



**FBA Strategic Foresight Task Force Recommendations**  
**Presented to the FBA Administrative Committee**  
August 8, 2024

**Background**

In 2023, Jimmy Kinnaird believed there needed to be a better way to minister with and to the pastors, staff, lay leaders and churches of Fairburn Baptist Association. Several consultant strategy options were investigated including Corpus, The Reynolds Group, and Dr. Frank Nuckolls, AMS of Flint River Baptist Association and former specialist at Georgia Baptist Mission Board (GBMB).

We settled on engaging Chris Forbes of Forbes Nonprofit Strategies to lead us in a *Strategic Foresight* process that would give us insight into how to best structure and what we would need to focus on in our four county area over the next 15-20 years.

*Strategic Foresight* is a systematic process that helps organizations like ours to prepare for the future by exploring different possible scenarios and their potential challenges and opportunities. The different scenarios ranged from a preferred future (better than expected), to a probable future (expected), and last to a possible future (worse than expected).

A group of leaders from our association and Christian leaders from outside our association were enlisted to participate in a strategic foresight workgroup. Twenty-five individuals initially agreed to be in the workgroup. By the time of the first meeting this number was down to seventeen. This final workgroup consisted of:

- Dwight Boone                      Senior Pastor, Crossroads Church, SF
- Lee Brewer                         Senior Pastor, Palmetto Baptist Church
- Chris Sanchez                     Exec. Pastor, Flat Creek Baptist Church
- Rod Blackmon                     Pastor, One Church, South Fulton
- Craig Hamlin                      Assoc. Pastor Discipleship, Peachtree City FBC
- Susan Cunningham               Admin. Assist. Fairburn Baptist Association

- Jimmy Kinnaird                      FBA Associational Missionary
- Bo Nelson                              Senior Pastor, Tyrone, FBC
- Jennifer Hamill                      Exec. Director, Rooted & Fixed, Biblical Counseling
- Frank Mercer                         Exec. Director, 4Heroes Chaplaincy
- Randy Mundy                         Chief of Police, Tyrone, GA
- Evan Hill                                Lead Pastor, Fairburn FBC
- Marty Guy                              Church Planting Catalyst, West Metro Baptist Assoc
- Kem Williams                         Missions Director, Grace Church, Fayetteville, GA
- Trent Anding                         Special Agent, Georgia Insurance Commissioner
- Buck Burch                             State Missions Catalyst, GBMB
- Chris Forbes                          Owner, Forbes Nonprofit Strategies

On November 27, 2023 there was an orientation Zoom meeting with Chris Forbes and all of the Foresight Workgroup. This meeting gave an initial understanding of what we would be doing and the outline of the two, two-day retreats.

The workgroup met for their first two-day retreat at the office location of the Fairburn Baptist Association (FBA) on December 12-13, 2023. This first two-day retreat consisted of considering biblical patterns in Foresight thinking and then becoming familiar with Foresight methods. Eight categories were considered: social, political, technology, legal, economic, education, environment, and spiritual. The acrostic for these categories is known as “STEEPLES.”

The retreat ended with an assignment for everyone to scan our area using this STEEPLES grid and focusing over the next 15-25 years. We did this for six weeks.

The workgroup met for a second two-day retreat on January 23-24, 2024. At this retreat the members sought to apply what they discovered in the STEEPLES scanning to our context. They explored multiple potential futures of the churches and the association. In the last part we looked at what our association may look like in these potential futures and the values and functions that would represent the association best. Two key documents are the “FBA Strategic Buckets” for the functions and the “Causal Layered Analysis” for our assumptions, values and culture. With this, the work group’s job was complete.

Next, with eight members from the workgroup, Jimmy Kinnaird formed a task force to meet four times in order to develop a strategy to put these findings into action. The members of the task force were:

- Dwight Boone                      Senior Pastor, Crossroads Church, SF
- Rod Blackmon                      Pastor, One Church, South Fulton
- Susan Cunningham              Admin. Assist. Fairburn Baptist Association
- Jimmy Kinnaird                    FBA Associational Missionary
- Bo Nelson                            Senior Pastor, Tyrone, FBC
- Jennifer Hamill                    Exec. Director, Rooted & Fixed, Biblical Counseling
- Frank Mercer                        Exec. Director, 4Heroes Chaplaincy
- Evan Hill                              Lead Pastor, Fairburn FBC

At the conclusion of these four meetings, the workgroup recommends eight items of focus that Fairburn Baptist Association (**FBA**) should prioritize that will bring the most support and value to the churches, their leaders, and members.

To help facilitate action on these following eight items of focus, we recommend that small but active teams be formed with individuals from the association who have competency and passion in the assigned topic of the team. These teams would meet with the AMS quarterly (more meetings as well as check-ins among a team may be warranted) with an additional meeting, all the teams together, once a year for feedback, review and celebration.

**Suggested Makeup of these Eight Teams:**

There should be a team of 3 persons from the association for each of the items of focus, contacting above suggestions of team leaders/members. The nominating committee in conjunction with the Admin Committee will issue invitations to selected individuals for the teams. The AMS will be on all teams and will be considered a 4th member. If a GBMB, NAMB representative or other consultant is invited on the team, due to the nature and need of the team, that person will be an Ex Officio member without voting privileges.

The Rebrand Team will be considered a task force that will dissolve when the rebrand is complete.

Term on teams is one year with an option to continue for a second year.

The recommendations will affect the alignment of the FBA budget and time resources of the association staff.

The current task force which developed these recommendations agreed to meet quarterly over the next year or until all teams are in place and functioning. They will

meet to discuss any changes and updates on progress made. We will schedule our next meeting in September/October 2024.

Throughout the process, the task force has kept in mind the level of urgency and importance for each of these items. Therefore, these items of focus are listed in priority from 1-8. All of them are important but not all of them are of equal urgency.

## **The Eight Priorities**

### **1. Communication Between Association and Churches**

It is recognized by the task force that there needs to be more and better communication between the association and pastors, staff, church leaders and members of churches. This recognition also understands that communication is two-way. In order to enhance communication between the churches and the association, the task force has identified several challenges to address.

#### **A. Seek to embrace multiple communication channels:**

- **Digital:** Utilize a mix of email newsletters, social media platforms (Facebook groups or a private platform), and look into developing a mobile app to reach churches and members with different preferences. Develop email campaigns and Social Campaigns on events related to each of the areas of focus when events are coming up.
- **Print:** Continue with traditional mail, but ensure content is concise and visually appealing.
- **In-person:** Conduct associational meetings, workshops, or conferences to foster face-to-face interaction and deeper engagement.

#### **B. Content is key:**

- **Relevance:** Tailor content to the needs of church leaders. Offer resources on church growth, leadership development, SBC and GBMB relevant information, ministry tools, and best practices.
- **Timeliness:** Provide updates on SBC and GBMB initiatives, upcoming events, and deadlines for registrations. Share success stories and reports on the impact of the association's work.
- **Accessibility:** Ensure content is clear, concise, and easy to understand. Offer resources in multiple formats (written, audio, video) to cater to different learning styles.

### C. Two-way communication:

- **Feedback mechanisms:** Incorporate surveys, polls, or Q&A sessions to gather feedback from church leaders on the association's communication and areas for improvement.
- **Interactive platforms:** Utilize online forums or discussion boards where church leaders can connect, share ideas, and troubleshoot challenges.
- **Grow Database:** Increase church member contact database. Have pastors and leadership encourage members to connect with the association.

### D. Additional ideas:

- **Create a communication checklist:** To help with consistency, have a checklist developed that can be used as a communication template for associational and church centered events.
- **Highlight churches:** Showcase innovative ministries or successful outreach programs from member churches to inspire and encourage others.
- **Partner with churches:** Collaborate with church communication teams to develop resources or training programs on effective church communication strategies.
- **Utilize multimedia:** Include video messages, infographics, or podcasts in communication to make content more engaging.

By implementing these strategies, the churches of FBA can create a more informative, interactive, and relevant communication system that strengthens our connection.

Susan Cunningham is suggested as one of the three members recommended on this team.

## 2. Pastor/Wife Health (Pastoral Leadership)

The demanding nature of ministry life can put a strain on pastors' marriages. Balancing the demands of ministry with personal and family life can be overwhelming. High expectations from congregants, coupled with the weight of spiritual leadership, often lead to burnout and stress. Financial instability, particularly in smaller churches, can add to the pressure. Additionally, navigating complex social and cultural issues, while maintaining a strong spiritual and personal witness, presents significant hurdles. The constant availability required of pastors can erode family time and create tension within the home. Here are some ways that FBA could help the pastor, spouse and their children navigate biblical health.

### A. Support and Resources:

- **Coordinate:** Work with GBMB to promote pastor wellness events among pastors and ministry staff of FBA churches.
- **Confidentiality:** Offer access to confidential marriage counseling services, either through referrals or by having vetted counselors on staff.
- **Financial assistance:** Consider offering financial aid for counseling sessions or marriage retreats specifically for pastor couples.
- **Sabbatical programs:** Develop sabbatical programs that allow pastors and their spouses dedicated time for rest, rejuvenation, and strengthening their relationship.

### B. Education and Training:

- **Premarital counseling:** Encourage mandatory premarital counseling for pastors and their fiances. This can equip them with communication skills and healthy relationship practices from the start.
- **Workshops and conferences:** Organize workshops or conferences on topics like stress management for pastors' spouses, communication in marriage, and building a strong biblical marital foundation.
- **Online resources:** Create a centralized online resource hub with articles, books, and podcasts on maintaining a healthy biblical marriage in ministry.
- **Educate Congregations:** At regular intervals share with congregations some of the challenges of pastors and their families. Much research has been done by Lifeway, Pew, and Gallop in this area and some of these findings would be good to share on behalf of pastors.

### C. Community and Connection:

- **Pastor couple retreats:** Organize retreats specifically designed for pastor couples to connect, share challenges, and build friendships with other couples in ministry.
- **Support groups:** Facilitate support groups where pastor couples can find encouragement, share experiences, and pray for one another.
- **Pastor Fellowships:** A safe and relaxing space for pastors to get to know one another better.
- **Mentorship programs:** Pair experienced pastor couples with younger couples to provide guidance and support as they navigate the challenges of ministry life.

- **Pastor Appreciation Month:** Develop a plan to promote this among the lay-leaders of our churches with ideas to appreciate their pastor, his wife and children.

#### **D. Boundaries and Wellbeing:**

- **Healthy boundaries:** Educate pastors and church leadership on setting healthy boundaries between work and personal life. Encourage them to prioritize time for their spouse and family.
- **Self-care resources:** Offer resources and workshops on self-care for pastors and their spouses, promoting healthy habits for physical, emotional, and spiritual well-being. Creating sustainable life-rhythms.
- **Respite care:** Consider offering childcare or respite care options so pastor couples can have dedicated time for each other.

By implementing these initiatives, the churches of FBA can create a supportive environment that prioritizes the well-being of pastor couples. This not only benefits their marriages but also strengthens the overall health and ministry effectiveness within the churches and also the association.

Two of the three suggested members for this team are Dwight Boone and Jay Vineyard.

### **3. A Technology Team to Equip Churches and the Association**

By offering as an equipping ministry the use of technology for our churches, FBA can enhance a church's ability to reach and engage with contemporary audiences. Through resources and training, the association may help churches overcome technological barriers, create compelling content, leverage social media platforms effectively, and present a visually appealing and welcoming environment. This support empowers churches to communicate the Gospel more effectively, connect with their communities, and ultimately fulfill their mission in a rapidly changing technological landscape.

- **Technology Workshops and Training:** Offering hands-on workshops and training sessions on various software, hardware, and online platforms can equip church staff and volunteers with practical skills.
- **Media Production Resources:** Providing access to affordable or discounted equipment, software, and training for audio and visual media production can enable churches to create high-quality content.

- **Social Media Guidance:** Offering workshops and consultations on effective social media strategies, content creation, and audience engagement can help churches leverage these platforms for ministry. These would include outreach, evangelism, discipleship, leadership training and general training.
- **Aesthetics Consultation:** Providing resources or consultants to assist churches in improving their overall aesthetic appeal, including website design, print materials, and physical space can enhance their overall image.
- **Shared Technology Infrastructure:** Exploring opportunities for shared technology infrastructure, such as cloud storage or video conferencing platforms, can reduce costs and improve efficiency for member churches.
- **Platforms and Strategies:** Explore new giving streams and encourage generosity.
- **Social and Theological Issues:** A consideration on what is a healthy New Testament church and what is the role of virtual and in person gatherings for worship, community, groups and support.
- **Best Practice Sharing:** Creating a platform for churches to share successful technology and media initiatives can foster collaboration and innovation.

By investing in these areas, the churches of Fairburn Baptist Association can empower one another to effectively communicate their message, engage with their community, and create a welcoming environment.

Suggested members for this team are: Someone in tech at New Hope BC, Mark Ward, Chip Yeager, John Graham at GBMB and someone in tech with Dogwood Church.

#### 4. Church Health Assessment

Assessing church health identifies areas of strength and weakness within its member congregations. By conducting comprehensive assessments, the association can offer targeted support, resources, and guidance to churches experiencing challenges. This proactive approach helps prevent church decline, fosters a healthier overall association, and ensures that churches are equipped to fulfill their mission effectively. Additionally, by analyzing assessment data, the association can identify broader trends and develop strategic initiatives to address common challenges faced by the member churches.



The FBA Church Health Team may look at some of these methods for assessing church health as determined in consultation with leaders of member congregations.

- **Standardized Assessments:** Developing or adopting comprehensive assessment tools that measure key indicators such as spiritual vitality, leadership, discipleship, evangelism, and community impact.
- **Data Analysis:** Utilizing available data on membership, attendance, giving, and demographics to identify trends and potential areas of concern.
- **Annual Statistical Report (ACP):** Promote FBA churches to fill out this report.
- **On-Site Visits:** Conducting regular visits by association staff to observe church culture, leadership, and ministry activities firsthand.
- **Pastor and Leader Interviews:** Conducting interviews with pastors and key leaders to gain insights into church challenges and aspirations.
- **Member Surveys:** Administering surveys to church members to gauge their satisfaction, engagement, and spiritual growth.
- **Benchmarking:** Comparing church performance to established benchmarks of other healthy churches within the association.
- **Collaboration and Consultation:** Encouraging open dialogue and collaboration between churches to share best practices and identify common challenges.
- **Spiritual Audit:** Offering spiritual audits to assess the overall spiritual health and direction of the church.

By combining these methods, the association can gain a comprehensive understanding of church health and provide targeted support and resources to strengthen member congregations who request the support.

Resources for this focus may include among others:

- The survey we will be doing as a part of our communications focus.
- 9Marks - <https://www.9marks.org/about/the-nine-marks/>.
- *Nine Marks of a Healthy Church and How to Build a Healthy Church*
- Jennifer Hamill provided two very good resources on assessment.
  - <https://youtu.be/ZuymLoM8MT8?si=wu6NJphOuCqXakWw>
  - <https://youtu.be/gzNk67pCvE0?si=ecR9iiklp7m1dajsR>
- GBMB also offers a church health assessment.  
<https://gabaptist.org/resources/>

- Natural Church Growth offers a comprehensive online assessment in eight strategic areas for church health and for church growth. Jimmy is a certified NCD coach.

Suggested member for this team - Deris Coto

## 5. Missional Data for Churches

Missional Data for Churches has two parts. The first part is demographic, psychographic and situational population data. The second part is data that will bring awareness of other ministries in our association.

First, churches having access to demographic, psychographic, and situational data will enhance their missional effectiveness. By providing insights into the community's population, values, lifestyles, and current events, the association empowers churches to tailor their ministries to meet specific needs and preferences. Armed with this information, churches can develop targeted outreach strategies, identify potential ministry gaps, and allocate resources efficiently. Ultimately, this data-driven approach enables churches to better understand their communities and fulfill their mission more effectively.

Georgia Baptist Mission Board (GBMB) has equipped Jimmy with administrative access to their data program "*MissionInsite*."

*MissionInsite* consists of:

- **Synergos Technologies, Inc.** This generates population projections, estimates and forecasts.
- **Experion.** This organizes U. S. citizens into 71 portraits of behavior groups based on common behaviors and lifestyles.
- **Quad-ren-ni-um.** Surveys American religious beliefs, preferences and practices nationally.
- **Epsilon.** This provides public household data.

Jimmy can generate these data sets: Demographics, psychographics and situational for any church area. He can also interpret them for practical considerations in missional engagement for the church. This information provided by the GBMB to FBA churches will help with understanding of community shifts, trends and in navigating the data.

Second, Fulton, Clayton, Fayette and Coweta counties are rich in religious nonprofit ministries. Knowing about these ministries and networking with those who are like minded in mission with our association of churches will help

strengthen all those involved. The second goal is to provide up-to-date information on these ministries and opportunities for networking.

No suggested team members yet.

## 6. Lay-Pastor Training (men's training)

By developing a lay-pastor training process FBA will seek to cultivate a deeper bench of ministry leaders within its churches. By equipping men with theological knowledge, practical ministry skills, and leadership development, the churches of our association will be empowered to become more self-sufficient and resilient. This initiative also addresses the growing shortage of pastors, allowing churches to identify and develop potential pastoral candidates from within their own congregations. Furthermore, a lay-pastor training process fosters a culture of servant leadership, encouraging more members to actively participate in ministry and contribute to the overall health of the church.

The churches of FBA may, under God's direction, support this process in any number of strategic ways. Here are some initial thoughts to consider as we move into this new area of raising up men in the elder/pastor office of leadership.

- **Curriculum Development:** Create or curate a comprehensive curriculum covering biblical studies, theology, church leadership, and practical ministry skills.
- **Instructor Training:** Provide training for experienced pastors and ministry leaders to equip them as effective lay-pastor trainers.
- **Mentorship Programs:** Pair lay-pastor trainees with experienced pastors for one-on-one guidance and support.
- **Financial Assistance:** Offer scholarships or grants to help churches cover the costs of training for lay-pastors.
- **Training Facilities:** Provide accessible training locations or virtual platforms for lay-pastor training programs.
- **Certification and Recognition:** Establish a certification process to validate the training and competence of lay-pastors.
- **Networking Opportunities:** Create platforms for lay-pastors to connect with each other and share best practices.
- **Continuing Education:** Offer ongoing training and development opportunities to support lay-pastors in their roles.

By providing these resources and support, the churches of the association can empower one another to develop a strong and capable lay ministry leadership who will continue to develop leadership in their own church context.

Suggested members for this team are: Bo Nelson, Craig Hamlin, Kyle Brooks

**NOTE:** The first six items are more of an inward focus and the last two an outward focus. Rebranding would include all of the above. As the above items are addressed they will naturally improve and enhance the others.

## **7. Rebrand the Association**

There are several reasons why the Fairburn Baptist Association (FBA) should consider rebranding. First is the name. Our current name limits the perception of our ministry area and of our demographic. In reality, Fairburn Baptist Association is not only in Fairburn but in many other cities and counties around the southwest of Atlanta. We are a diverse association and need to be more diverse in the future.

Second, our association's current image is perceived as outdated or irrelevant. A rebrand can help revitalize the association's internal and external perception.

Third, a name change can better align with the association's recommended new focus. This will entail developing not only a new name but a new mission and vision statement that will clearly communicate its purpose and values for today and tomorrow.

Fourth, a rebrand may go a long way to foster a sense of unity and shared purpose among our member churches. They will know with relevance who we are and what we are about in a fresh new way.

Fifth, there are some negative perceptions or stereotypes associated with our current name, which hinders our ability to reach new audiences and stifles building partnerships.

In order for us to rebrand, there are many steps to consider. This is not a new thing and there are many consultants and resources available to make the process as successful as possible.

Here are some steps to consider in this strategic process:

**A. Market Research and Analysis:**

- **Identify target audience:** Determine who the association is trying to reach (churches, community, potential members).
- **Competitive analysis:** Evaluate the branding of other similar associations.
- **Brand audit:** Assess the current brand identity, including name, logo, messaging, and overall image.

**B. Brand Identity Development:**

- **Define brand values:** Clarify the core values and mission of the association.
- **Create a brand story:** Develop a compelling narrative about the association's history, purpose, and impact.
- **Choose a new name (if necessary):** Select a name that reflects the association's identity and resonates with the target audience.
- **Design a new logo:** Create a visual symbol that represents the association's brand identity.
- **Develop brand guidelines:** Establish standards for using the new brand elements consistently.

**C. Communication and Implementation:**

- **Internal communication:** Inform association staff, pastors, and church members about the rebranding process and the reasons behind it.
- **External communication:** Develop a communication plan to introduce the new brand to the community.
- **Update branding materials:** Replace all outdated materials with the new branding.
- **Training:** Provide training to staff and volunteers on how to use the new brand effectively.

**D. Evaluation and Refinement:**

- **Monitor brand perception:** Gather feedback from stakeholders to assess the effectiveness of the rebrand.
- **Make adjustments as needed:** Be prepared to make changes to the brand based on feedback and performance.

It's crucial to involve key stakeholders, including pastors, church leaders, and community members, throughout the rebranding process to ensure buy-in and successful implementation. A well-executed rebrand can strengthen FBA's identity, enhance its reputation, and better position it to achieve its mission.

## 8. Church Multiplication

The churches of our association believe in mission. Many are involved in mission work outside of Georgia. Many are also involved in mission work with ministry organizations that focus on different human needs in order to share the Gospel of Christ, such as hunger, crisis pregnancy, first responders, mental health, ministry to our schools. These are all important and all of them need more resources to operate.

An area of mission endeavor that has been neglected in the FBA geographic area for several years is the starting of new churches. Unfortunately, we still need to present a convincing case for church planting in our association. Here are six reasons why we should prioritize church planting inside the geography of FBA.

By planting new churches together we will be:

- **Reaching Unreached Populations:** Church planting allows the Gospel to penetrate new geographic areas and demographic groups, reaching people who might not otherwise be exposed to a local church.
- **Experiencing Numerical Growth:** Increasing the number of churches within the association contributes to overall growth and vitality.
- **Fostering Spiritual Renewal:** New church plants often bring fresh energy, innovative approaches to ministry, and a renewed focus on evangelism.
- **Growing Healthy Church Ecosystems:** Church planting can help to balance the overall health of the association by addressing areas of decline or oversaturation while creating new centers of influence.
- **Developing Leadership:** Church planting provides opportunities for emerging leaders to develop their skills and assume pastoral roles.
- **Fulfilling the Great Commission:** Church planting is a tangible expression of the mandate to make disciples of all nations, demonstrating the association's commitment to fulfilling the Great Commission.

By investing in church planting, the churches of FBA can effectively expand its reach, strengthen its overall health, and create a lasting impact on the communities we are called to reach and serve.

Below are some considerations for the focus of church multiplication. These are given with humility and with a view for church planting sustainability.

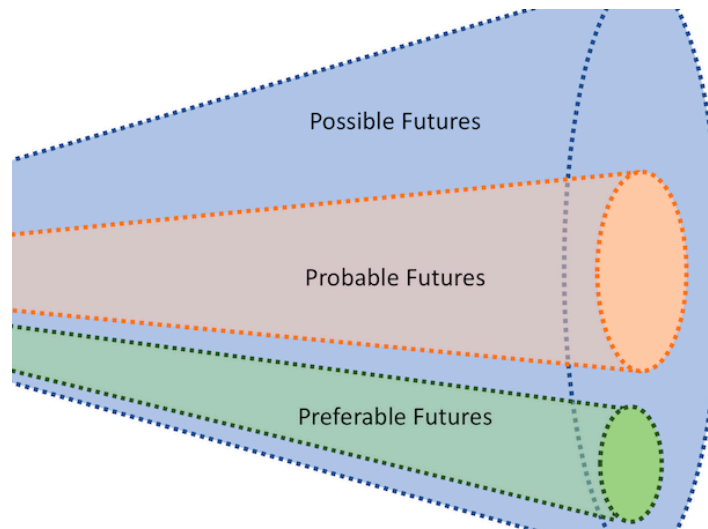
Seven church planting strategies for FBA to consider:

- **Cultivate a Church Planting Culture:** Foster a mindset among member churches that prioritizes church planting as a core missional activity. This can be achieved through conferences, workshops, and training events focused on church planting.
- **Identify and Develop Church Planters:** Recruit, train, and equip potential church planters through leadership development programs, mentorship, and financial support. GBMB and SEND Atlanta (NAMB) are agencies that will help. We are looking for church planters who will seek to multiply churches.
- **Providing Resources and Support:** Offer practical assistance to church planters, including financial support, coaching, and access to necessary resources like facilities, equipment, and technology. GBMB and SEND Atlanta (NAMB) as well as others vetted by the association, GBMB and SEND Network
- **Facilitating Partnerships:** Encourage collaboration between established churches and church planters to provide support, mentorship, and financial resources.
- **Research and Data Analysis:** Utilize research and data to identify unchurched populations and areas ripe for church planting. Share this information with member churches to inform their strategic planning.
- **Celebrating Church Plants:** Recognize and celebrate the successes of church plants to inspire and motivate others to engage in church planting.
- **Advocacy and Mobilization:** Rally the association and its member churches to support church planting initiatives through prayer, financial giving, and volunteerism.

By implementing these strategies, the churches of FBA can create a thriving church planting ecosystem that leads to the establishment of new, healthy churches and the expansion of God's kingdom.

Suggested members for this team are: Rod Blackmon, Mark Matson

# FORESIGHT FUTURES FOR OUR ASSOCIATION



Our Workgroup and Task Force both recognized that there are many ways this Foresight strategy could turn out. According to Foresight principles, we considered three possible futures and their implications. We used STEEPLES to scan and discover drivers of change. We created a Causal Layered Analysis (CLA) of the Myths and metaphors, worldviews, values and culture, systems, structures, and actors along with facts concerning FBA. We also have examined the historical ACP data and organizational makeup of the association. With all these and more in mind, we present three brief possible future scenarios, with what they will be characterized as and how each future will fare.

## **Preferable Foresight Futures: A Thriving, Mission-Focused Network**

- **Characterized by:** A vibrant, interconnected network of churches effectively addressing community needs and demonstrating a strong Christian witness.
- **How it happens:** FBA becomes a catalyst for transformation, fostering collaboration, resource sharing, and shared leadership. Churches adopt a missional focus, engaging with their communities and demonstrating the love of Christ. The association leverages technology to enhance communication and ministry effectiveness.



## **Probable Foresight Futures: A Resilient Association with Mixed Results**

- **Characterized by:** FBA has a mix of thriving and struggling churches, maintaining a presence in the community but facing challenges in reaching new demographics.
- **How it happens:** The association implements some of the proposed strategies, but faces obstacles in areas like leadership development, resource allocation, and cultural change. Some churches adapt successfully, while others struggle to remain relevant.

## **Possible Foresight Futures: Decline and Fragmentation**

- **Characterized by:** FBA is experiencing declining membership, financial instability, and a loss of influence.
- **How it happens:** The association fails to address the underlying challenges identified in the CLA, leading to increased isolation, competition, and irrelevance. Churches struggle to survive, and the association's capacity to support its members diminishes.

## **CHALLENGES AND STRATEGIES FOR EACH FORESIGHT FUTURE**

### **Preferable Foresight Future: A Thriving, Mission-Focused Network**

#### **Challenges:**

- **Overcoming Institutional Inertia:** Shifting from a traditional, inward-focused model to a collaborative, outward-focused one can be challenging.
- **Developing Shared Leadership:** Transitioning from pastor-centric leadership to shared leadership requires significant cultural change.
- **Measuring Impact:** Quantifying the impact of missional engagement and collaboration can be complex.

#### **Strategies:**

- **Pilot Projects:** Launch small-scale collaborative initiatives to demonstrate the benefits of cooperation.
- **Leadership Development:** Invest in training for pastors and lay leaders to develop collaborative leadership skills.
- **Outcome-Based Evaluation:** Develop metrics to measure the impact of missional engagement.

## **Probable Foresight Future: A Resilient Association with Mixed Results**

### **Challenges:**

- **Resource Scarcity:** Limited financial and human resources can hinder the implementation of new strategies.
- **Differing Priorities:** Churches may have varying levels of commitment to the association's goals.
- **Resistance to Change:** Some churches may resist adopting new approaches or technologies.

### **Strategies:**

- **Phased Implementation:** Introduce new initiatives gradually to allow for adaptation and learning.
- **Financial Sustainability:** Develop diverse revenue streams and efficient resource allocation strategies.
- **Communication and Engagement:** Foster open communication and build consensus around shared goals.

## **Possible Foresight Future: Decline and Fragmentation**

### **Challenges:**

- **Loss of Trust:** Eroding trust between the association and member churches can lead to disengagement.
- **Financial Instability:** Declining membership and giving can lead to financial difficulties.
- **Loss of Relevance:** Failure to adapt to changing demographics and cultural trends can result in irrelevance.

### **Strategies:**

- **Crisis Management:** Develop a comprehensive crisis management plan to address potential challenges.
- **Emergency Funding:** Establish emergency funds to support struggling churches.
- **Church Partnerships:** Connect a flourishing healthy church to lead in supporting a struggling church to revitalize.
- **Rebranding and Revitalization:** Reassess the association's mission, vision, and brand to regain relevance.

## OVERARCHING CHALLENGES AND STRATEGIES

- **Leadership Development:** Investing in leadership development at all levels is crucial for all three futures.
- **Communication and Collaboration:** Strengthening communication and fostering collaboration among churches is essential.
- **Data-Driven Decision Making:** Utilizing data to inform strategic planning and measure impact is vital.
- **Financial Sustainability:** Ensuring the long-term financial health of the association is crucial.
- **Cultural Change:** Cultivating a culture of innovation, collaboration, and missional focus is essential.

By addressing these overarching challenges and implementing tailored strategies for each foresight future, FBA can increase its chances of achieving a thriving, mission-focused network.

## DEEPER INTO THE CHALLENGES TO FBA'S PREFERABLE FORESIGHT FUTURE: A THRIVING, MISSION-FOCUSED NETWORK

Achieving a thriving, mission-focused network of FBA churches is an ambitious goal that requires careful planning and execution. Let's explore some key challenges and potential strategies in greater depth:

### Overcoming Institutional Inertia

- **Root Causes:** Historical practices, entrenched power structures, and resistance to change can hinder progress.
- **Strategies:**
  - **Pilot Programs:** Initiate small-scale, high-impact projects to demonstrate the benefits of collaboration.
  - **Change Management:** Implement formal change management processes to support the transition.
  - **Storytelling:** Develop compelling narratives that inspire a shared vision and purpose.

## Developing Shared Leadership

- **Root Causes:** Traditional pastor-centric leadership models, lack of leadership development, and fear of relinquishing control can impede shared leadership.
- **Strategies:**
  - **Leadership Development:** Invest in comprehensive leadership development programs for pastors and lay leaders.
  - **Mentorship and Coaching:** Pair experienced leaders with emerging leaders to foster collaboration.
  - **Role Clarification:** Clearly define the roles and responsibilities of different leadership positions.

## Measuring Impact

- **Root Causes:** Lack of data, standardized metrics, and difficulty in attributing outcomes to specific initiatives can hinder impact measurement.
- **Strategies:**
  - **Data Collection:** Implement robust data collection systems to track key performance indicators.
  - **Outcome Mapping:** Use outcome mapping to identify and measure long-term impacts.
  - **Qualitative Research:** Conduct qualitative research to understand the impact on individuals and communities.

## Additional Considerations

- **Technology Adoption:** Leverage technology to facilitate collaboration, communication, and resource sharing.
- **Financial Sustainability:** Develop sustainable funding models to support the association's work.
- **External Partnerships:** Collaborate with other organizations to amplify impact and reach new communities.

By addressing these challenges and implementing strategic initiatives, the FBA can increase its chances of realizing the preferable foresight future.