



MINISTRY PLAN

**Loving God
Loving My Neighbour**



Revision Date: January 1, 2009

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I. INTRODUCTION

“For surely I know the plans I have for you, says the LORD, plans for your welfare and not for harm, to give you a future with hope.” – Jeremiah 29.11

Our desire is to love God, love our neighbor and to serve the Lord with excellence. It is with this love and desire that we present Victory Baptist Church’s Ministry Plan.

We are surrounded by a growing and vibrant neighborhood and as a result our collective ministries need to be centered on the conviction that Victory Baptist Church is called to fulfill the Great Commission (Matthew 28:19-20) and focus our ministries towards our local neighborhood and beyond.

The purpose of this Ministry Plan is to document and communicate our mission, vision and ministry objectives; it is to provide a plan that will preserve our mission in the coming years and focus our ministries on a common vision. In addition, the Ministry Plan’s purpose is to establish objectives for the fulfillment of that vision.

After an examination of Victory Baptist Church’s existing ministries, the demographic trends in our neighborhood, and with much prayer, the Elders clearly understand the need to establish a Ministry Plan that includes a vision for Victory Baptist Church that we may continue to glorify and honour our Lord. A vision statement is necessary to bridge the present to the future and serves to focus our efforts. It is our desire that this vision brings enthusiasm, passion and commitment of people, to diligently work toward achieving God’s mission for our Church. We pray that each one who reads this Ministry Plan will share our passion and serve Him with a standard of excellence.

Now to him who by the power at work within us is able to accomplish abundantly far more than all we ask or imagine, to him be glory in the church and in Christ Jesus to all generations, forever and ever. Amen.
(Eph. 3:20-21)

To God’s honour and glory.

II. DEFINITIONS

The following is intended to define the terminology used in this Ministry Plan. In addition to the definitions below, “Chart A” will aid in the explanation of the distinction between Mission, Vision and Objectives.

Ministry Plan

- A document that defines Victory Baptist Church’s purpose (Mission) and reflects our desired state (Vision). It also identifies the objectives to fulfill our Mission and Vision.
- It does not replace or supersede any policies, procedures or our constitution but rather the Ministry Plan is intended to communicate strategic plans and provide future direction.

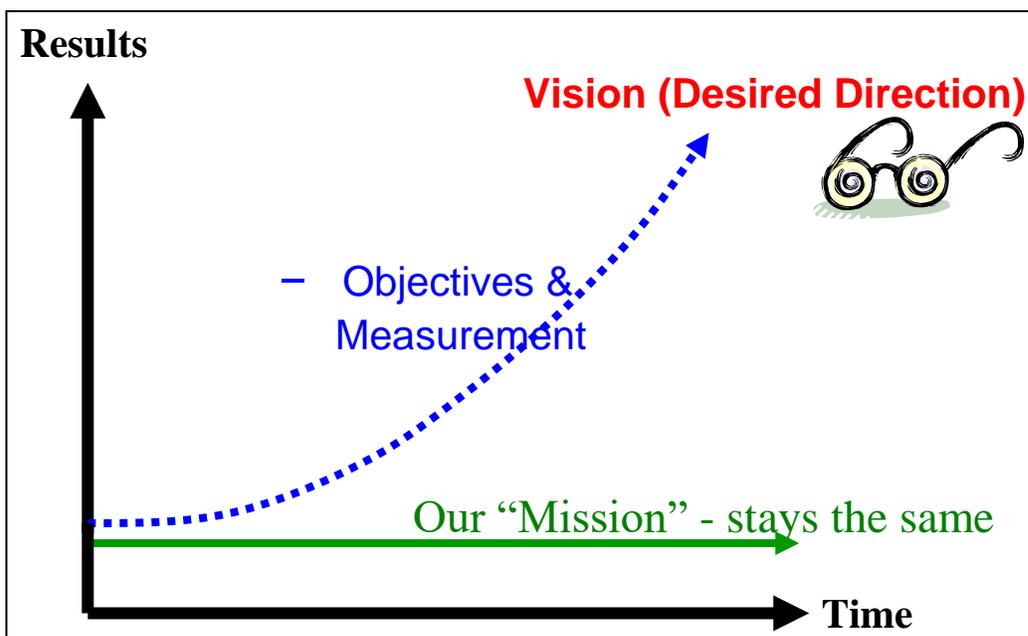
Mission Statement

- A formal statement that defines our core purpose (why Victory Baptist Church exists) and remains constant. It differentiates Victory Baptist Church from other organizations.

Vision Statement

- A statement and an aspiration image that gives a clear picture of a desired future direction or state. A Vision statement is a guiding focus for all strategic planning.

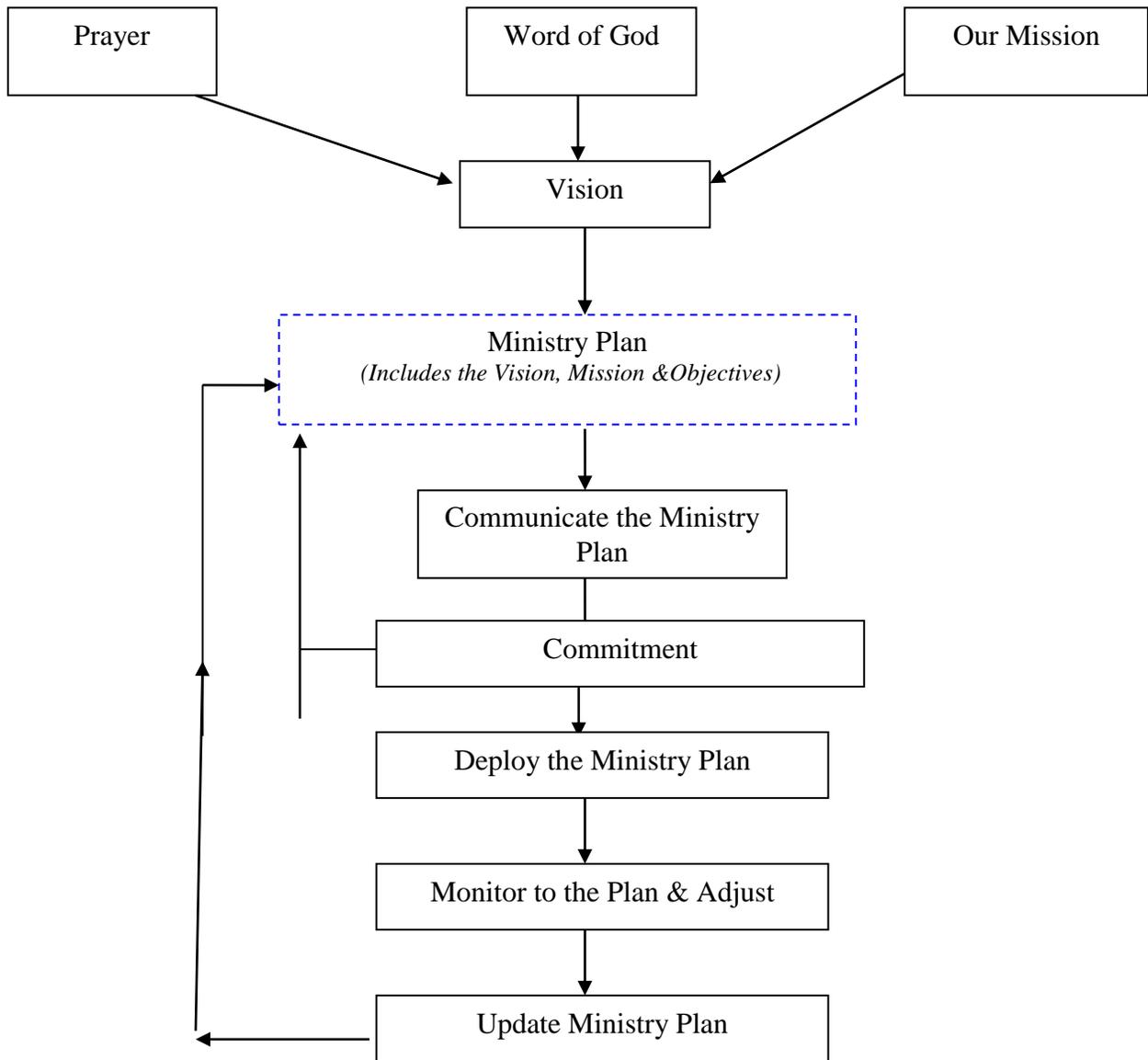
Chart A



III. MINISTRY PLAN PROCESS

Chart B below identifies the process that was used in the development of our Ministry Plan using prayer and God’s Word as the foundation. We pray for God’s guidance and leading, in successfully implementing the strategic initiatives and objectives.

Chart B- Ministry Planning Process



IV. MISSION STATEMENT

Victory Baptist Church exists to love and serve God with excellence while compassionately loving one another. We will spread the good news of Jesus Christ to our neighborhood, and around the world, in order to build a strong community of Christian believers.

Comments concerning the Mission Statement:

Jesus' response to a test question provides a spiritual roadmap, which is our mission. "Love the Lord your God with all your heart and with all your soul and with all your mind!" "Love your neighbour as yourself!" (Matthew 22:37, 39) Loving God supremely is a singular focus for all that we do. Every facet of our church life is to be an expression of that love for God. We must never be motivated by false guilt or by trying to fulfill the expectations of people.

Loving our neighbour as our self is the evidence of our love for God to the world and fulfils the royal law (James 2:8). As we intentionally practice the "one anothers" of the New Testament, the Lord Jesus will continue to build His church among us.

V. VISION STATEMENT

“Building within to intentionally reach out”

Comments concerning the Vision Statement:

The value in knowing your vision is that you can choose to take the specific paths that lead you there. Your action is intentional and keeps you pointed in the right direction. Such a vision must be drawn from an understanding of God’s will for Victory Baptist Church – His church and our vision must be aligned with the vision which God Himself has for this church. A vision has been described as a mental picture of the future, which finds its realization in the hands of the one who owns the vision. It is our desire that Victory’s vision becomes your vision; something each individual owns and take great pride in seeing fulfilled.

“So why does our Church exist? Does it exist for us? Does it exist for others? Does it exist for both? Who will be served first?” (Dr. John Kaiser) These are important fundamental questions, and certainly debatable, yet we do know the balance for “why does a church exists”, between “us” and “others” cannot be equal. We must be mindful of our human nature and that the default path is inward but taking this path will only result in answering this question as, we will only exist for ourselves – and that’s not being obedient to God’s Word. Therefore, it is our desire and passion for Victory Baptist Church to be more outwardly focused and strengthen our focus to reach out to our neighbourhood.

What does this mean for us? It means we need to intentionally point our ministry outward, get excited about our Mission and formulate plans to accomplish the great things God has planned for us. It means working together, serving and using your spiritual gifts to build a strong community of Christian believers and reaching out to the community and help to fulfill the Great Commission.

In order to intentionally point our ministry outward it may mean that we need to alter familiar habits and redeploy our resources for the sake of our church’s mission. As a result, a number of strategic initiatives have been developed that will launch our church vision and accelerate our mission.

VI. STRATEGIC INITIATIVES

We believe the Vision of “building within to intentionally reach out” will be accomplished through what we have titled, “Strategic Initiatives”. These initiatives are the first of a series of church wide actions that we pray will be embraced by our members who are willing to embark upon bold ventures. They are intended to establish the deliberate direction we will take to realize our vision, stimulate creative thinking, with a call to action.

The initiatives in this ministry plan are not intended to be all-inclusive. Many other matters and ministry areas will also require attention but these are the ones we believe, with God’s blessing, will now make the greatest strategic difference in realizing the vision and in carrying out our mission.

1) To implement a common mission, vision and objectives, in the form of a ministry plan. Objectives for all ministries shall include short, medium and long term objectives based on biblical principles and the strategic initiatives.

2) Concentrate on church discipleship and individual growth. Strengthen the discipleship model of winning, building, equipping, and sending. Provide quality Christian education for all ages and provide training for members requiring specific development.

3) Develop ministry structure. Continue the development of church policies, procedures, job descriptions with roles and responsibilities for all ministries. Align ministries to focus on the ministry plan and if necessary change the church’s organizational structure to allow for effective management and governance.

4) To be more outward focused than inward. Therefore, a strategic outreach plan is required to make the Church known within our community by being more visible & involved in our local community - build a connection with the community. Serve others before serving ourselves.

5) Any change in our property or buildings will be determined based on our need to improve the usefulness of our building in order to support the mission of the church. We envision a facility that will accommodate future growth that includes a highly developed worship auditorium and provides for education, fellowship and recreation.

6) Serve with excellence – we are committed to strive for excellence in all ministry areas. (Proverbs 27:17, Malachi 1:6-14; Colossians 3:17)

VII. CHURCH ADMINISTRATION (updated March 2017)

Pastors

Interim Lead Pastor Don Howard
 Associate Pastor Jason Dahmer (Young Adults & Families)
 Associate Pastor Adam Hodgins (Children & Youth Ministry)

Elders

Ian Koepke – Chairman
 Dave Archer, Phil Bedley, Richard Wessel

Ministry Directors

Finance.....	Phil Bedley (Acting)	
Missions.....	Ross Maye	
Property & Maintenance.....	Peter Hood	
Children.....	Pastor Adam Hodgins-	Awana - Nursery - Sunday School - VBS (Kid's Club)
Youth.....	Pastor Adam Hodgins	- Riot (Jr High) - E 3 16 (Sr High)
Deacon Caring.....	Linda Gingrich	- Benevolent care - Chapel Services - Visitation of shut-ins - Funeral Hospitality - Food Bank
Outreach & Evangelism.....	Pastors	
Discipleship (& Growth Groups).....	Pastors	
Worship.....	Pastors	
Worship Technologies.....	Pastors	
Adults.....	Pastors	- Men, Women, Better Than Ever Seniors, Young Adults, Changing Times

Trustees

Dave Archer

Office Administration

Krista King - Office Administrator
 Karen Bedley - Office Assistant

Custodian

Tiina Lehtola

VIII. MINISTRY PURPOSE & OBJECTIVES

From our Mission, Vision and Strategic initiatives more specific objectives and action plans are listed below for each ministry. Under the guidance of our Pastors and Elders, each ministry is responsible to uphold their purpose and to ensure objectives are established, followed and progress carefully monitored.

A meeting with Pastors, Elders and Ministry Directors will be held twice per year to update the status of the objectives, and celebrate the success.

The following time periods are defined for the charts that follow;

Short term objectives (within 1 year)

Medium term objectives (2-3 years)

Long term objectives (4 years or more)

1) Ministry: **Elders**

Purpose:

The Elders provide spiritual leadership to the congregation. They are the body responsible for the overall operations of the church and the spiritual well being of the membership. They will provide leadership to all Ministry teams that are organized to fulfill the purposes and objectives of the church. They will appoint Ministry Team Directors and form new committees as required. The Elders are responsible for the administration of member discipline. They are to provide accountability and support for the Pastors.

Biblical References:

1. Lead the church by - Directing (Hebrews 13:17), Caring (1 Timothy 3:5),
Shepherding (I Peter 5:2), Teaching (1 Timothy 3:2), and Modeling (1 Peter 5:3;
Hebrews 10:19-25)

2. Equip the church by - Preparing (Ephesians 4:11-12)

3. Protect the church by - Watching (Acts 20:28), Warning (Acts 20:31), Helping
(Acts 20:35), Teaching (1 Timothy 5:17)

Goal Timelines:

The following time periods are defined for the charts that follow;

- Short term (within 1 year) - Planning
- Medium term (2-3 years) - Implementation of the plans
- Long term (4 years or more) - Re-assess

Term	Objectives
Short term objectives (2008)	1) Finalize & communicate VBC Ministry plan (Mission, Vision and goals) for all ministries. Focus on strategic initiatives and annual review. <ul style="list-style-type: none"> a) Ministry Structure - Review the organizational structure and recommend changes to the church (Purpose and Role of each Ministry) b) Develop a discipleship plan and a strategic outreach & evangelism plan and ensure implementation <ul style="list-style-type: none"> i) Promote church membership and integration into the church ii) Strengthen this ministry area by adding a Pastor of Outreach & Discipleship c) Determine the need and timeline for a change in building and/or property – determine growth projections and a financial plan

	<ol style="list-style-type: none"> 2) Provide leadership for all Ministry areas, empowering Ministry Directors, building effective teams, promoting the exchange of information that allow objectives to be achieved. 3) Annual Pastoral and Elder review.
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Medium term objectives (2-3 years)	<ol style="list-style-type: none"> 1) Approval & implementation of organizational structure changes including job descriptions for all leadership positions 2) Implement key plans on discipleship, evangelism and communications 3) Based on church growth projections, form a Building Project Management team to assess potential building design, project plan, transition plans, detailed costs, etc 4) Reassess effectiveness of the ministry plan (Vision and strategic initiatives, objectives etc)
Long term objectives (4 years or longer)	<ol style="list-style-type: none"> 1) Re-assess effectiveness of the ministry plan (Vision and strategic initiatives, objectives etc)

2) Ministry: **Finance**

Purpose: The Finance Committee is responsible for the oversight and integrity of the financial affairs of Victory Baptist Church and function to assist the Church in fulfilling its Mission. It exists to develop, maintain and enforce financial policies, practices and procedures necessary to ensure Victory Baptist Church's financial compliance with governing Laws and approved accounting principles, in a Christian manner. (2 Cor 8:21)

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Coordination and training required to transition responsibility of book-keeping position • Review annual budget process and dates with an additional aim to understand goals of ministry teams. • List all required procedures that need to be developed, related to financial matters of the Church and prioritize them for completion • Spread knowledge base of Finance Ministry Director • Review our current contract for suppliers (Landscaping, janitorial, etc) to ensure it has all the elements of the contract and the develop a template that can be used for future contracts • Develop a procedure / policy to communicate our church's financial health
Medium term objectives	<ul style="list-style-type: none"> • Review Finance Committee's job description to ensure we are in compliance with the items listed • Review giving patterns (when) and % of how money is given (Cheques, cash, auto payment, etc) in order to phase the budget regarding cash flow. Also to be creative in developing new methods for people to give. • Implementation of computer system program for tellers
Long term objectives	<ul style="list-style-type: none"> • Review Finance Committee's job description to ensure we are in compliance with the items listed • Assist in Financial planning for potential new property and/or building

3) Ministry: **Missions**

Purpose: The work of missions is the same as the work of the church. It is simply done in a situation where the church body itself can't do it. Local ministries are the work the church body does where it can. Missions, then, is when the church sends people, because the body cannot.

- i) promote communicating with our missionaries
- ii) interview & recommend new missionary candidates
- iii) recommend support of new & existing missionaries
- iv) provide a budget
- v) set aside mission Sundays with mission speakers
- vi) assist with short-term projects
- vii) liaison with mission agencies
- viii) accountable to the church elders
- ix) pray for our missionaries

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Review / maintain annual budget; plan mission Sundays; administer the missions policy; meet with visiting missionaries and arrange for speaking opportunities; promote missionary correspondence through growth groups; communicate missionary news to the congregation; review applications for short-term missions
Medium term objectives	<ul style="list-style-type: none"> • Bi-annual review of missions policy; continue to find effective ways of communicating to the congregation the news & needs of our missionaries & agencies; • Stronger missions support – strive for incremental financial growth
Long term objectives	<ul style="list-style-type: none"> • Commitment of three or more of our own young people into training and full time missionary service within 5 years • Stronger missions support – strive for incremental financial growth

4) Ministry: **Property Maintenance**

Purpose: “To manage the Master’s estate”. To motivate people in the church to use their gifts and abilities to maintain God’s church in a way that glorifies His name. At the same time, this ministry strives to meet the spiritual, social and emotional needs of the individuals as they serve God in this area of ministry.

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Recruitment of new director for the fall of 2008 • Continue to meet the spiritual, social and emotional needs of the property maintenance team • Implement and update the maintenance schedule
Medium term objectives	<ul style="list-style-type: none"> • Establish “Community Service” credits policy for high school and college students so that they may contribute time to this ministry and be credited toward their education • Develop creative ways to increase awareness of this ministry and encourage people to participate in this area of ministry
Long term objectives	<ul style="list-style-type: none"> • Assist with the planning and transition to move into a new facility

	Sunday School	<ul style="list-style-type: none"> -Provide the opportunity for teachers to attend teacher training conferences - Continue to train additional staff as our attendance increases.
	Director	<ul style="list-style-type: none"> - Develop a Family Ministry that meets the needs of the whole family- social events - Bell Choir to perform at special times (Easter, Christmas, Mother's and father's Day...) - Have teacher training seminars - Make amendments to current policy
Long term objectives	VBS	- Have 8 weeks of camp. (1 week of ½ days for Preschool & Elementary and 1 week of full days for Jr High and 6 weeks for Elementary
	Sunday School	- Begin to dream about a Children's ministry wing that will provide the space necessary to provide a quality program large room for worship with projection screen and lap top large rooms that can begin accommodate the children which will facilitate greater effectiveness as a small group ministry)

6) Ministry: **Youth**

Purpose: Spiritual development and salvation of youth

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Salvation decisions - 2 students from each high school represented in the youth group • Friday Night Youth Events – Encourage students to attend events and increase attendance from 35 to 50 Sr. High • Worship Nights – To have one worship night each month with a turnout of 100 students • Youth Sunday School Ministry – Improve attendance from 30 to 50 students • Junior High Students – 15 to 30 at an event. Schedule twice a month • During July & August schedule 4 Worship Nights on a Friday or Saturday night • 20 students to pass out door knockers • Build a team for a short term mission trip – 15 students
Medium term objectives	<ul style="list-style-type: none"> • Add to the leadership team at the Youth Level • Develop and implement a strategy for a Worship Center
Long term objectives	<ul style="list-style-type: none"> • Develop and implement a strategy to increase bring weekly youth worshipping to 200 • Establish 20 small teen groups – led by a Key leader

7) Ministry: **Deacons & Deaconesses**

Purpose: To provide loving care in times of need, short term and long term, to the church family as well as an outreach to the greater community of Newmarket and area.

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • To keep shut-ins in contact with Victory and to provide a friendly visit at least once a month • Add more helpers to the team • To keep the food bank in functioning order and to help the church family recognize its importance by encouraging them to be more involved by providing needed foodstuffs • Consider packing some grocery boxes more specifically? (e.g. family with young children) • Provide meaningful “church” experience for residents in nursing homes and retirement residences • Visit in local hospitals as needed
Medium term objectives	<ul style="list-style-type: none"> • To establish a relationship with each shut-in visited. (For this reason, the ladies no longer rotate, but visit the same people) • To work on broader church participation in the food bank • Encourage further training of deacons and helpers that will make us more effective (director responsibility) • Communion services – should this be included under our ministry (Barbara and Pat care for it)?

<p>Long term objectives</p>	<ul style="list-style-type: none"> • By phone calls, visits, coffee/tea times, etc. to reach out to singles and elderly couples who may attend church on Sunday morning, but miss out on other activities and may be lonely • To let the shut-ins know that they still matter to the congregation with whom they faithfully served in the past • To provide encouragement to pastor and deacons (director responsibility) • To prepare to turn the leadership of deacons' ministries over to someone else! (director responsibility) • To remember that "this is a ministry", whatever it may be! This is both a short-term, medium-term and long-term objective

8) Ministry: **Outreach**

Purpose: To provide opportunity for the congregation to express the love of Christ. To publically make known the person of Christ through the presence of His Church. To ensure that the grace of the Gospel of Christ is conveyed into areas of our community including the brokenhearted, discourage and downtrodden. To ensure that the Gospel is communicated effectively, relevantly, compassionately and genuinely.

- a) To persist without yielding
- b) To grace without offending
- c) To love without reservation

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Identify opportunity for service that is already established (“Inn from the Cold”, Y.R.T.H., etc.) • Participate in established short-term missions opportunities • Challenge those physically within the church to become spiritually part of the church (Jerusalem)
Medium term objectives	<ul style="list-style-type: none"> • Provide a forum for expression and voice to those that consider church irrelevant (Samaria). • Provide training for multi-ethnic, pluralistic and multi-religious contextualization of the gospel.
Long term objectives	<ul style="list-style-type: none"> • Believers from every faith background testifying new faith in Christ (The ends of the Earth) • Ensure that the faces in the church reflect the faces of the surrounding community. • Ensure that the Gospel can never be reduced to a social gospel • Develop and promote leadership that is “identified with” by the community. • Re-evaluate the needs of the community and redeploy ministries and efforts as required

9) Ministry: **Discipleship**

Purpose: To assist in the growth and maturity of believers that they may be presented holy and blameless as the Bride of Christ, moving from glory to greater glory.

- a) Fulfills the Great Commission (Matthew 28:16-20)
- b) Demonstrates a life that is yielded and sacrificed to Christ (Romans 12)
- c) Builds up and flows through ones Spiritual Gifts (1 Corinthians 12)
- d) Becomes a loving service to others (Galatians 6:1-10)
- e) Reproduces new believers (Mark 1:35 – 2:12)

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • To establish a membership integration and assimilation plan that ensures alignment of new believers with the Ministry Plan (Membership/Baptismal Class) • Evaluate, catalog and publish all on-hand resources for growth and development • Start a “spiritual growth tracking” system • Move towards 50% of congregation in small groups
Medium term objectives	<ul style="list-style-type: none"> • Develop a “small groups” mentality that allows any ministry to act like a small group (hospitality, “re-prayer”, tellers, worship teams) • Establish a network of small group coaches and peer coaching support for 25+ groups • Work in partnership with Heritage and other Bible Colleges to develop a Ministers In Training program • Partner with other local churches / Para-church organizations to allow for growth that would otherwise be beyond our individual means • Move towards 70% of congregation in small groups
Long term objectives	<ul style="list-style-type: none"> • Develop a “sending church” mentality – church plants, missionaries and commission/ordination of new clergy • Plan for beyond 100% in small groups – people in groups, not yet attending

10) Ministry: **Worship**

Purpose: The worship team exists to honor and exalt God by demonstrating a passion for God’s glory and to facilitate heartfelt corporate worship toward God.

Three Services:

- (1) 9:30 A.M. – Contemporary Worship Music with singing of Christian praise music & preaching from God’s Word.
- (2) 11:00 A.M. – Traditional Worship Music with singing of hymns and light Christian praise music & preaching from God’s Word
- (3) 6:30 P.M. – Evening Worship Service

Summer Services:

- (1) 10:30 A.M. to 12:00 Noon
- (2) 6:30 P.M. to 7:30 P.M.

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • First Service – to have two teams leading Worship celebrating songs of praise, confession, leading people to commitment in response to the preaching of the Word • Second Service – led by different individuals with a passion for Jesus Christ drawing people to celebrate, praise, confess Jesus as Lord and Savior. • Communicate Preaching Schedule on VBC web site • Determine the feasibility of changing the start time of the 9:30 AM service
Medium term objectives	<ul style="list-style-type: none"> • Develop and implement a strategy to increase average attendance by 50 people at both morning services. • Develop a program to introduce new songs to the congregation so that they become people’s praise to God • Team building –Set up a Saturday practice every two months

11) Ministry: **Worship Technologies**

Purpose: The purpose of the Worship Technology Ministry is to integrate the usage of media and lighting to enhance the worship service.

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Record worship services for both morning services (audio & video) • Include more video presentations into services and for youth events • Determine feasibility of purchasing a “digital snake” • Promote use of satellite system
Medium term objectives	<ul style="list-style-type: none"> • Develop a training plan for all Worship Technologies team members • Document an inventory listing of all equipment and prepare a maintenance / upgrade plan
Long term objectives	<ul style="list-style-type: none"> • Provide input as needed for audio / visual equipment for new building

12) Ministry: **Adult**

Purpose: We seek to lead, encourage and nurture our adults (members, adherents, and friends) to have a loving walk with our God and to provide avenues of service within and without our church, helping them to reach un-churched individuals, our neighbours. This will be accomplished through the ministries of 50 Plus Ministries, Ladies Ministries, Men Ministries, Young Married Ministries and Young Adult Ministries.

Biblical References:

- Hebrews 6:1 NIV Therefore let us leave the elementary teachings about Christ and go on to maturity, not laying again the foundation of repentance from acts that lead to death, and of faith in God,
- Daniel 12:3 NIV - Those who are wise will shine like the brightness of the heavens, and those who lead many to righteousness, like the stars for ever and ever.
- 1 Thessalonians 5:11 NIV Therefore encourage one another and build each other up, just as in fact you are doing.
- Psalms 128:1 NIV - Blessed are all who fear the Lord, who walk in his ways
- 2 John 1:6 NIV - And this is love: that we walk in obedience to his commands. As you have heard from the beginning, his command is that you walk in love
- Acts 4:12 NIV Salvation is found in no one else, for there is no other name under heaven given to men by which we must be saved.
- Mark 16:15 NIV He said to them, "Go into all the world and preach the good news to all creation."

Term	Objectives
Short term objectives	<ul style="list-style-type: none"> • Recruit a Ministry Director and an Apprentice for Adult Ministries. • Recruit an Apprentice Leader for each adult ministry. • Encourage the leaders of the adult ministries to meet regularly for planning and encouragement. • Provide training. • Develop a means of keeping track (monitoring) their objectives. • Recruit additional helpers and team members. • Serve with excellence.
Medium term objectives	<ul style="list-style-type: none"> • Continue development of ways and means to achieve our mission and vision. • Seek to improve our outward focus (working with Pastor of Outreach and Discipleship) to incorporate outreach initiatives for all Adult ministry Areas
Long term	<ul style="list-style-type: none"> • Leadership development for all Ministry Directors