

Damascus Road Community Church (DRCC)
Vision 2020- Three year strategic roadmap
August 18, 2017

1.0 Contents and Executive Summary

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Executive Summary

Like any healthy church, DRCC aims to be a prevailing regional church committed to making disciples through a biblically-functioning community - known for its clarity in presenting the Gospel of Jesus Christ in creative, contemporary ways. After a year of prayer, multiple discussions and meetings, our elders, in consultation with trustees and staff, have identified three strategic goals for 2017-2020 toward this end:

- Transition senior pastoral leadership from Richard Fredericks to Rajendra Pillai
- Create and implement pathways of spiritual development for our children, youth, and adults
- Expand our facility to accommodate 2,000 adults and children over three services

This strategic plan *summarizes* how we identified these goals, and how we propose to achieve them.

2.0 DRCC Mission

DRCC aspires to fulfill the Great Commission -- to make disciples of all nations (Matt 28:18-20) while living out the Great Commandment -- to love the LORD with all our heart, soul, and mind (Matt 22:36-40). This is embodied in DRCC's Mission Statement:

A Community of Light by the Power of the LORD Jesus Christ.

A community of light is not a community of perfect people – far from it. In the words of Thomas Merton, “*We are not saints because we are inherently good all the time. We are saints because we have tasted the goodness of God.*” Jesus doesn't just transform individuals, but entire neighborhoods, communities and organizations and it comes to fruition in and through us because we have become a community that has tasted the goodness of God.

We will continue this vision to form and sustain a culture where people bring people to meet Jesus, where every follower of Jesus becomes a reproducing follower of Jesus, where Matthew parties are held to reach outsiders, where cross-generational ministry is the norm, where hope is found, authentic love and acceptance get experienced, the radical grace and joy of Jesus get dispensed with reckless abandon, and where:

- people discover God's purpose for their lives and the missional impulse to make a difference in our world.
- people become the church in their homes, neighborhoods, workplaces and every domain of our region and beyond.
- life-transforming worship and teaching happen and where disciples making disciples becomes the norm.
- young people are highly motivated to lead a life of full devotion to Jesus.
- people give generously, serve faithfully, support cheerfully, and worship joyfully.
- the commitment of people in our church is so strong, and the desire to love God and serve His people is such a strong reality because of what Jesus is doing through us, that families become vibrant, marriages become renewed, singles are accepted, seniors are valued, children are celebrated, the weary find rest, and the forgotten are remembered.

3.0 DRCC Position and Environment

The past few years set important context for our strategic planning process. Each year, we focused on one or two big goals that helped us become structurally and organizationally strong while keeping the flame of the Gospel burning bright. We aligned staff time and resources, revamped weekend services, membership process, connection process, and eliminated 17 data silos to create one coordinated church database. We organized worship planning through Planning Center Online, strengthened robust children and youth ministries, inculcated a culture of service through service projects and engaged men and women. We also poured time and energy into strengthening our local and overseas missions, baptism process, congregational care system, children's check-in, parking, hospitality, security, digitizing all of our resources and streamlining communications.

We also formed well-functioning elder and trustee boards and created a culture of shared leadership and teaching. Last year, our much-loved Senior Pastor Richard Fredericks received news that his health status will likely limit his ability to continue as senior pastor. This news hastened the planning of our senior leadership to ensure continuity and growth.

When DRCC's community moved into our new facility we experienced dramatic growth in attendance. This is both an opportunity and a challenge. DRCC's leadership seeks continued growth of spiritual maturity in our congregation. We believe that defined development paths for each member to "take the next right step" are likely to accelerate spiritual growth for our members and attenders. Coordinated resources for spiritual development exist, but are relatively underdeveloped at DRCC.

Our facility is now commonly utilized at over 80% capacity. DRCC's most acute need for space exists in our children's ministry, which is beyond maximum capacity in at least one weekend service. There is presently no available space for new children in some classes. These and other space limitations constitute barriers to fulfilling our vision.

Previously and with God's help and guidance, DRCC successfully completed a three-year capital campaign and moved into our new facility (InJoy Stewardship services told us we were the top church of our size to raise the kind of funds we did). Praise God!

Now that we are structurally and organizationally much stronger, we believe this is the right time to seek what God has for us now and to best align His resources for His glory over the next three years.

4.0 Supporting Strategy

4.1 Guiding Principles

We have been, and will continue to be, committed to a community open to change, growth, innovation, and flexibility. The apostle Paul, in creating the church at Thessalonica (1 Thessalonians 1:4-10), gives us a blueprint of essential characteristics for a healthy, growing congregation. This blueprint includes willingness to receive the Gospel, develop authentic relationships, engage in joyful sharing with an outward focus and Spirit-gifted effective ministries.

4.2 General Assumptions

1. While we will focus on three important strategic goals; the pursuit of these goals will be ***on top of leading a fully functioning church and its various ministries.***
2. We will strive to keep things simple and clear.
3. We will assign a leader/team to each goal and objective to enable both strategy creation and implementation.
4. We will take sufficient time to develop, resource, and implement our plan.
5. We will focus efforts on how to attract, mature, and equip people rather than on simply developing programs.
6. We will be open to our Lord's redirection through elder-led initiatives, prayer, and continuous learning.
7. Key milestone dates may be adjusted as we build understanding or situations change.

4.3 Strategic Goals

4.3.1 Goal #1: Vision 2020- Senior Leadership Transition

While maintaining Christ-centered unity and shared leadership within our community, we will transition senior leadership from the founding pastor to our next senior pastor.

Key Leaders: Michelle Rader (Head Elder), Blake Dunlevy (Elder Vice-Chair) and the Elders

4.3.1.1 Assumptions and Background Information for Goal #1

In 2014, Senior Pastor Richard Fredericks initiated discussions with key leaders about his eventual retirement, still years away, knowing that it would take many years to plan for a healthy, successful transition to a new senior pastor. Then, in January, 2016, Richard announced to the congregation that he had recently received a diagnosis of leukemia. We are all deeply grateful for his present good condition and general lack of serious symptoms and we continue to pray for his healing and continued health. Richard is much loved in our community and we will do all we can to support him and his family as we travel this path together.

Rajendra Pillai, our Executive/Teaching Pastor, is also a much loved and respected leader in DRCC's community. After several prayerful rounds of discussions, DRCC's staff, trustees, and elders all confirm his gifts of spiritual leadership, organization, and teaching and his calling to become our next senior pastor.

4.3.1.2 Supporting Activities and Objectives for Goal #1

- Rajendra has agreed, and is being supported, to begin a Doctor of Ministry program starting in 2017 at Ashland Theological Seminary
- Richard will gradually transition senior pastor responsibilities to Rajendra
- DRCC's community will be called upon to support Rajendra as he takes on new responsibilities
- Richard will guide Adult Pathways development (see Strategic Goal #2)

4.3.1.3 Key Milestones for Goal #1

- 2017
 - ❖ Recommend Rajendra Pillai as candidate to succeed Richard Fredericks as Senior Pastor at DRCC
 - ❖ Hold a congregational meeting for dialogue on Senior Pastor transition
 - ❖ Rajendra begins doctoral studies
- 2018
 - ❖ Richard and Rajendra share preaching responsibilities
 - ❖ Richard and Rajendra share most of the senior leadership duties
 - ❖ Hire an Associate Pastor
- 2019
 - ❖ Information meetings and vote by members on Elder/Trustee recommendation of Rajendra as the next Senior Pastor
 - ❖ Richard will take a 6-month break and then return to serve in the areas of teaching and adult pathways

4.3.2 Goal #2: Vision 2020- Create and Implement Pathways for Spiritual Development

DRCC will offer pathways of specific steps and resources designed to move every seeker and believer towards Christ-centered maturity in thought, choices, and action.

4.3.2.1 Assumptions and Background Information for Goal #2

The Willow Creek Association previously conducted extensive studies in over 1,000 churches to assess patterns of spiritual growth.¹ This research indicates that intentional planning and guidance can accelerate Christian maturity and the capacity of a community to share Christ. DRCC leaders will seek to create Pathway processes to accelerate spiritual growth for every member and attender while equipping them for service in accordance with the Willow Creek findings. We believe every DRCC member is equally and uniquely a minister to and from our community.

4.3.2.2 Supporting Activities and Objectives for Goal #2

4.3.2.2.1 Children & Youth Pathway

DRCC's Children's (CM) and Youth Ministries (YM), in close partnership with parents, will create a comprehensive process designed to equip graduating youth with an integrated Biblical worldview and a bridge of strong relational connections to life in the larger church. This Pathway will identify and develop the character skills we expect for each age group from nursery to high school.

Every Children's and Youth Ministry activity will be aligned with Pathway objectives. We will also equip and identify resources for our parents to reinforce our teachings to their children. Haven Special Needs ministry will be part of this plan.

Key Leader/Teams: Roger Record (Youth Pastor), Michael Yudt (Director of Children's Ministries), Rajendra Pillai, and Michelle Rader along with CM and YM teams.

4.3.2.2.2 Adult Pathway

Adult Pathway will guide and accelerate DRCC members' and attenders' progress ranging across a spectrum from new believers to fully-devoted followers of Christ. Adult Pathway will include:

- Women's Ministry
- Men's Ministry
- Adult small groups
- Facilitating personal and prayerful Bible study
- Oversight of member opportunities to serve our larger community
- Leadership of our Overseas Mission Board

¹ Greg L Hawkins, Cally Parkinson *Move: What 1,000 Churches Reveal About Spiritual Growth* (2011, Zondervan). Greg L Hawkins *Reveal Where Are You?* (2007, Willow Creek Association).

- A carefully chosen cluster of classes and ‘events’ (weekend retreats or one-day seminars) selected to mature the truth-based, Spirit-led knowledge and life-skills of our congregation.

Key Leaders/Teams: Richard Fredericks, Blake Dunlevy, Paul Foss (Pastor of Outreach & Men’s Ministry), Wendy Mindte (Director of Women’s Ministry), Selected Staff, Elders, and members.

4.3.2.2.3 Weekend Services

We cannot overemphasize just how important our weekend services are. When worship resonates and the Word gets preached hearts get convicted and transformed, and lives are changed. We will work hard to elevate this vision at every level of our praying, planning, and execution of our weekend services. Our weekend services will be the primary vision casting platform for our Pathway strategy.

Key Leader/Teams: Rajendra Pillai, Richard Fredericks, Pathway leaders

4.3.2.3 Key Milestones for Goal #2

- 2017
 - ❖ Communicate and vision cast Pathway (2017-2019)
 - ❖ Establish staged development pathways for all ages
 - ❖ Discover, explore or develop resources to support Pathway development (2017-2018)
- 2018
 - ❖ Integrate staged development paths, readiness indicators, and resources into Pathway
 - ❖ Train staff and leaders in Pathway
 - ❖ Implement Pathway at DRCC

4.3.3 Goal #3: Vision 2020- Facility Expansion

4.3.3.1 Assumptions and Background Information for Goal #3

After extensive dialogue and prayer, our DRCC Elders requested our Trustees to pursue one more expansion of our current facility. This expansion is already an urgent reality in our Children’s Ministry classrooms and adult Worship Services, both of which are consistently overcrowded in at least one and often two services each weekend. Our expanding Youth Ministry events are also often overcrowded. Access to meeting rooms for organizational and adult classes is limited due to availability. The foyer area is already being used for classes and meetings as well. This overcrowding discourages

visitors and inhibits creative planning for drawing more people into our DRCC community.

4.3.3.2 Supporting Activities and Objectives for Goal #3

- DRCC leaders propose one more facility expansion at the current site with capacity to accommodate a congregation of 2,000 adults and children over three services. The proposed expansion will increase DRCC's present capacity while providing additional training resources for the ministry needs described above. Thereafter, the elders believe we should expand through church planting or *via* a multi-site church rather than build bigger buildings at our current property.

Since construction of a new facility will require several years, DRCC leaders will also develop interim plans to accommodate our needs to the greatest extent possible while maintaining efficient use of resources. This includes current exploration of portable classrooms to assist with Children's ministry space needs.

Key Leaders: Elders (vision and direction), Trustees (oversight), Development Team (planning and implementation)

4.3.3.3 Key Milestones for Goal #3

- 2017
 - ❖ Facility needs assessment and interim space plan (2017-2018)
 - ❖ Capital and Budget Analysis (2018-2020)
- 2018
 - ❖ Development Plan
 - ❖ Congregational Review
 - ❖ Capital Campaign (2018+)
- TBD
 - ❖ Construct and occupy expanded facility

4.4 Sustaining Ministry Goals

DRCC staff continues to work on other initiatives and ministries to help us become a stronger community of faith. These ongoing and sustaining activities include:

- Strengthening partnerships with other churches;
- Streamlining missions and outreach
- Training our next generation of leaders
- Expanding networks and resources in DRCC Congregational Care
- Implementing a strategy to develop and utilize spiritual gifts
- Improving organization-wide processes and systems

We will continue to support these activities with the goal of integrating them into the primary strategic goals.

5.0 Summary and Conclusion

Building upon existing and past DRCC ministries, we plan to

- Transition senior pastoral leadership from Richard Fredericks to Rajendra Pillai (2017-2019)
- Develop and implement Pathway to accelerate spiritual development for the entire DRCC community (2017-2019)
- Expand our facility to support our vision and mission (2017-TBD)

We believe this plan honors Christ and provides the best route to fulfil DRCC's vision to be *A Community of Light by the Power of the LORD Jesus Christ*.

We invite your participation through dialogue, prayer, and heartfelt service as we move forward for Christ's glory and our joy.

DRCC's Elders, Trustees, and Staff