

NEXT

STRATEGIC PLAN PLAYBOOK



First Presbyterian
CHURCH OF SAN ANTONIO

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SWOT Analysis Summary

Strengths:

- Strong emphasis on Biblical Teaching/Preaching
- Commitment to existing local mission partnerships
- Well-attended and welcoming worship services
- Active small group ministry

Weaknesses:

- Insufficient focus on intentional discipleship
- Lack of clarity regarding the overall vision
- Disconnected worship experiences (two distinct services)
- Inefficiencies in leadership structures

Opportunities:

- Expanded ministry to see the holistic transformation of homelessness and the surrounding communities
- Building bridges across socioeconomic divides
- Developing intentional onboarding to attract, retain, and develop younger generations
- Strategic partnerships with other churches for broader impact

Threats:

- Generational shifts in “church” and Christianity, locally and globally
- Potential negative perceptions due to congregational affluence
- Leadership modeling and consistency of leadership
- Rapidly evolving social and cultural landscape as a downtown church

Leadership Survey Results Provided in Appendix A

Our Purpose

Enjoying Jesus daily so that all people encounter Him.

Our Daily Practices of Enjoyment:

- *Worship & Gratitude*
- *Hearing & Obeying God's Word*
- *Serving & Blessing Others*

Philosophy of FPC

Joyfully surrender to the Holy Spirit to equip disciples to become disciple-makers who enjoy Jesus daily, so that others encounter Him.

Portrait {Fruit} of a FPC Disciple

- Seeking Jesus and obeying His Word daily.
- Giving with increasing generosity.
- Engaging in personal calling.
- Living in a generational discipleship community.
- Serving others with contagious joy.

Our Strategic Pillars

Biblical Centeredness

We demonstrate this by...

- *Seeking God's Word daily over everything else.*
- *Interpreting culture through the lens of Jesus.*
- *Practicing the way of Jesus inside the generational community.*

Sacrificial Generosity

We demonstrate this by...

- *Surrendering our resources to God's purpose.*
- *Giving beyond logic.*

Missional Collaboration

We demonstrate this by...

- *Finding God at work and playing our part.*
- *Engaging brokenness locally and globally.*

Kingdom Hospitality

We demonstrate this by...

- *Listening and smiling so others see hope.*
- *Opening our homes and lives to others.*
- *We demonstrate this by living honestly and transparently and being known by others.*

Community Stewardship

We demonstrate this by...

- *Leveraging our gifts for the good of the city.*
- *Praying for those who serve and lead our community.*

A 10-Year Picture of the Future

First Presbyterian Church would become a catalyst for Congregational Discipleship, Community Transformation, and Church Collaboration for leaders and churches.

Key Results

- FPC's leadership would cultivate a spirit of enjoying Jesus in a way that community leaders and other churches desire to replicate.
- FPC would collaboratively partner to seek holistic flourishing in an identified community.
- FPC would equip 1,000 disciple-makers and mobilize them in their places of mission.
- FPC would see generational engagement with worship, discipleship, and mission exceeding 80%.
- FPC would triple the number of individuals participating in worship, baptisms, discipleship, and giving.
- FPC would collaboratively launch 10 new missional endeavors with other churches.
- FPC would develop a training model for leaders, churches, and pastors.

Primary Objectives for the Next 5 years

Fostering Joyful Discipleship:

We aim to inspire joyful discipleship throughout our congregation and equip our leaders to model and nurture it in others in a way others desire to replicate. To do so, we must align all leadership structures, programs, and finances with our purpose and vision.

Objective: Increase engagement and deepen the spiritual lives of our congregation.

Key Results:

- Increase the number of individuals who regularly engage in worship, mission, discipleship, and giving by 11.5% each year over the next ten years.
- Achieve a 90% self-reported increase in the congregation's "spiritual fruit" each year.
- Double participation in discipleship small groups within 24 months.

Empowering Disciple-Makers:

Mobilizing disciple-makers to spread the gospel and equip new believers into a spiritual maturity that increases "fruit." The multiplication model will emphasize relational discipleship over programs but will utilize both to equip disciples at FPC.

Objective: Develop a thriving culture of discipleship and leadership multiplication within our church.

Key Results:

- Create and launch a leadership development program focused on reproducibility to equip disciple-makers.
- Increase the number of members actively involved in mentoring or discipling others by 20% each year.
- See a 15% increase in new believers joining the church each year through member-led outreach (not program).

Primary Objectives for the Next 5 years

Collaborating for Transformational Mission:

Collaborating for community transformation, codifying a replicable, reproducible model that provides a training tool for other churches and cities. We will replicate the targeted community, regional, and global transformation model.

Objective: Implement a collaborative model for community transformation that can be shared with others.

Key Results:

- Activate Community transformation in a target community with at least five strategic community partnerships focused on identified areas of need.
- Document our community transformation model, creating a toolkit for replication.
- Host a workshop or conference to share our model with at least five other churches.
- Develop a coalition for a mission with at least ten other churches.

Catalyzing Multi-Generational Spiritual Leadership:

Catalyzing multi-generational spiritual leadership is a proactive approach to ensuring the church's long-term health and impact. This continuation of FPC's leadership model prepares the church to thrive in a changing world while preserving core values and missional focus.

Objective: Cultivate a culture of multi-generational spiritual leadership.

Key Results:

- Over the next three years, the percentage of leadership positions (Session, Deacons, committees) held by individuals across four different generations will increase by 25%.
- Elect leaders under 50 to make up 50% of leadership positions on committees.
- Develop and implement a leadership/discipleship program that pairs emerging leaders with seasoned leaders to intentionally transfer knowledge and focus on the spiritual vitality of the next generation of leaders.