such despondency, sharing the "God of hope [who fills us] with all joy... as [we] trust in him so that [we] may overflow with hope by the power of the Holy Spirit" (Romans 15:13).²⁰

Through Jesus Christ...

Sharing Christ is our ultimate mission. "For God was pleased to have all his fullness dwell in him, and through him to reconcile to himself all things, whether things on earth or things in heaven, by making peace through his blood, shed on the cross." (Colossians 1: 19-20)

¹⁷ "For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in..." (Matthew 25:35).

¹⁸ "And the peace of God, which transcends all understanding, will guard your hearts and your minds in Christ Jesus." (Philippians 4:7)

¹⁹ "Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is – his good, pleasing and perfect will. (Romans 12:2)

²⁰ "May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit." (Romans 15:13)

VISION

our dream for the future

We will multiply the number of persons turning to Jesus Christ by multiplying the number of opportunities for spiritual growth and biblical outreach.

We will multiply...

At the heart of our vision is the Great Commission (Matthew 28: 16-20)²¹. We dream of expanded outreach, multiplying the number of lives touched by Jesus Christ and the ministry of our congregation. Just as the Lord added to the early church "day by day those who were being saved" (Acts 2:47b), we pray the Lord will add to our church more and more persons "thirsty" for reconciliation with God – "hungry" for discipleship with Jesus – wholeheartedly following Him.

The number of persons turning to Jesus Christ...

The entry point into Christian community is metanoia or repentance (Acts 2:38)²². We dream of persons "broken" before God, anxious for cleansing and forgiveness of sin -- along with new direction for life. Such conversion, we pray, will result in life change as persons turn from self-serving ways toward the priorities of Christ.

By multiplying the number of opportunities for spiritual growth...

Life --through Jesus--happens in the context of spiritual growth experiences (1 Peter 2: 1-3)²³. We dream, then, of new Sunday School classes, small groups, prayer meetings, worship services, fellowship settings, educational experiences, communication vehicles, organizational structures, etc., that provide opportunity for persons to move closer to Christ and His way of living.

By multiplying the number of opportunities for biblical outreach...

Life change--through Jesus--deepens as we *share* the gospel. We dream, then, of new options for effective evangelism and "hands-on" service providing new opportunity for persons to grow in obedience and biblical witness. Such outreach will transform lives as both givers and receivers of "good news" are impacted by the power of Christ (Acts 1:7-8)²⁴.

²¹ "Then the eleven disciples went to Galilee, to the mountain where Jesus had told them to go. When they saw him, they worshipped him; but some doubted. Then Jesus came to them and said, 'All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.'"

²² "Peter replied, "Repent and be baptized, every one of you, in the name of Jesus Christ for the forgiveness of your sins. And you will receive the gift of the Holy Spirit."

²³ "Therefore, rid yourselves of all malice and all deceit, hypocrisy, envy, and slander of every kind. Like newborn babies, crave pure spiritual milk, so that by it you may grow up in your salvation, now that you have tasted that the Lord is good." (2 Peter 2:1-3)

²⁴ "He said to them...But you will receive power when the Holy Spirit comes on you; you will be my witnesses to Jerusalem, and in all Judea and Samaria, and to the ends of the earth." (Acts 1:7-8)

VISION TARGETS

our vision directed and aimed

DEEPEN...Christ-likeness – (Ephesians 3:16-19)²⁵

We desire to deepen our walk with Christ. To that end, we will enrich our worship, discipleship and fellowship emulating Christ's character and faithfulness in new and expanded ways.

MAGNIFY...God's Gifts - (2 Corinthians 9:8; 11)²⁶

We desire to expand our ministry by amplifying God's gifts of time, talent and treasure. In particular, we wish to leverage the gift of our new property, seeking to utilize it in ways that expand God's Kingdom.

OVERFLOW...With The Spirit's Power - (Romans 15:13)²⁷

We desire to overflow with Christ and His Spirit's power. To that end we will reach more persons for Jesus through relevant forms of evangelism, along with acts of social action, justice and service.

²⁵ "I pray that out of his glorious riches he may strengthen you with power through his Spirit in your inner being, so that Christ may dwell in your hearts through faith. And I pray that you rooted and established in love, may have power, together with all the saints to grasp how wide and long and high and deep is the love of Christ..."

²⁶ "And God is able to make all grace abound to you so that in all things at all time, having all that you need, you will abound in every good work... You will be made rich in every way so that you can be generous on every occasion, and through us your generosity will result in thanksgiving to God." (2 Corinthians 9:8; 11)

²⁷ "May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit." (Romans 15:13)

BREAKTHROUGH GOALS

our vision translated into specific results

Deepen Christ-likeness

- Expand worship opportunities.
- Build a greater sense of community and connection within our congregation.
- Develop new approaches to care-giving.
- Live-out our Brethren values.
- Renew and expand opportunities for spiritual formation.

Magnify God's Gifts

- Effectively steward our time and talents.
- Grow and wisely steward our financial resources.
- Leverage the gift of our new property for Christ's Mission.
- Maximize our facilities and property for the greatest Kingdom impact.

Overflow With The Spirit's Power

- Invigorate the welcoming spirit and approach of FCOB.
- Train and equip people for faith-sharing and outreach.
- Strengthen and explore outreach programs to Frederick County residents with a focus on relevance and impact.
- Enhance global ministries.

STRATEGIC INITIATIVES

our vision translated into specific actions

Introduction

The strategic initiatives that follow are not placed in any particular order, including an order of importance.

The strategic initiatives are intended to be implemented by various accountability groups within the life of our congregation.

Though generally only one accountability group is listed for each initiative it is assumed accountability groups are encouraged to work through ministry teams (some listed in the chart/s that follow for illustrative purposes) and other groups within the life of the congregation.

Cooperative, cross-commission/committee efforts are encouraged, rather than unilateral, “silo” approaches.

An Implementation Process is found within this plan (p. 21) -- giving additional details related to the implementation of strategic initiatives.

1. Deepen Christ-likeness

1.1 Expand worship opportunities

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
1.1.1. Establish new worship services as needed to expand our capacity to transition to the new property.	Worship Commission
1.1.2. Differentiate each current and future worship service, designing each service around a particular music/worship approach/style that creates a distinct “slant” for each service -- yet still welcomes all.	Worship Commission
1.1.3. Renew each current and future worship service, utilizing “best practices” as identified by consultants and other sources of resourcing and discernment.	Worship Commission
1.1.4. Utilize multiple technologies to deliver worship experiences in multiple forms (e.g. podcast, video-streaming, etc.).	Worship Commission
1.1.5. Explore additional methods for communion (e.g. intinction; methods especially relevant for The Basement) for persons to honor Christ’s sacrifice in a meaningful way.	Worship Commission
1.1.6. Move all existing worship services incrementally to the new property, in tandem with the overall development plan for our new property and building.	Worship Commission
1.1.7. Evaluate the creation of multiple physical, architectural	Long Range Planning

venues for worship services on our new property.	Committee
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1.2 Build a greater sense of community and connection within our congregation

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
1.2.1. Expand our older adult ministry.	Ministry Commission
1.2.2. Grow and enhance our men's and women's ministries.	Discipleship Commission
1.2.3. Continue to grow, enhance our youth and young adult ministry.	Discipleship Commission
1.2.4. Grow and enhance our children's and family ministry.	Discipleship Commission
1.2.5. Continue our special needs ministry, increasing awareness of this offering.	Discipleship Commission
1.2.6. Provide child care for FCOB ministry/program offerings.	Discipleship Commission
1.2.7. Enhance and expand internal communication within the FCOB family by expanding utilization of MyFCOB (CCB), fcobcurrent and other initiatives that will build greater connectiveness.	Evangelism Commission
1.2.8. Enhance and expand internal relationship building within the FCOB family (across worship services, g.groups, etc.) by encouraging persons to participate in events that involve a wide spectrum of FCOB participants/members, e.g. Dinner Clubs, Love Feast, Lay Ministry Appreciation Picnic, outdoor baptism, mission trips, etc.	Fellowship Commission
1.2.9. Develop a simple, direct path for connection/community which guides both new and current FCOB participants/members toward deeper involvement, e.g. worship, grow, serve.	Fellowship Commission

1.3 Develop new approaches to care-giving

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
1.3.1. Rebirth FCOB's Preventive Healthcare Ministry.	Ministry Commission
1.3.2. Enhance and expand our current partnership with Vital Sources (a Christian counseling agency).	Ministry Commission
1.3.3. Add a Visitation Care Pastor to our staff, either as a volunteer staff person (PI) or a paid staff person with a special emphasis on ministry to our shut-ins.	Staffing Vision Team/Personnel Relations Team
1.3.4. Enhance our radio program, "A Time Of Challenge," with a special emphasis on reaching our shut-ins (e.g. developing a Sunday School type curriculum/class as a companion resource to the radio program.)	Discipleship Commission

1.4 Live-out our Brethren values

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
1.4.1. Identify and communicate how Brethren values are relevant to today's culture, providing practical, "hands-on" experiences (e.g. service projects, mission trips) that help people make the connection between Brethren values and life-changing faith in Jesus.	Evangelism Commission
1.4.2. Renew and reinvigorate Love Feast, offering new styles, contemporary options, for experiencing and living out this ordinance of the church (e.g. Deaf Fellowship Love Feast).	Worship Commission
1.4.3. Renew and reinvigorate other Brethren ordinances (e.g. anointing for healing), offering new options for experiencing and living out our ordinances.	Ministry Commission
1.4.4. Offer alternative opportunities for experiencing Brethren values (e.g. greater promotion of denominational events, conferences, resources, continuing to host District Conference, etc.).	Discipleship Commission
1.4.5. Promote Brethren values of peace and justice, with special emphasis on mediation as a biblical approach for conflict resolution.	Evangelism Commission

1.5 Renew and expand opportunities for spiritual formation

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
1.5.1. Continue to "live out" findings from the REVEAL study/research, making needed adjustments to the current FCOB spiritual development process.	Discipleship Commission
1.5.2. Promote/develop more opportunities for persons to grow in personal spiritual, contemplative, meditative practices (e.g. Emmaus, spiritual growth retreats, etc.).	Discipleship Commission
1.5.3. Provide the option of spiritual direction through trained spiritual directors/advisors.	Discipleship Commission
1.5.4. Evaluate and enlarge g.group offerings.	Discipleship Commission
1.5.5. Utilize multiple technologies to provide g.group experiences in multiple forms (e.g. podcast, video-streaming, SKYPE, Google Circles/Hang-Outs, etc.).	Discipleship Commission
1.5.6. Establish a leadership mentoring/training program to develop new leaders, with a special emphasis on younger leaders.	Discipleship Commission
1.5.7. Establish Christian Education/spiritual formation opportunities on the new property, incrementally, in tandem with the overall development plan for our new property and building.	Discipleship Commission
1.5.8. Make spiritual formation a priority in developing our new property (e.g. construct meditation gardens, a labyrinth, a prayer walk, prayer room, etc.).	Discipleship Commission

2. Magnify God’s Gifts

2.1 Effectively steward our time and talents

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
2.1.1. Revise and update our current constitution, striving to develop an even more efficient organizational structure, to steward even more effectively, the time and talents of both lay leaders and staff.	Leadership Team
2.1.2. Increase the number of people actively serving by matching the time and talents of persons with specific ministries. To that end: evaluate our SHAPE program developing ways to reinvigorate this approach.	Ministry Commission
2.1.3. Continue to leverage multiple communications channels (e.g. website, fcobconnect) to make people aware of ways they can serve.	Evangelism Commission
2.1.4. Continue to enhance and expand the way in which we celebrate the contribution of our lay people (e.g. Lay Ministry Appreciation Picnic).	Ministry Commission
2.1.5. Continue to match skills and passions of church staff with congregational needs, building upon past and present successes.	Staffing Vision Team / Personnel Relations Team
2.1.6. Monitor staff load/fatigue, securing additional staff to lead/manage expansion/growth efforts.	Personnel Relations Team
2.1.7. Establish an intentional, systematic process to manage the transition resulting from the Senior Pastor’s eventual departure (e.g. retirement, etc.).	Personnel Relations Team
2.1.8. Encourage a spirit of excellence within the FCOB culture, cautioning against the pitfalls of perfectionism in the spirit of Proverbs 3:5, Philippians 3:12-14, as we foster a culture of grace rooted in God’s performance in Jesus, not our performance.	Leadership Team
2.1.9. Encourage innovation with the FCOB culture, affirming the necessity of risk, “holy boldness,” and Christ-honoring adventures in faith.	Leadership Team

2.2 Grow and wisely steward our financial resources

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
2.2.1. Continue to enhance and expand our endowment program.	Endowment Committee
2.2.2. Continue to retool our annual stewardship/generosity emphasis. Include as a part of this emphasis a financial planning class or g.group (e.g. Dave Ramsey, Good Sense, etc.).	Discipleship Commission
2.2.3. Research the availability of non-governmental grants for	Operations Committee

various FCOB ministries (e.g. the Vital Worship Grants Program of the Calvin Institute Of Christian Worship).	
2.2.4. Develop a vision sharing process, where people become aware of FCOB ministries, providing a detailed accountability of how resources are spent (e.g. quarterly newsletter, annual report, etc.).	Evangelism Commission
2.2.5. Develop a clear, explicit financial master plan for the full funding of the development of our new property, including funding targets that must be achieved before the start of development/building activities identified with each phase.	Long Range Planning Committee / Finance Ministry Team
2.2.6. Determine in a timely manner, what portion/amount (if any) of our new property can be sold to provide capital development resources.	Long Range Planning Committee / Finance Ministry Team
2.2.7. Conduct capital campaigns as needed to achieve the financial master plan for the development of the new property.	Long Range Planning Committee / Finance Ministry Team
2.2.8. Establish and implement an attainable financial plan to address staffing and other development costs in order to expand our capacity to transition to the new property.	Long Range Planning Committee / Finance Ministry Team

2.3 Leverage the gift of our new property for Christ’s Mission

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
2.3.1. Transition FCOB to the new property. It is understood, this transition is contingent upon meeting the benchmarks of the master financial plan for the new property and governmental approvals.	Long Range Planning Committee
2.3.2. Develop a multi-purpose building (which includes the option of a gymnasium-type utilization) as the first priority of the architectural master plan with the intent to expand ministries which are at capacity at our current location.	Long Range Planning Committee / Facilities-Land Ministry Team
2.3.3. Develop other aspects of our overall architectural master plan, incrementally. Building activities will not start until funding targets articulated in the financial plan for the new property are achieved.	Long Range Planning Committee / Facilities-Land Ministry Team
2.3.4. Develop and implement an overall site development plan and architectural master plan for the new property and buildings that conforms to 1) the values, priorities, mission, vision, vision targets, breakthrough goals, and strategic initiatives articulated in this plan; 2) the program specifications of each strategic initiative, as determined by the responsible accountability group. 3) an on-going trade-off analysis, in comparison to “any and all” alternate strategies for fulfilling our strategic vision/direction. The goal is to move forward, long-term, in the most cost effective manner. 4) future changes, if any, to the Frederick County comprehensive plan, that might impact the zoning/value of our land. A change of zoning to either the 33 acres on the west side of our property –	Long Range Planning Committee / Facilities-Land Ministry Team

or – the 77 acres on the east side of our property could raise significant stewardship issues, warranting reconsideration of our current site development plans 5) an understanding that any revenue generated from a change of zoning, to either the 33 acres on the west side of our property – or – the 77 acres on the east side of our property, will be re-invested back into FCOB ministries to advance the vision and mission of the congregation, in tandem with the congregation’s current strategic ministry plan.	
2.3.5. Hold more activities/events/programs on our Rt. 15/340 property; increasing the number of persons with first-hand knowledge of our property and the vision connected to our property.	Fellowship Commission
2.3.6. Continue to “lift-up” and clarify “where we are” in the journey of “stepping toward the dream” of relocating to our Rt. 15/340 property.	Long Range Planning Committee

2.4 Maximize our facilities and property for the greatest Kingdom impact

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
2.4.1. Continue to selectively partner with community groups in the use of our facilities and property consistent with church facility use values and policy. It is understood this is to be done within the current covenant-making process, that strives to develop relationships with these groups that are mutually beneficial.	Operations Committee
2.4.2. Continue to multiply options for storage, exploring new options both at our current property and our Rt. 15/340 property.	Operations Committee
2.4.3. Design our new facilities to include current and emerging communication strategies.	Long Range Planning Committee / Facilities-Land Ministry Team

3. Overflow With The Spirit’s Power

3.1 Invigorate the welcoming spirit and approach of FCOB

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
3.1.1. Allow Jesus to work in and through us in welcoming and assimilating newcomers (e.g. ushers, greeters, information system, fellowship hour, etc.) at all services, including special services.	Fellowship Commission
3.1.2. Enhance a sense of hospitality and welcome through our	Fellowship Commission

facilities (e.g. a hospitality lobby, café, bookstore, etc.).	
3.1.3. Identify and implement effective approaches to follow-up with first time guests and visitors.	Fellowship Commission
3.1.4. Increase outreach options for inviting unchurched friends, co-workers, etc., especially creative, “out of the box” options.	Evangelism Commission
3.1.5. Utilize multiple technologies to provide a “port of entry” (e.g. small group, faith exploration chat room, etc.) for the unchurched in multiple forms (podcast, video-streaming, SKYPE, Google Circles/Hang-Outs, etc.).	Evangelism Commission

3.2 Train and equip people for faith-sharing and outreach

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
3.2.1. Emphasize the communication of the Gospel as our central, core enterprise.	Leadership Team
3.2.2. Continue to offer faith-sharing training (e.g. the Bridging The Gap curriculum, etc.) on a reoccurring basis, encouraging persons to participate.	Evangelism Commission
3.2.3. Develop a mentoring program, pairing persons experienced in sharing their faith with persons who want to learn, with a special emphasis on organic/natural opportunities for people to develop mentoring relationships.	Evangelism Commission
3.2.4. Utilize g.groups to develop leaders for faith-sharing and outreach, etc.	Evangelism Commission

3.3 Strengthen and explore outreach programs to Frederick County residents with a focus on relevance and impact

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
3.3.1. Begin an active marketing/advertising outreach a) clarifying the “FCOB brand”; b) lifting up the life-changing ministry of Jesus happening through FCOB.	Evangelism Commission
3.3.2. Secure new digital signs, to replace the current signs at Fairview Avenue and 2 nd Street / 2 nd Street and Rosemont Avenue.	Evangelism Commission
3.3.3. Expand and enhance our outreach through our website and social media.	Evangelism Commission
3.3.4. Expand and enhance our Love Frederick emphasis, providing additional opportunities to reach out locally both through new ministries and relationships with existing ministries (e.g. Religious Coalition, Frederick Rescue Mission, etc.).	Evangelism Commission
3.3.5. Expand and enhance our Picnic in the Park emphasis, providing strategic opportunities for FCOB to reach out through	Evangelism Commission

community events.	
3.3.6. Expand and enhance our participation in Brethren Disaster Service and other related ministries.	Evangelism Commission
3.3.7. Explore beginning an outreach ministry to the Hispanic community.	Evangelism Commission
3.3.8. Explore ways to expand and enhance our relationship with Hood College.	Discipleship Commission
3.3.9. Grow and enhance our sports ministry as an outreach ministry.	Evangelism Commission
3.3.10. Strengthen our relationship with Mission of Mercy.	Evangelism Commission
3.3.11. Continue to encourage and empower our Deaf Fellowship (DF) to reach deaf and hard of hearing persons, through our covenant with the DF, with special focus on the expansion and growth.	Leadership Team
3.3.12. Continue to encourage and empower the Church of the Brethren Learning Center (COBLC), encouraging them to continue their current focus on pre-school and Kindergarten.	Discipleship Commission
3.3.13. Include in the master architectural plan for our property the creation of multi venues (e.g. athletic fields, etc.) intended not only for our use, but use by the community.	Long Range Planning Committee / Land-Facilities Ministry Team

3.4 Enhance global ministries

INITIATIVE	ACCOUNTABILITY GROUP (COMMISSION/COMMITTEE)
3.4.1. Encourage and continue our current global ministry vision and focus, i.e. to participate in global mission projects/ministry on all continents.	Evangelism Commission
3.4.2. Actively recruit more FCOB folks to go on a global ministry trip, setting a specific goal for participation.	Evangelism Commission
3.4.3. Partner with other churches to expand outreach and ministry.	Evangelism Commission

IMPLEMENTATION PROCESS

The Strategic Planning Team (SPT) serves as steering team for the implementation process; staff support will be supplied by the Senior Pastor (subsequently the Manager of Church Operations, when hired) and the Director of Communication.

As they steer the implementation of *Forward Together!*, members of the SPT will serve as liaisons to each accountability group. Through their liaisons, the Strategic Planning Team will assist with both the creation and execution of tactical plans, along with assuring alignment between tactical plans and the overall strategic direction of the congregation, as articulated in *Forward Together!*

The SPT will secure a “cloud-based” software platform to a) list each strategic initiative; b) track progress related to each initiative; c) allow for sharing/consultation/collaboration between accountability groups as they carry out each initiative – along with other utilizations.

As they carry out their implementation role the Strategic Planning Team will consult with the Long Range Planning Committee and Leadership Team, as needed.

At a minimum the SPT will make a yearly progress report to both the Long Range Planning Committee and Leadership Team on “progress to date” in implementing *Forward Together!* Each year at FCOB’s January Leadership Retreat, the SPT will make a presentation on outcomes from *Forward Together!* that took place the previous year.

Throughout this entire process, the SPT will stress the primacy of the strategic vision of Jesus, and the necessity of being totally surrendered to His perfect timing, guidance and sovereign future.

COMMUNICATION STRATEGY

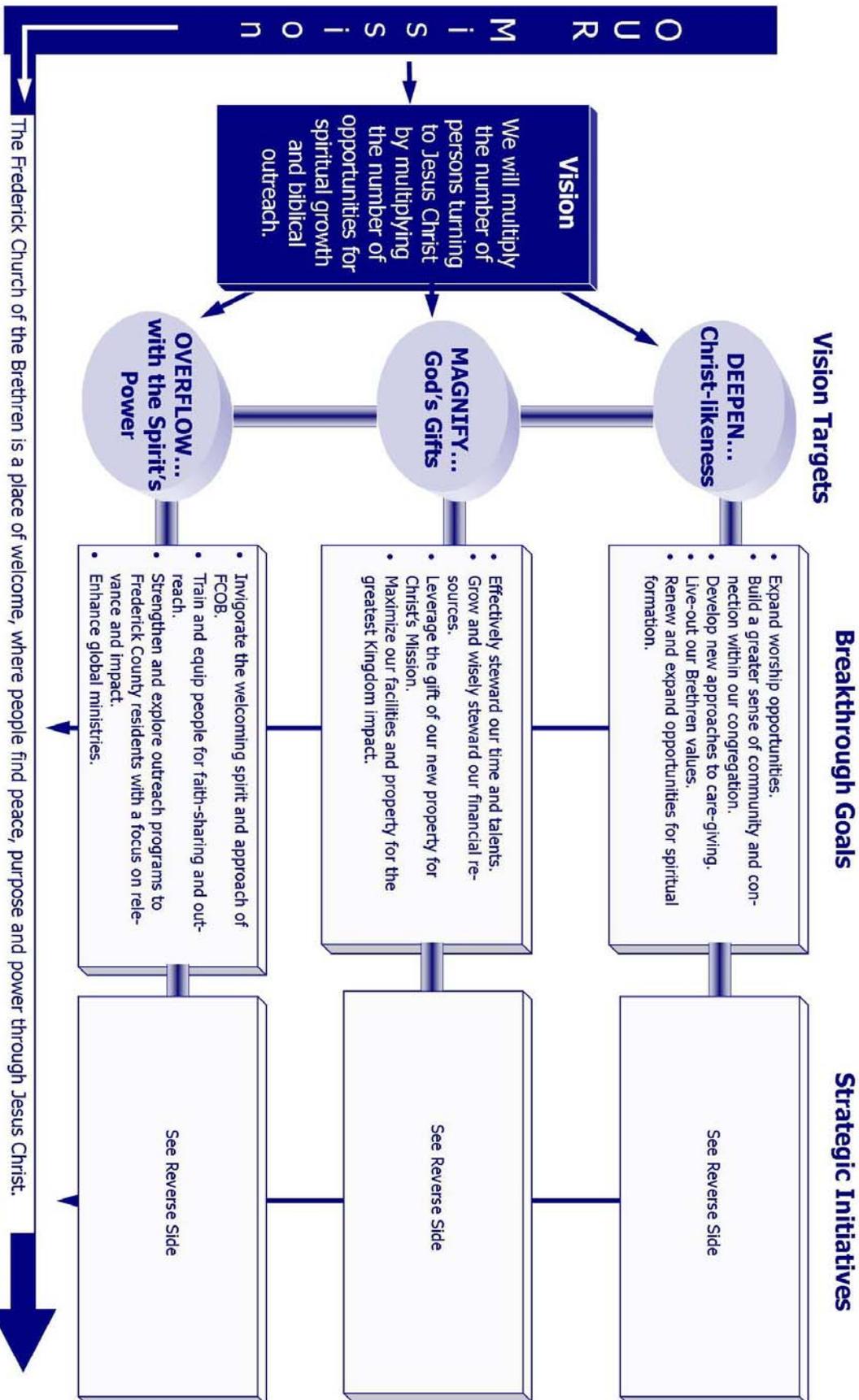
As an ex-officio staff member of the Strategic Planning Team, the Director of Communication will spear-head the communication strategy of the team.

To that end, the Director of Communication will: a) place *Forward Together!* on the congregation’s website for access and reference; b) prepare a “user-friendly” information piece summarizing the “gist” of the plan in a form that allows ease of understanding, with special emphasis on the overall vision and outcomes of the plan; c) take the initiative in contacting each SPT liaison to each accountability group every six months to garner outcomes from the implementation of strategic initiatives with a special emphasis on collecting stories related to outcomes; d) report outcomes through established FCOB media outlets; e) designate a section of the congregation’s yearly report for a progress report on *Forward Together!*; f) assist the SPT in preparing their presentation for FCOB’s January Leadership Retreat.

The Director of Communication will look, in particular, for opportunities to clarify FCOB’s strategic vision as advanced by *Forward Together!* To that end, the Director of Communication will be especially attentive to areas of *Forward Together!* where there are communication-gaps / misunderstandings / wrong assumptions / or simply the need for additional information – related to its content.

Overall, the Director of Communication will utilize any and all opportunities to further the vision of FCOB as advanced by *Forward Together!*

Frederick Church of the Brethren



FCOB Breakthrough Goals and Strategic Initiatives

1. Deepen Christ-likeness

- 1.1 Expand worship opportunities**
- 1.1.1. Establish new worship services as needed to expand our capacity to transition to the new property.
 - 1.1.2. Differentiate each current and future worship service, designing each service around a particular music/worship approach/style that creates a distinct "flair" for each service—yet still welcome all.
 - 1.1.3. Renew each current and future worship service, utilizing "best practices" as identified by consultants and other sources of resourcing and discernment.
 - 1.1.4. Utilize multiple technologies to deliver worship experiences in multiple forms (e.g. podcast, video-streaming, etc.).
 - 1.1.5. Explore additional methods for communion (e.g. intinction; methods especially relevant for The Basement) for persons to honor Christ's sacrifice in a meaningful way.
 - 1.1.6. Move all existing worship services incrementally to the new property, in tandem with the overall development plan for our new property and building.
 - 1.1.7. Evaluate the creation of multiple physical, architectural venues for worship services on our new property.

- 1.2 Build a greater sense of community and connection within our congregation**
- 1.2.1. Expand our older adult ministry.
 - 1.2.2. Grow and enhance our men's and women's ministries.
 - 1.2.3. Continue to grow, enhance our youth and young adult ministry.
 - 1.2.4. Grow and enhance our children's and family ministry.
 - 1.2.5. Continue our special needs ministry, increasing awareness of this offering.
 - 1.2.6. Provide child care for FCOB ministry/program offerings.
 - 1.2.7. Enhance and expand internal communication within the FCOB family by expanding utilization of MyFCOB (CCB), Facebook and other initiatives that will build greater connectiveness.
 - 1.2.8. Enhance and expand internal relationship building within the FCOB family (across worship services, g groups, etc.) by encouraging persons to participate in events that involve a wide spectrum of FCOB participants/members, e.g. Dinner Clubs, Love Feast, Lay Ministry Appreciation Picnic, outdoor baptisms, mission trips, etc.
 - 1.2.9. Develop a simple, direct path for connection/community which guides both new and current FCOB participants/members toward deeper involvement, e.g. worship, grow, serve.

- 1.3 Develop new approaches to care-giving**
- 1.3.1. Rebirth FCOB's Preventive Healthcare Ministry.
 - 1.3.2. Enhance and expand our current partnership with Vital Sources (a Christian counseling agency).
 - 1.3.3. Add a Visitation Care Pastor to our staff, either as a volunteer staff person (PT) or a paid staff person with a special emphasis on ministry to our shut-ins.
 - 1.3.4. Enhance our radio program, "A Time Of Challenge," with a special emphasis on reaching our shut-ins (e.g. developing a Sunday School type curriculum/class as a comparison resource to the radio program).

- 1.4 Live-out our Brethren values**
- 1.4.1. Identify and communicate how Brethren values are relevant to today's culture, providing practical, "hands-on" experiences (e.g. service projects, mission trips) that help people make the connection between Brethren values and life-changing faith in Jesus.
 - 1.4.2. Renew and reinvalidate Love Feast, offering new styles, contemporary options, for experiencing and living out this ordinance of the church (e.g. Deaf Fellowship Love Feast).
 - 1.4.3. Renew and reinvalidate other Brethren ordinances (e.g. anointing for healing), offering new options for experiencing and living out our ordinances.
 - 1.4.4. Offer alternative opportunities for experiencing Brethren values (e.g. greater promotion of denominational events, conferences, resources, continuing to host District Conference, etc.).
 - 1.4.5. Promote Brethren values of peace and justice, with special emphasis on mediation as a biblical approach for conflict resolution.

- 1.5 Renew and expand opportunities for spiritual formation**
- 1.5.1. Continue to "live out" findings from the REVEAL study/research, making needed adjustments to the current FCOB spiritual development process.
 - 1.5.2. Promote/develop more opportunities for persons to grow in personal spiritual, contemplative, meditative practices (e.g. Enneagram, spiritual growth retreats, etc.).
 - 1.5.3. Provide the option of spiritual direction through trained spiritual directors/advisors.
 - 1.5.4. Evaluate and enlarge g.group offerings.
 - 1.5.5. Utilize multiple technologies to provide g.group experiences in multiple forms (e.g. podcast, video-streaming, SKYPE, Google Circles/Hang-Outs, etc.).
 - 1.5.6. Establish a leadership mentoring/training program to develop new leaders, with a special emphasis on younger leaders.
 - 1.5.7. Establish Christian Education/spiritual formation opportunities on the new property, incrementally, in tandem with the overall development plan for our new property and building.
 - 1.5.8. Make spiritual formation a priority in developing our new property (e.g. construct meditation gardens, a labyrinth, a prayer walk, prayer room, etc.).

2. Magnify God's Gifts

- 2.1 Effectively steward our time and talents**
- 2.1.1. Revise and update our current constitution, striving to develop an even more efficient organizational structure, to steward even more effectively, the time and talents of both lay leaders and staff.
 - 2.1.2. Increase the number of people actively serving by matching the time and talents of persons with specific ministries. To that end: evaluate our SHAPE program developing ways to reintegrate this approach.
 - 2.1.3. Continue to leverage multiple communications channels (e.g. web-site, facebook) to make people aware of ways they can serve.
 - 2.1.4. Continue to enhance and expand the way in which we celebrate the contribution of our lay people (e.g. Lay Ministry Appreciation Picnic).
 - 2.1.5. Continue to match skills and passions of church staff with congregational needs, building upon past and present successes.
 - 2.1.6. Monitor staff load/fatigue, securing additional staff to lead/manage expansion/growth efforts.
 - 2.1.7. Establish an intentional, systematic process to manage the transition resulting from the Senior Pastor's eventual departure (e.g. retirement, etc.).
 - 2.1.8. Encourage a spirit of excellence within the FCOB culture, cautioning against the pitfalls of perfectionism in the spirit of Proverbs 3:5, Philippians 3:12-14, as we foster a culture of grace rooted in God's performance in Jesus, not our performance.
 - 2.1.9. Encourage innovation with the FCOB culture, affirming the necessity of risk, "holy boldness," and Christ-honoring adventures in faith.

- 2.2 Grow and wisely steward our financial resources**
- 2.2.1. Continue to enhance and expand our endowment program.
 - 2.2.2. Continue to retool our annual stewardship/generosity emphasis. Include as a part of this emphasis a financial planning class or g.group (e.g. Dave Ramsey, Good Sense, etc.).
 - 2.2.3. Research the availability of non-governmental grants for various FCOB ministries (e.g. the Vital Worship Grants Program of the Calvin Institute Of Christian Worship).
 - 2.2.4. Develop a vision sharing process, where people become aware of FCOB ministries, providing a detailed accountability of how resources are spent (e.g. quarterly newsletter, annual report, etc.).
 - 2.2.5. Develop a clear, explicit financial master plan for the full funding of the development of our new property, including funding targets that must be achieved before the start of development/building activities identified with each phase.
 - 2.2.6. Determine in a timely manner, what portion/amount (if any) of our new property can be sold to provide capital development resources.
 - 2.2.7. Conduct capital campaigns as needed to achieve the financial master plan for the development of the new property.
 - 2.2.8. Establish and implement an attainable financial plan to address staffing and other development costs in order to expand our capacity to transition to the new property.

- 2.3 Leverage the gift of our new property for Christ's Mission**
- 2.3.1. Transition FCOB to the new property. It is understood this timeline is contingent upon meeting the benchmarks of the master financial plan for the new property and governmental approvals.
 - 2.3.2. Develop a multi-purpose building (which includes the option of a gymnasium-type utilization) as the first priority of the architectural master plan with the intent to expand ministries which are at capacity at our current location.
 - 2.3.3. Develop other aspects of our overall architectural master plan, incrementally. Building activities will not start until funding targets articulated in the financial plan for the new property are achieved.
 - 2.3.4. Develop and implement an overall site development plan and architectural master plan for the new property and buildings that conforms to 1) the values, priorities, mission, vision, vision targets, breakthrough goals, and strategic initiatives articulated in this plan; 2) the program specifications of each strategic initiative, as determined by the responsible accountability group; 3) an on-going trade-off analysis, in comparison to "any and all" alternate strategies for fulfilling our strategic vision/direction. The goal is to move forward, long-term, in the most cost effective manner; 4) future changes, if any, to the Frederick County comprehensive plan, that might impact the zoning/value of our land. A change of zoning to either the 33 acres on the west side of our property—or the 77 acres on the east side of our property could raise significant stewardship issues, warranting reconsideration of our current site development plans; 5) an understanding that any revenue generated from a change of zoning, to either the 33 acres on the west side of our property—or the 77 acres on the east side of our property, will be re-invested back into FCOB ministries to advance the vision and mission of the congregation, in tandem with the congregation's current strategic ministry plan.
 - 2.3.5. Hold more activities/events/programs on our RT. 15/340 property; increasing the number of persons with first-hand knowledge of our property and the vision connected to our property.
 - 2.3.6. Continue to "lift up" and clarify "where we are" in the journey of "stepping toward the dream" of relocation to our RT. 15/340 property.

- 2.4 Maximize our facilities and property for the greatest kingdom impact**
- 2.4.1. Continue to selectively partner with community groups in the use of our facilities and property consistent with church facility use values and policy. It is understood this is to be done within the current covenant-making process, that strives to develop relationships with these groups that are mutually beneficial.
 - 2.4.2. Continue to multiply options for storage, exploring new options both at our current property and our RT. 15/340 property.
 - 2.4.3. Design new facilities to include current and emerging communication strategies.

3. Overflow With The Spirit's Power

- 3.1 Invigorate the welcoming spirit and approach of FCOB**
- 3.1.1. Allow Jesus to work in and through us in welcoming and assimilating newcomers (e.g. ushers, greeters, information system, fellowship hour, etc.) at all services, including special services.
 - 3.1.2. Enhance a sense of hospitality and welcome through our facilities (e.g. a hospitality lobby, café, bookstore, etc.).
 - 3.1.3. Identify and implement effective approaches to follow-up with first time guests and visitors.
 - 3.1.4. Increase outreach options for inviting unchurched friends, co-workers, etc., especially creative, "out of the box" options.
 - 3.1.5. Utilize multiple technologies to provide a "port of entry" (e.g. small group, faith exploration chat room, etc.) for the unchurched in multiple forms (podcast, video-streaming, SKYPE, Google Circles/Hang-Outs, etc.).

- 3.2 Train and equip people for faith-sharing and outreach**
- 3.2.1. Emphasize the communication of the Gospel as our central, core enterprise.
 - 3.2.2. Continue to offer faith-sharing training (e.g. the Bridging The Gap curriculum, etc.) on a recurring basis, encouraging persons to participate.
 - 3.2.3. Develop a mentoring program, pairing persons experienced in sharing their faith with persons who want to learn, with a special emphasis on organic/natural opportunities for people to develop mentoring relationships.
 - 3.2.4. Utilize g.groups to develop leaders for faith-sharing and outreach, etc.

- 3.3 Strengthen and explore programs to Frederick County residents with a focus on relevance and impact**
- 3.3.1. Begin an active marketing/advertising outreach a) clarifying the "FCOB brand"; b) lifting up the life-changing ministry of Jesus happening through FCOB.
 - 3.3.2. Secure new digital signs, to replace the current signs at Fairview Avenue and 2nd Street/2nd Street and Rosemont Avenue.
 - 3.3.3. Expand and enhance our outreach through our website and social media.
 - 3.3.4. Expand and enhance our Love Frederick emphasis, providing additional opportunities to reach out locally both through new ministries and relationships with existing ministries (e.g. Religious Coalition, Frederick Rescue Mission, etc.).
 - 3.3.5. Expand and enhance our Picnic in the Park emphasis, providing strategic opportunities for FCOB to reach out through community events.
 - 3.3.6. Expand and enhance our participation in Brethren Disaster Service and other related ministries.
 - 3.3.7. Explore beginning an outreach ministry to the Hispanic community.
 - 3.3.8. Explore ways to expand and enhance our relationship with Hood College.
 - 3.3.9. Grow and enhance our sports ministry as an outreach ministry.
 - 3.3.10. Strengthen our relationship with Mission of Mercy.
 - 3.3.11. Continue to encourage and empower our Deaf Fellowship (DF) to reach deaf and hard of hearing persons, through our covenant with the DF, with special focus on the expansion and growth.
 - 3.3.12. Continue to encourage and empower the Church of the Brethren Learning Center (COBLC), encouraging them to continue their current focus on pre-school and Kindergarten.
 - 3.3.13. Include in the master architectural plan for our property the creation of multi venues (e.g. athletic fields, etc.) intended not only for our use, but use by the community.

- 3.4 Expand global ministries**
- 3.4.1. Encourage and continue our current global ministry vision and focus, i.e. to participate in global mission projects/ministry on all continents.
 - 3.4.2. Actively recruit more FCOB folks to go on a global ministry trip, setting a specific goal for participation.
 - 3.4.3. Partner with other churches to expand outreach and ministry.

Please Note: Strategic Initiatives are abbreviated in some cases because of space constraints. See pp. 13-20 for full and "official" wording.

APPENDIX

Data Summary of Leadership ONLINE SURVEY FCOB Forward Together October 29, 2013 Total Usable Surveys: 63

DEMOGRAPHIC PROFILE:

1. Role of Respondent:

76% Lay leader
24% Staff

2. Age Range:

29% 47 or younger
51% 48 to 64
21% 65 or older

MISSION AND VISION STATEMENT

- 3. To what extent do you feel this wording in our MISSION STATEMENT remains strong and useful to us in describing our reason for existence as a church? *The Frederick Church of the Brethren is a place of welcome, where people find peace, purpose and power through Jesus Christ.***

Not Useful 1	2	3	Neutral 4	5	6	Extremely Useful 7	Mean
3%	0%	5%	8%	10%	41%	33%	5.78

- 4. To what extent do you feel this wording in our VISION STATEMENT remains strong and useful to us in describing our “preferred future” for our church? *We will multiply the number of persons turning to Jesus Christ by multiplying the number of opportunities for spiritual growth and biblical outreach.***

Not Useful 1	2	3	Neutral 4	5	6	Extremely Useful 7	Mean
2%	0%	3%	10%	8%	56%	21%	5.75

- 5. Listed below are the 5 PRIORITIES we have identified in our strategic plan, that must occupy the center of our attention, our minds and hearts, and our financial resources. Please take a moment and reflect on each of these. Then ask yourself what, if anything, needs to SHIFT (e.g., change, be realigned, occur in a new way) to ask this priority more viable/alive/real/urgent.**

	Nothing I can think of needs to shift	Something needs to shift
Fellowship	72%	28%
Ministry	72%	28%

Evangelism	67%	33%
Worship	66%	34%
Discipleship	63%	37%

Q9-12: To what degree to you feel FCOB lives out the following values? On a scale of 1-7 with 1 meaning Evident and very real and 7 meaning On paper only, not rea:

	Mean
Loving Fellowship	2.27
Passionate Faith	2.52
Practical Witness	2.53
Rich Heritage	3.27

BREAKTHROUGH GOALS

Q15-19: Our strategic plan is organized around 13 breakthrough goals. For each of the 13 goals, please give us your best counsel for how to proceed with that goal in the future.

VISION TARGET #1: Deepen Christ-Likeness

	We should keep this goal AS IS	This goal should be DISCARDED	This goal should be KEPT BUT REVISED
Build a greater sense of community and connection within our congregation.	93%	0%	7%
Renew and expand opportunities for spiritual formation.	84%	0%	16%
Expand and enrich worship opportunities.	82%	4%	14%
Develop new and effective approaches to care-giving.	77%	2%	21%
Reinvigorate our Brethren heritage in culturally relevant ways.	68%	11%	21%

VISION TARGET #2: Magnify God's Gifts

	We should keep this goal AS IS	This goal should be DISCARDED	This goal should be KEPT BUT REVISED
Effectively steward our time and talents for Christ's mission.	91%	2%	7%
Maximize our facilities and property for the	89%	4%	8%

greatest Kingdom impact.			
Leverage the gift of our new property.	83%	4%	14%
Grow and wisely steward our financial resources.	82%	2%	16%

VISION TARGET #3: Overflow with the Spirit's Power

	We should keep this goal AS IS	This goal should be DISCARDED	This goal should be KEPT BUT REVISED
Enhance the welcoming spirit and approach of our congregation.	91%	2%	8%
Train and equip people for faith sharing and outreach.	96%	0%	4%
Develop and strengthen outreach programs to Frederick County residents, with a focus on relevance and impact.	92%	9%	8%
Enhance global ministries.	85%	0%	15%