

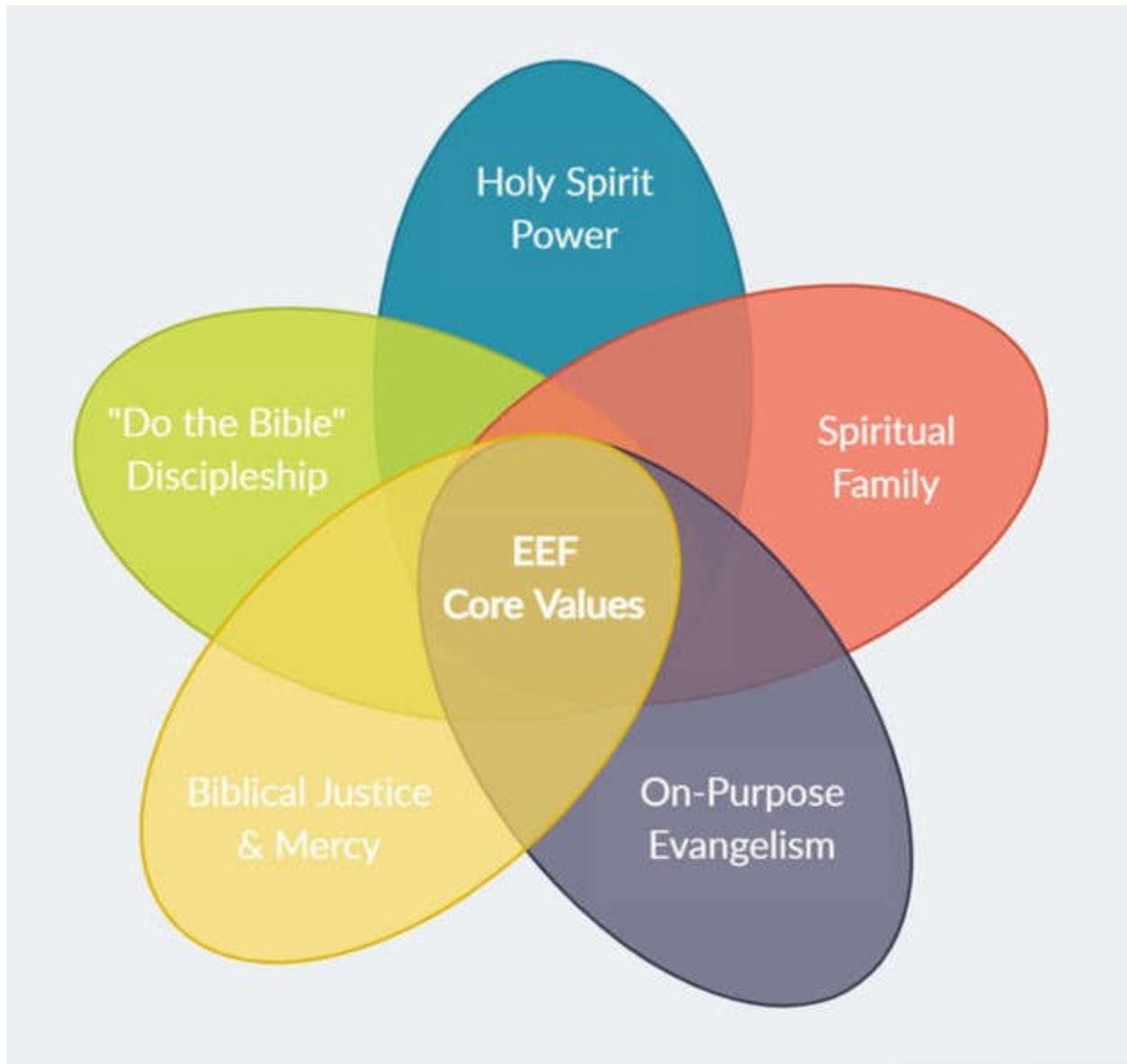


**EASTEND**  
F E L L O W S H I P

# Strategic Plan 2022 - 2026

**Vision:** “We want every person to have an opportunity to be a disciple of Jesus and to live in the joy and justice of God’s kingdom.”

**Mission:** Our mission is to provide multiple opportunities for every person in the East End to be a part of Jesus’ spiritual family.



### **Holy Spirit Power**

- *From Self-Reliant to Spirit-Yielded*, because Kingdom breakthrough is most effectively realized when His Church is led by His Spirit (cf. Eph 3:16)

### **“Do the Bible” Discipleship**

- *From Stray Sheep to Faithful Followers of Jesus*, because Jesus is the perfect example of a life poured out in obedience to the Father (cf. Isaiah 53:6a; Matt 28:18-20).

### **Spiritual Family**

- *From Isolated Individuals to the Family of God*, because Jesus has made us brothers and sisters, and we all share a common table (cf. Acts 2:42-47).

### **Biblical Justice and Mercy**

- *From Blind Complicity to Active Rebuilding*, because the entire canon of Scripture demands we give ourselves to Biblical justice, mercy, and reconciliation (cf. Isaiah 58:9b-10, 12; Luke 4:18-19).

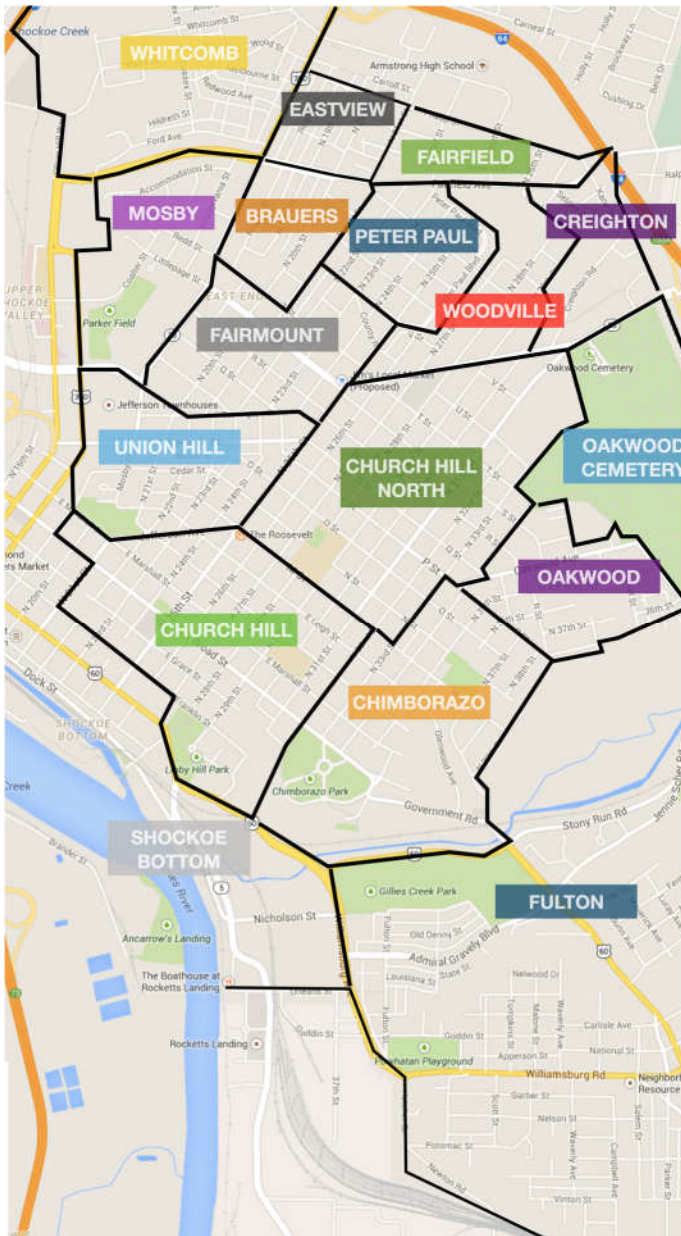
### **Intentional/On-Purpose Evangelism**

- *From Timid Image-Bearers to Bold Good News-Sharers*, because we want all our neighbors to know that their Father loves them and wants to be with them (cf. Matt 5:14-16; 2 Cor 5:20-21).

1. **Reconciliation** – Working to see people reconciled to God, themselves, and one another through mutually transformative relationships across differences
2. **Listening to the Community** – Hearing and acting upon the ideas, hopes, assets, and felt needs of East End residents
3. **Church-Based** – Recognizing that the local church is critical to the work of reconciliation and empowerment of all people, especially the poor and disadvantaged
4. **Holistic Approach** – Being concerned with all parts of each person's being – including spiritual, physical, emotional, relational, economic, and other domains.
5. **Leadership Development** – Raising up disciples from the East End who are committed to leading and serving the neighborhood
6. **Empowerment** – Developing individual and collective resources and assets as a means to achieve their own goals
7. **Relocation** – Living and serving in community with our neighbors
8. **Redistribution** – Loving our neighbors in ways that foster the just distribution of resources

## Geographic Focus:

East End Fellowship is a neighborhood-based ministry located in the East End of Richmond. Our church family worships and serves in the East End and our missional priorities focus on joining God’s work among our neighbors. In addition, East End Fellowship engages in partnerships and initiatives that promote God’s kingdom throughout Richmond.



## We listened to.....

- **Nearly 100 Individuals**
  - **Over 50 Survey Respondents**
  - **12 Covenant Community Retreat Breakout Sessions**
  - **8 Focus Groups (House Churches, Staff, Elders)**



## FOUR STRATEGIC PRIORITIES:

- **Increase Holy Spirit ministry and prayer:** deepening our understandings of the identity and work of the Holy Spirit and prayer ministry, creating space for divine encounters, and cultivating a congregational culture of divine expectancy.
- **Broaden discipleship system:** establishing a variety of opportunities for people of all levels of familiarity with God and East End Fellowship to deepen their relationships with God, experience spiritual family, and become equipped for God's mission.
- **Deepen neighborhood engagement:** equipping people with a biblical framework and practical tools to love their neighbors in the East End, and partner with both individuals and institutions to provide mercy and pursue justice in Richmond.
- **Strengthen youth ministry:** building relationships with neighborhood youth, providing opportunities for them to experience discipleship and fellowship in a safe environment, and equipping them with the tools and mentorship to develop into mature disciples of Jesus Christ.

## STRATEGIES

We will pursue strategies that lead to lasting, holistic, and measurable outcomes.

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### **We will undertake strategies that:**

1. Are consistent with our mission
2. Align with the Great Commission
3. Foster discipleship
4. Demonstrate generational, economic, educational, and racial sensitivity and accessibility
5. Prioritize collaboration over duplication
6. Prioritize diversity of thought over uniformity
7. Prioritize authenticity over performance
8. Prioritize faith over funds
9. Are not bound by tradition or historical precedent
10. Empower lay leadership

## GOALS & STRATEGIES (2022–2026)

### PRIORITY #1: Increase Holy Spirit Ministry & Prayer

#### S.M.A.R.T. Goal #1.1: Increase teaching on the Holy Spirit and prayer

- **Strategy 1.1a:** Conduct sermon series on the Holy Spirit
  - Responsible Party: Lead Pastor(s)
- **Strategy 1.1b:** Host church-wide workshop(s) on the Holy Spirit, prayer, and spiritual gifts
  - Responsible Party: Lead Pastor(s)
- **Strategy 1.1c:** Integrate prayer ministry training into house church leader training
  - Responsible Party: Lead Pastor(s)
- **Strategy 1.1d:** Integrate activities related to the Holy Spirit, prayer, and hearing from God into children’s and youth ministries
  - Responsible Party: Youth Pastor and Children’s Ministry Coordinator

#### S.M.A.R.T. Goal #1.2: Increase Holy Spirit ministry during Large Gathering

- **Strategy 1.2a:** Integrate prophetic words into Large Gathering community prayer (prayer + praise + prophecy)
  - Responsible Party: Lead Pastor(s)
- **Strategy 1.2b:** Integrate corporate confession into Large Gathering semi-regularly
  - Responsible Party: Lead Pastor(s)
- **Strategy 1.2c:** Integrate small group prayer into Large Gathering semi-regularly
  - Responsible Party: Lead Pastor(s)
- **Strategy 1.2d:** Reestablish Choir Sundays
  - Responsible Party: Lead Pastor(s)

#### S.M.A.R.T. Goal #1.3: Increase Holy Spirit Ministry Beyond Large Gathering

- **Strategy 1.3a:** Host semi-annual worship nights
  - Responsible Party: Worship Team Leader
- **Strategy 1.3b:** Integrate listening prayer into House Churches
  - Responsible Party: House Church Leaders
- **Strategy 1.3c:** Establish a semi-regular healing/deliverance/prayer room
  - Responsible Party: The Lead Pastor(s)
- **Strategy 1.3d:** Provide accessible prayer counseling through partnership(s)
  - Responsible Party: The Lead Pastor(s)



## **PRIORITY #2: Broaden Discipleship System**

**S.M.A.R.T. Goal #2.1:** Equip leaders and laity for discipleship within East End Fellowship

- **Strategy 2.1a:** Launch Spiritual Formation Workshop Series
  - Responsible Party: Lead Pastor(s)
- **Strategy 2.1b:** Integrate annual “Kickstart Disciple-Making” workshop into house church leader training
  - Responsible Party: Lead Pastor(s)
- **Strategy 2.1c:** Provide curriculum handbook for House Church Leader facilitation
  - Responsible Party: Lead Pastor(s)

**S.M.A.R.T. Goal #2.2:** Effectively integrate new East End Fellowship attendees into community

- **Strategy 2.2a:** Strengthen Visitor Card Intake Process
  - Responsible Party: Church Administrator
- **Strategy 2.2b:** Create digital and hardcopy new member orientation packet
  - Responsible Party: Church Administrator
- **Strategy 2.2c:** Host semi-regular new attendee post-church gatherings
  - Responsible Party: Lead Pastor(s)
- **Strategy 2.2d:** Host annual House Church Sunday Fair
  - Responsible Party: Lead Pastor(s) and House Church Leaders
- **Strategy 2.2e:** Assign each House Church one Sunday Large Gathering to organize and lead per year
  - Responsible Party: Lead Pastor(s) and House Church Leaders
- **Strategy 2.2f:** Draft (racial) institutional autobiography for website
  - Responsible Party: Lead Pastor(s)
- **Strategy 2.2g:** Update ministry website
  - Responsible Party: Church Administrator

**S.M.A.R.T. Goal #2.3:** Foster deeper relationships between East End Fellowship members

- **Strategy 2.3a:** Initiate semi-regular Large Gathering meals
  - Responsible Party: Lead Pastor(s) and House Church Leaders
- **Strategy 2.3b:** Initiate quarterly joint House Church gatherings
  - Responsible Party: Lead Pastor(s) and House Church Leaders
- **Strategy 2.3c:** Launch East End Fellowship Men’s Ministry
  - Responsible Party: The Lead Pastor(s)



- **Strategy 2.3d:** Launch East End Fellowship Women’s Ministry
  - Responsible Party: The Lead Pastor(s)
- **Strategy 2.3e:** Establish an affinity group budget for demographic-specific gatherings
  - Responsible Party: The Lead Pastor(s)
- **Strategy 2.3f:** Each House Church nominates at least one member to serve on the Mercy Team
  - Responsible Party: House Churches Leaders
- **Strategy 2.3g:** Each House Church nominates at least one member to serve on the Sunday Setup/Teardown Team
  - Responsible Party: House Church Leaders
- **Strategy 2.3h:** Utilize “ARC of Racial Justice” framework for congregational self-assessment
  - Responsible Party: Lead Pastor(s)

### **PRIORITY #3: Deepen Neighborhood Engagement**

#### **S.M.A.R.T. Goal #3.1:** Further equip individuals for neighborhood engagement

- **Strategy 3.1a:** Develop a workshop on neighborhood engagement
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.1b:** Draft “How to Be a Good Neighbor” statement for website
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.1c:** Draft an online history of our neighborhood
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.1d:** Send a cohort of East End Fellowship members to the National CCDA Conference
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.1e:** Lead a CCDA workshop at the National CCDA Conference
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.1f:** Participate annually in neighborhood organization fairs
  - Responsible Party: Church Administrator

#### **S.M.A.R.T. Goal #3.2:** Foster corporate neighborhood engagement

- **Strategy 3.2a:** Relaunch the Mercy Team
  - Responsible Party: Lead Pastor(s) and House Church Leaders
- **Strategy 3.2b:** Conduct corporate prayer walks in small groups during Large Gathering
  - Responsible Party: Lead Pastor(s)

- **Strategy 3.2c:** Conduct semi-annual corporate prayer walks during House Church meetings
  - Responsible Party: House Church Leaders
- **Strategy 3.2d:** Identify neighborhood organization(s) with which to partner annually
  - Responsible Party: House Church Leaders
- **Strategy 3.2e:** Develop annual MOUs with relevant East End organizations
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.2f:** Implement public housing engagement strategy
  - Responsible Party: Lead Pastor(s) and Youth Pastor
- **Strategy 3.2g:** Partner with Equal Justice USA on violence prevention initiatives
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.2h:** Identify mission-aligned investment opportunity for reserve funds
  - Responsible Party: Elder Team
- **Strategy 3.2i:** Conduct church-wide inventory/asset-map
  - Responsible Party: Lead Pastor and Church Administrator
- **Strategy 3.2j:** Support black-led neighborhood institutions through online publicity
  - Responsible Party: Church Administrator

**S.M.A.R.T. Goal #3.3:** Deepen relationships with neighborhood churches

- **Strategy 3.3a:** Establish an informal network of justice-minded neighborhood clergy
  - Responsible Party: Lead Pastor(s)
- **Strategy 3.3b:** Participate in at least two collaborative events with churches annually
  - Responsible Party: Lead Pastor(s)

## **PRIORITY #4: Strengthen Youth Ministry**

**S.M.A.R.T. Goal #4.1:** Develop youth ministry infrastructure

- **Strategy 4.1a:** Recruit, organize, and train youth ministry volunteer team
  - Responsible Party: Youth Pastor
- **Strategy 4.1b:** Draft Youth Ministry Vision document
  - Responsible Party: Youth Pastor

- **Strategy 4.1c:** Develop Youth Ministry Metrics
  - Responsible Party: Youth Pastor
- **Strategy 4.1d:** Actively partner with youth development organizations in the East End with whom we will have MOUs
  - Responsible Party: Youth Pastor
- **Strategy 4.1e:** Establish leadership development opportunities for neighborhood youth
  - Responsible Party: Youth Pastor
- **Strategy 4.1f:** Develop transition support plans for youth who are either onboarding into the Youth Ministry or graduating
  - Responsible Party: Youth Pastor
- **Strategy 4.1g:** Develop scholarship fund for neighborhood youth
  - Responsible Party: Youth Pastor

**S.M.A.R.T. Goal #4.2:** Establish Youth Ministry programming rhythm

- **Strategy 4.2a:** Host semi-annual neighborhood youth outreach event
  - Responsible Party: Youth Pastor
- **Strategy 4.2b:** Establish weekly youth programming rhythm
  - Responsible Party: Youth Pastor
- **Strategy 4.2c:** Establish quarterly “Youth Sunday” Large Gathering
  - Responsible Party: Youth Pastor, Children’s Ministry Coordinator, Worship Team Leader, and Lead Pastor(s)
- **Strategy 4.2d:** Participate in annual ECC summer youth conference
  - Responsible Party: Youth Pastor
- **Strategy 4.2e:** Participate in annual Citikidz/SB2W summer camp
  - Responsible Party: Youth Pastor
- **Strategy 4.2f:** Organize annual fall retreat
  - Responsible Party: Youth Pastor

# Implementation Timeline

## Implementation Year: 2022

Month	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Holy Spirit Ministry & Prayer									1.2a			
Broaden Discipleship System									2.2a; 2.3f; 2.3g	2.2b; 2.2c; 2.3b	2.3a	2.1c; 2.3e
Deepen Neighborhood Engagement									3.2d	3.2a; 3.2g	3.1d; 3.2h	
Strengthen Youth Ministry									4.1a; 4.1f	4.1b; 4.2a; 4.2b	4.1c	

## Implementation Year: 2023

Month	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Holy Spirit Ministry & Prayer	1.1a; 1.1c; 1.1d; 1.2c; 1.3a	1.1b; 1.2d	1.3d	1.2b; 1.3b	1.2c	1.3c	1.3a	1.2b	1.2c			1.2b
Broaden Discipleship System	2.1a	2.2c		2.3c; 2.3d	2.1b; 2.3a	2.2c; 2.2e	2.2e	2.2e; 2.3a	2.2d; 2.3f; 2.3g	2.2c	2.2g; 2.3a	2.2f; 2.3h
Deepen Neighborhood Engagement		3.2j		3.3b	3.1a	3.2b	3.1b; 3.2c; 3.2i	3.1c; 3.1f; 3.2e	3.2d; 3.2f		3.1d	3.3b
Strengthen Youth Ministry		4.2c		4.2a	4.1e; 4.2c	4.2d	4.2e	4.1a; 4.2c	4.1d; 4.2b	4.2a; 4.2c; 4.2f		

## Implementation Year: 2024

Month	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Holy Spirit Ministry & Prayer	1.1c; 1.2c; 1.3a			1.2b	1.2c		1.3a	1.2b	1.2c			1.2b
Broaden Discipleship System		2.2c			2.1b; 2.3a	2.2c; 2.2e	2.2e	2.2e; 2.3a	2.2d; 2.3f; 2.3g	2.2c	2.3a	
Deepen Neighborhood Engagement	3.3a			3.3b		3.2b		3.1f	3.2d		3.1d	3.3b
Strengthen Youth Ministry		4.2c		4.2a	4.1g; 4.2c	4.2d	4.2e	4.1a; 4.2c	4.2b	4.2a; 4.2c; 4.2f		

## Implementation Year: 2025

Month	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Holy Spirit Ministry & Prayer	1.1c; 1.2c; 1.3a			1.2b	1.2c		1.3a	1.2b	1.2c			1.2b
Broaden Discipleship System		2.2c			2.1b; 2.3a	2.2c; 2.2e	2.2e	2.2e; 2.3a	2.2d; 2.3f; 2.3g	2.2c	2.3a	
Deepen Neighborhood Engagement				3.3b		3.2b		3.1f	3.2d		3.1d	3.3b
Strengthen Youth Ministry		4.2c		4.2a	4.2c	4.2d	4.2e	4.1a; 4.2c	4.2b	4.2a; 4.2c; 4.2f		

## Implementation Year: 2026

Month	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Holy Spirit Ministry & Prayer	1.1c; 1.2c; 1.3a			1.2b	1.2c		1.3a	1.2b	1.2c			1.2b
Broaden Discipleship System		2.2c			2.1b; 2.3a	2.2c; 2.2e	2.2e	2.2e; 2.3a	2.2d; 2.3f; 2.3g	2.2c	2.3a	
Deepen Neighborhood Engagement				3.3b		3.2b		3.1f	3.2d		3.1d; 3.1e	3.3b
Strengthen Youth Ministry		4.2c		4.2a	4.2c	4.2d	4.2e	4.1a; 4.2c	4.2b	4.2a; 4.2c; 4.2f		

## Responsible Parties:

**Lead Pastor(s):** 1.1a; 1.1b; 1.1c 1.2a; 1.2b; 1.2c; 1.2d; 1.3c; 1.3d; 2.1a; 2.1b; 2.1c; 2.2c; 2.2d; 2.2e; 2.2f; 2.3a; 2.3b; 2.3c; 2.3d; 2.3e; 2.3h; 3.1a; 3.1b; 3.1c; 3.1d; 3.1e; 3.2a; 3.2b; 3.2e; 3.2f; 3.2g; 3.2i; 3.3a; 3.3b; 4.2a; 4.2b; 4.2c

**Youth Pastor:** 1.1d; 3.2f; 4.1a; 4.1b; 4.1c; 4.1d; 4.1e; 4.1f; 4.1g; 4.2d; 4.2e; 4.2f

**Church Administrator:** 2.2a; 2.2g; 2.2b; 3.1f; 3.2i; 3.2j

**Children's Ministry Coordinator:** 1.1d; 4.2c

**Worship Team Leader:** 1.3a; 4.2c

**House Church Leaders:** 1.3b; 2.2d; 2.2e; 2.3a; 2.3b; 2.3f; 2.3g; 3.2a; 3.2c; 3.2d

**Elder Team:** 3.2h