



RIVER CITY CHURCH

church has changed since you were a kid

*River City Church - Long Range Planning
3 Year Plan*

April 2008

Table of Contents

Communications & Outreach Goals	3
Front Lines Ministry Goals.....	6
Children’s Ministry Long Range Plan	7
Worship Design Team-- Goals.....	11
Creative Arts Ministry Goals.....	14
House Church Ministry Goals.....	15
Finance Team Long Range Planning	17

Communications & Outreach Goals

*“Growing churches have growing crowds – it’s best to **first** attract the biggest crowd possible and **then** help people take steps toward Christ” (c.f., Simply Strategic Church – Attracting A Crowd To Your Church by T Morgan and T Stevens).*

Overview (here’s what we do as a Team): Current Ministry Activities – Audio-visual/Technical (Sound, Lights, Powerpoint, Production, Re-production), Website (Content Management), Internal Communication (Program, Constant Contact, database, blog, facebook, e-newsletter for staff), External Communication (Marketing & Advertising, Community Development (Love Cambridge), Facilities (set-up), Worship Design (facilitation – C.A(2), Lead, Comm, HC, Tech).

6 months –

1. **Create a Worship Design/Communications compatible schedule for 2009 to allow for marketing planning** (‘on-ramp’ series – 6 to 8 times each year) and communications design (the following table provides a sample of what might be included):

Begins	Length	Focus
January	4 weeks	Tithing, giving, stewardship
February	4 weeks	Serving, volunteering, making a difference
March	5 weeks	“felt-need”
April	5 weeks	“felt-need” (launching on Easter)
May/June	5 weeks	“felt-need” – ending with a salvation emphasis to prepare for baptism
July/August	6 weeks	“felt-need” themed to summer blockbuster movies, ending with a salvation emphasis to prepare for baptism
September	4 weeks	Vision-Casting – paint a picture for growth, including the need to build relationships with people who are unchurched
October	4 weeks	“Felt-Need” – family/relationship focus
November	4 weeks	Purpose-Driven Life Emphasis
December	4 weeks	“felt-need” with Christmas emphasis

2. **Recruit 12 new people to the communications/outreach team** – specifically powerpoint designers (2); internal communications manager & 2 staffers (3); audio-visual technicians (sound & lights)(2); community development manager (to work with Home Church leadership)(1); 2 web technicians; 2 video development staff members

3. **RCC services will be available as podcasts** and/or be available live stream from our website

4. **Communications Outreach Training Events will be scheduled 2 times each year** – sound, powerpoint, software (web, constant contact, database)

5. **Announcements will be strategically offered** – based on target audience, resources, priority, and series. Individuals having events and ideas to promote will send in complete details by email and will be informed by communications team about the particulars of the designed promotion plan. All other directors and lead pastor will refer matters of promotion to this team

6. **Stick with a list of highly ‘advertisable’ felt-needs series for the next 2 years** (6 to 8 times each year)– examples include: help with marriage; help with raising kids; help with handling teens; how to make your life count; living within your means; help with being a better employer or employee; encouragement for those feeling beaten down; being forgiven for those who feel they’ve messed up; discovering trust for those who feel betrayed; making sense of crisis.

7. **Postcards for direct mail and public distribution will coincide with ‘felt-needs’ series** (6 to 8 times each year) and will be mailed to N1T and N3C (10000 homes) two weeks prior to the series. Internal postcards will be distributed at services and electronically for 2 weeks before a new series

8. **The Sunday morning program will be re-designed to contain less clutter and incorporate the communication card** – we will also re-consider the opportunities for people to respond so that unfolding could become easier and more effective

12 months –

1. **River City will have regular video ‘teasers’ and/or shorts for each ‘felt-need’ series** – 6 to 8 each year – to build anticipation for what’s coming (they will begin airing 2 weeks before the series start)

2. **Communications Team will meet once each year to plan out the storyboards and video shooting schedules for these teasers and/or shorts**

3. **River City will have 2 or 3 billboards featuring series ‘teasers’ linking to web addresses** which go straight to the RCC website (ex. www.mymarriagesucks.com for a marriage series, etc.)

4. **River City will have new resources, new look and operating practices at the “Information Centre/Host Centre” on Sunday mornings** (will work in conjunction with Front Lines staff) to more strategically help guests visiting the church.

5. **River City will feature life stories 4 times each year** because “changed lives change lives” – the communications team will regularly capture materials and edit it for strategic times of year (Easter, Christmas, back-to-school, series specific) – the lead pastor should provide names of people to interview

6. River City will be proactive with the media sending **regular press releases** (6 to 8 times a year) reminding how the church can be relevant to today's culture, how the church is positively influencing the community, and letting the public know what's new

18 months –

1. **River City will have 2 Sunday worship services** (50-60% full) - *community development plans, and marketing plan are pointless if we have no conduit for growth ('regulars' would attend one and serve at one ideally)

2. **River City will have 3 community events each year** – 2 that they partner with other events or community organizations as an active sponsor and 1 sole River City 'free' community event (late September).

3. A **Community Development Manager** will hold one large 'Love Cambridge' event that involves the Home Churches and the larger community of River City. This person will also provide knowledge support to the Home Churches to effectively manage their 'Love Cambridge' events.

24 months –

1. **River City will have a ministry centre with more meeting space and office space** – because more 'next steps' classes will be happening due to the numbers of people attending and to accommodate more schedules of people (we will have to identify more instructors and 'next steps' will have to be added to the WDT templates)

2. **River City will be considering multiple service options** so church attendees and volunteers have more choices and avoid the mentality that "we all have to worship together to be a church family".

3. **River City will have found someone to 'own the programming'** – who will oversee all the creative elements that prepare people's hearts to fully engage in the questions and answers addressed in the talks.

Front Lines Ministry Goals

1 month	Have all eight open positions filled on the hosting teams.
1 month	Set regular meetings: first Monday of each month
1 month	Recruit Lee Falcone to critique our ministry area
1 month	Have a list of new people available for Foyer Hosts, to better enfold people through familiarity. (Alena – database)
3 months	Have a succession plan in place for leadership roles. Have a 'swap list' in place for supporting roles.
1-6 months	Front Line Managers will give the Host Table a fresh look with new info/gift packages for newcomers, and easy-to-find information for all attendees—a significant 1st impression. (Managers' homework for April is to dream up a WOW concept)
6 months	Host a thank-you dinner / team building and training session for each host team.
6 months	Front Lines will thoroughly explore and determine whether the idea of using Fair Trade coffee is viable
6-12 months	Front Line Managers will go on 'field trips' to other churches to look for fresh ideas on: a) Welcome b) Newcomer packages c) Events d) Hosting
12 months	Have two potluck lunches per year
12 months	Participate in the planning of the annual River City July weekend camping event (if it is to continue as an official River City event)
24 months	Plan an off-site weekend / River City retreat for all ages, at a local camp (i.e. Camp Shalom)

Children's Ministry Long Range Plan

Imagine:

- Imagine raising kids who grow toward full devotion to Christ, who meet the challenges their generation faces, and who become leaders for the Kingdom.
- Think of a setting where children experience so much fun learning and believing how awesome God is that they don't want to miss a single week.
- Muse about music so contemporary and engaging that children leave humming the tunes and singing words that help them remember biblical truths all week.
- Picture a place where video and drama effectively teach this media-driven generation about how to live the Christian life at home, during school, and in their neighborhoods.

Envision strong people-focus in this ministry—children receive intentional shepherding in small groups where they are known and loved, and adult volunteers serve with great joy and passion, convinced they provide strong influence on a generation of Christ's followers.

(From Children's Ministry Today newsletter)

River City Church exists to bring unchurched people to become fully devoted followers of Christ.

The same is true in Children's Ministry.

What does it look like in Children's Ministry?

- The Best Hour of a Kid's Week
- Safe, Happy Learning Environment
- Evidence that their children were cared for and had fun
- Proof that they learned Biblical truth
- "faith formation in a safe and fun environment"

Five Values of our Ministry

1. We are a child-targeted ministry. (1 Corinthians 9:22)
2. Lessons will be relevant and application oriented to today's kids. (Psalm 119:11)
3. We will teach the Bible creatively.

4. We will intentionally shepherd through Small Groups. (2 Timothy 2:2, Acts 2: 42-47))
5. We will keep children spiritually, emotionally, and physically safe. (Mark 10:14)
6. Our ministry will be Fun.

Children's Ministry will remove barriers to children coming to faith in Christ and will teach them to praise

Six Months (September 2008)

Sunday Morning Worship

- Operate a full Children's Program for the summer months of 2008
success criteria: Programs operate in WonderZone and KidZone July and August 2008
- Re-open Babewatch program for children aged 0-12 months
success criteria: Open for Fall Launch, September 2008 with 8 new volunteers to serve on rotation
- Incorporate enthusiastic and creative live worship into programming
success criteria: New worship format to begin September 2008

People

- Fully trained and effective and enthusiastic Children's Ministry servants (ongoing)
success criteria: Two training sessions to be held in April 2008 with 10 people attending each session. KidZone Newsletter to be distributed bi-monthly.
- Conduct one social event for volunteers per quarter (ongoing)
success criteria: Party for volunteers to be held in May 2008 with 20 people attending
- Develop a "Volunteer Orientation Folder" for all new members of the team
success criteria: All current people serving in Children's have a folder by May 2008
- Replace interim Children's Director with a permanent full-functioning Director
success criteria: Replacement to be determined by August 2008. Transition to begin September 2008
- Recruit a Worship Manager to co-ordinate and lead a high-functioning, enthusiastic worship team.
success criteria: Worship Manager in place by September 2008.
- Continue to recruit and retain volunteers
success criteria: recruit 12 new volunteers for Fall Kick-Off; Retain 80% of current volunteers

- Establish a full team of enthusiastic, trained and servant-minded volunteers
success criteria: Sunday attendance average of 85%; ratio of 1 volunteer to 5 children in Kid Zone

Outreach

- Conduct one Love Cambridge project in Kid Zone
success criteria: One service project to be completed by July 2008 that embodies the value of “Love in Action”

One Year (2009)

Sunday Morning Worship

- Offer Sunday Morning programs for children aged 0 – 13 years old
success criteria: Fully operational by September 2009 with a staff of 8 volunteers
- Begin incorporating small groups into KidZone programming
success criteria: Fully operational with trained volunteers and a Small Group Manager by February 2009
- Evaluate and choose curriculum for WonderZone program
success criteria: Engaging and effective curriculum that fits with our values and goals in place by January 2009

Volunteer Management

- Recruit a team of volunteers led by a manager for the 9-13 age group
success criteria: Recruit a team of 8 volunteers and 1 manager for the 9-13 age group
- Maintain a full team of enthusiastic, trained and servant-minded volunteers
success criteria: Sunday attendance average of 90%; ratio of 1 volunteer to 5 children in Kid Zone; Retain 80% of current volunteers

Outreach

- Hold quarterly “Bring a Friend” events on Sunday mornings (ongoing)
success criteria: First event to be held March 2009 where children are encouraged to bring their friends to church, 10% of kids bring a friend
- Hold two Special Events for Families with Young Children (ex. Bowling, Amazing Race) (ongoing)
success criteria: First event to be held in April 2009 with 25 families in attendance
- Co-ordinate quarterly Love Cambridge projects in Children’s Ministry (angel tree; food bank etc.) (ongoing)

success criteria: First event to be held December 2008, 60% of regularly attending children to participate

Two Years (2010)

Sunday Morning Worship

- Develop and train a team to lead Worship using the best multi-media tools available to us.
success criteria: Begins Mid-2010.
- Start a River City Youth Program/Night for teenagers
success criteria: Youth program to start late 2010 with a full team of trained volunteers. Program to continue indefinitely.

Worship Design Team-- Goals

The WDT is comprised of: the communications director, one member of the audio/visual team, one home church facilitator, the lead pastor, the creative arts director, one member of the drama team, one other member at large (someone with pop-culture savvy and familiarity with RCC vision & values). Any one of these people could be the group facilitator – currently the communications director facilitates the schedule and meetings

***What Do We Really Want To Accomplish In The Next 2 Years?**

1. Over the next two years, the WDT will adopt the following planning schedule: one annual meeting (late October) to plan the series calendar for the following calendar year, 4 quarterly meetings to plan 3 months of services comprehensively. This will result in major planning being done a year ahead of time and service planning being 3 months ahead. Team members will receive templates 3 weeks ahead of planning meetings so they have time to do research and devise suggestions for the quarterly planning meetings.
2. Over the next 2 years, 6 series (of 4 to 5 weeks each) will be based on topics that we present using a hot cultural icon as both the organizational and promotional tools to attract a crowd – these will be broadly promoted and will provide 6 new, intentional ‘on-ramps’ for new people to come to River City.
3. Over the next 2 years, 8 series (of 4 to 5 weeks each) will address identified ‘felt-needs’ from a prescribed list that will target specifically people who are currently unconvinced that they need God. As stated in goal #2, 6 of those series will use hot cultural icons for packaging and 2 will seek to use cultural events to teach biblical principles.
4. Over the next 2 years, 3 series (of 3 to 4 weeks each) will focus on matters of internal discipleship, vision-casting and growth that will target regular attenders. They will be largely promoted internally and will occur during the natural times of the year when there is less attraction for new people to come to church.
5. Given goals #1-4, the WDT will use the following outline over the next 2 years:

River City WDT Planning Outline

Begins	Length	Focus
January	4 weeks	Tithing, giving, stewardship
February	4 weeks	Serving, volunteering, making a difference
March	5 weeks	“felt-need”

*On-ramp		
April *On-ramp	5 weeks	“felt-need” (launching on Easter)
May/June *On-ramp	5 weeks	“felt-need” – ending with a salvation emphasis to prepare for baptism
July/August	6 weeks	“felt-need” themed to summer blockbuster movies, ending with a salvation emphasis to prepare for baptism
September	4 weeks	Vision-Casting – paint a picture for growth, including the need to build relationships with people who are unchurched
October *On-ramp	4 weeks	“Felt-Need” – family/relationship focus
November *On-ramp	4 weeks	Purpose-Driven Life Emphasis
December *On-ramp	4 weeks	“felt-need” with Christmas emphasis

6. Over the next 2 years we will borrow more ideas from our identified website list (see below) to provide assistance in planning elements for our services and series (which will be adapted to River City of course). This will provide key leaders more time to focus on recruiting people to Sunday morning roles and to move successfully to 2 services as soon as possible (we currently need 18 new volunteers)

7. WDT members are encouraged to watch movies, tv shows, listen to popular music, read Rolling Stone to stay current with what folks are watching and hearing in order to determine why and how such things can be used as launches for biblical messages.

List of identified websites:

www.creativepastors.com – Fellowship Church (Ed Young) in Texas – shares tons of series ideas that are creatively packaged into kits that include transcripts, advertising, and MP3’s (Darrell’s faves!)

www.daybreak.tv – church in Michigan whose videos and promos are stellar. Their ‘jumpstarts’ provide everything needed to use one of the series concepts

www.northpoint.org – visit the online store to see the best series ideas that Andy Stanley has done at North Point Church

www.onlinerev.com – practical ideas from Rev. magazine and more

www.willowcreek.com – the servicebuilder feature allows people to choose a theme and find all the supporting resources from talks, to dramas to music (and we're members)

www.wiredchurches.com – Granger Church does a great job at promoting their themes and series – they offer a wide variety of leadership resources

Scratching People Where They Itch – What Pre-Christians Need:

1. they need help with their marriages
2. they don't know how to raise their kids
3. they aren't sure how to handle their teens and all the associated risks
4. they want their lives to count
5. they want to live within their means
6. they want help being better employers or employees
7. they're beaten down and need encouragement
8. they've messed up and need forgiveness
9. they've been betrayed and need to know there is someone who can be trusted
10. they've been through a crisis and need to make sense of it

Creative Arts Ministry Goals

1. **1 month** – Find 2 or 3 key volunteers to raise their level of serving to fill manager positions by the end of April – social needs of team, musicianship needs of team (teaching and continuing development), growth of team (recruitment of new musicians and vocalists).
2. **1 month** – Team building events – Jam sessions at Chuck’s place, bowling (and other whole family events).
3. **3 months** – Train/Polish a leader to replace me for my July/August holidays (July 25 – August 25 = 5 Sundays).
4. **3 months** – Song writing workshop
5. **6 months** – Drama team brought back under accountability of Creative Arts. Also that our Drama ministry would begin having regularly scheduled training sessions and rehearsals, etc.
6. **6 months** - Pray for and find a true "stage manager" - someone who can hold everyone accountable time-wise on Sunday mornings by following cue sheets. This person would call changes during a service – but not do.
7. **6 months** – implement a new arrangement for our screens on Sunday morning (one that utilizes a truss system like we use for lights). This would be (a) quicker/easier to set-up/take-down on Sunday mornings, and (b) would be safer (less prone to falling over, etc).
8. **6 months** – Live worship in Children’s Ministries
9. **12-24 months** – find a new Creative Arts Director (who is not a musician/singer) to take over by September 2010.
-doesn’t have to be a performer, but could be.
-we have to find a Nancy-Beach-type person!

House Church Ministry Goals

Presently, it is estimated that approximately 25 percent of River City Church attendees are involved in home church. Our goals over the next three years are to increase the attendance in home churches to 50 percent relative to congregational growth. This will be accomplished through increased visibility in the foyer and appropriate advertising to our community and most importantly personal invitation.

1 months	<ul style="list-style-type: none"> • Foyer Presence: Home Church Leaders in the foyer every Sunday available for questions and work to draw new people to Home Church 	100 %
6 months	<ul style="list-style-type: none"> • Fellowship happening outside of home church between home church attendees increases; people get together at least once a month 	50%
	<ul style="list-style-type: none"> • Members of home church who own a “good copy” of and understand a little about their Bible, how to find certain books etc. 	80%
	<ul style="list-style-type: none"> • A proper display in foyer providing advertising of home church with necessary information incorporate in paper brochures etc. 	100 %
	<ul style="list-style-type: none"> • Developing Leaders -- Every Home Church Leader in developing another home church leader within their group. 	100 %
9 months	<ul style="list-style-type: none"> • Advertising in the House: Consult and cooperate with Communications Ministry to prepare a series of video commercial (30 seconds) for home church advertising that can be run prior to or in right moments during the service. <i>Success criteria</i> – communications availability 	100 %
	<ul style="list-style-type: none"> • Execute a Discipleship Initiative: Discipleship Sprint/ Challenge for Fall season (October) For example: Read 4 books(of the Bible) in 4 weeks with an accountability partner. Conduct an evaluation. 	100 %
12 months	<ul style="list-style-type: none"> • Training: Home Church Facilitators receive training in attentive listening and discernment, mentoring new leaders and spiritual mentoring 	100%
	<ul style="list-style-type: none"> • Testimonies: Home Church attendees have an opportunity to share their testimonies as part of worship time 	20%
	<ul style="list-style-type: none"> • Every home church initiates and holds Love Cambridge events 	2
	<ul style="list-style-type: none"> • Every home church initiates and holds “Matthew events” 	2
	<ul style="list-style-type: none"> • Home churches contributing social or spiritual 	50 %

	retreats/events to greater River City body.	
	<ul style="list-style-type: none"> Execute a Discipleship Initiative (winter): style subject to results of the Fall campaign. Evaluate success/failure of 2nd campaign. 	100 %
18 months	<ul style="list-style-type: none"> New home church members have been for mentoring with either the facilitator or someone appointed by and approved by the facilitator, in order to explore their faith-related, bible-related questions 	75%
	<ul style="list-style-type: none"> The percentage of people in Home Church who pray “regularly” privately increases by 	20%
	<ul style="list-style-type: none"> Number of home churches available at River City Church 	10
	<ul style="list-style-type: none"> Execute a Discipleship Initiative (spring & fall): style subject to results learning of previous campaigns. 	100 %
24 months	<ul style="list-style-type: none"> River City Church people who attend home church regularly 	40%
	<ul style="list-style-type: none"> Discipleship plan that is testing and working effectively. 	
36 months	<ul style="list-style-type: none"> River City Church people who attend home church regularly 	50%
	<ul style="list-style-type: none"> Number of home churches available at River City Church 	15

Finance Team Long Range Planning

Strategic

The Finance Team wants to see a cohesive plan that includes all things pertaining to financial matters.

- Collections
- Database Administration (Operations)
- Budgets
- Quarterly Reports (Operations)
- Shop & Support
- Financial Education (Good Sense Course, Workshop)
- Finance Talks (How often and when)
- Charitable Projects (Love Africa, Cambridge Shelter, Food Bank)

This will require communication among Ministry Areas, including Worship Design and the Pastor, to ensure that anything to do with financial matters is coordinated to align with other financial activities.

A reorganization of responsibilities would help facilitate this alignment. It is proposed that the Finance Team be renamed Operations and include responsibility for the following:

- Database Administration (data entry of Comment Cards, financial data)
- General Administration (central calendar, booking of Ministry Centre, mailings, materials prep, organizational activities (Conferences, retreats, etc.), Ministry Tour Coordination)
- Financial Education (Contributor's Event, Workshops, general financial communication and information, Quarterly Reports)
- Financial Matters (Budgets, Collections, Financial Statements and Reporting, Payroll, Accounts Payable)

Tactical

6 months

- Additional volunteers to assist current Finance Team with new responsibilities.
- A more concerted effort to connect with RCC folks about their financial support of this ministry. An ongoing plan and approach which includes enfoldng and volunteering information would be best so that it does not just seem like a 'money grab'.
- Greater understanding of the potential of the database
- Growth in the Shop & Support Program.

- Development of a regular financial newsletter with information about budgeting, giving, investing, mortgages, etc.

12 months

- Continuation of above, but also some investment in infrastructure, such as equipment, human resources, training opportunities, etc.
- Further development of outside financial partnerships so we don't have to rely so heavily on RCC folks.

18 months

- Educational programs re: finances, budgeting, investing, giving, etc. to encourage ongoing financial commitment to mission of RCC. Also, helping RCC folks manage their money better, or at least make them aware of options and choices.
- Evening and weekend seminars with local experts, ie. Joe Pinheiro re mortgages, Alena Safarik re: investing, discussion groups re: budgeting and household financial management (Diana would be good for this, with another person)

24 months

- Financial stability which allows for preparation for even greater growth, building plans, etc. for RCC.