

Strategic Priorities of the Outward Approach



SANCTUARY
CHURCH

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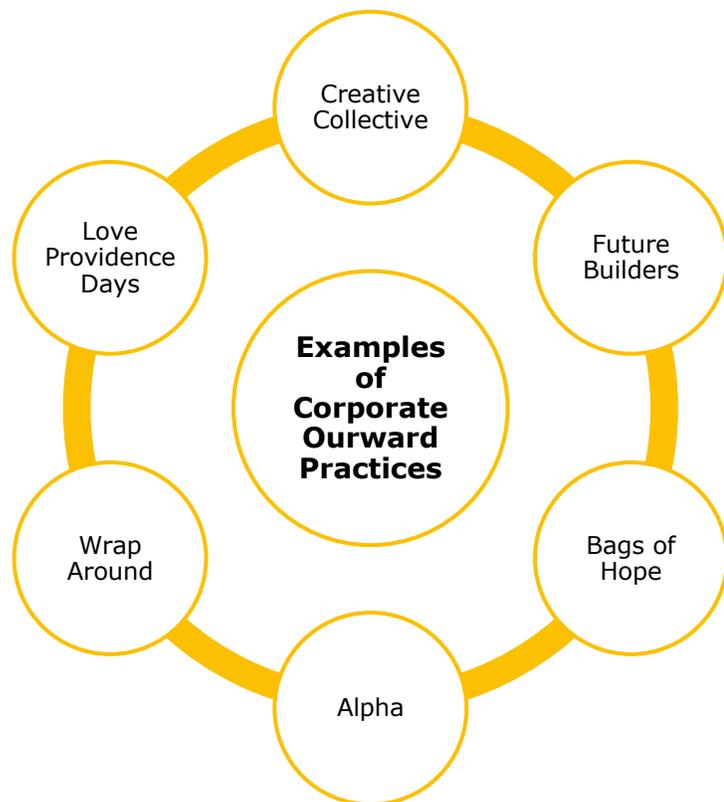
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*Report completed by Jocelyn Bell (www.jocelyntbell.com) for Sanctuary Church
August 2024*

The Outward Approach

The Outward Vision and Mission: *Led by the Spirit of God, we are passionate about relieving suffering and fighting injustice, joining the God of the oppressed, and living out the transforming message of the resurrected Jesus. Jesus calls his Church to be a compelling force for good in the world, and we believe that the Church is at its best when it serves, sacrifices, and loves, caring about the things that God cares about. We were created to live for something larger than ourselves.*

Sanctuary Church is a family following the path of Jesus, seeking to live by faith, be known by love, and be a voice of hope for the world. The Outward direction is one way to follow this path as Kingdom people moving through the world spiritually (e.g., witnessing to the lost), socially (e.g., pursuing justice), and culturally (e.g., using vocation as the mechanism to join God in the renewal of all things). Sanctuary's Outward approach encourages individual and familial spiritual practices as well as practices in which Sanctuary people (i.e., those who are part of the Sanctuary family) corporately participate. The three strategic priorities highlighted in the report – training and development, long-term-ness, and communication – are especially meant to address these corporate practices.



The relationship between communication, long-term-ness, and training and development requires Sanctuary to grapple with a continued challenge – limited capacity for a large

vision. Each strategic priority addresses the challenge in some way. Increasing the number of people who are equipped to share the responsibilities of overseeing Sanctuary's corporate Outward approach is the primary method of addressing it. This includes hiring a staff member whose primary duties are to oversee Sanctuary's Outward approach. For Sanctuary to support the Outward vision that it has, Andrew cannot be the only person who oversees the entirety. If hiring such a staff member is not possible in the next 1-2 years, the vision of Sanctuary's Outward approach must be revised as soon as possible. The supplemental method of addressing the challenge of large vision-limited capacity is developing collaborative relationships with other groups and organizations. Being able to develop and maintain these relationships requires an expansion of people who can create the relationships, though.

Each strategic priority relies upon a diverse group of people shaping and deeply engaging in every phase of corporate Outward action – from culture formation and decision-making to idea creation and implementation. Conversations with Sanctuary people during the assessment phase¹ revealed that while Sanctuary has foundational principles and practices that invite the involvement of diverse groups, there are patterns of action that belie what they know are good intentions. Women and people of color in particular described how they are drawn to the vision and intention for righteousness and justice within Sanctuary, but they also see patterns of passive and ill-defined approaches to engaging diverse groups, approaches that cause pain. Developing a clear, intentional approach to diversity is an essential strategic action as Sanctuary people continue to develop the corporate Outward approach as well as the vision, culture, and systems of Sanctuary holistically.

This report is not itself a strategic action plan. Rather, it is meant to inform decision-making on strategy and operations for Sanctuary's Outward approach from 2024 to 2027 as Sanctuary crafts a comprehensive strategic action plan. It presents suggestions for addressing the strategic priorities the Outward Strategy Team identified based on internal and external input gathered in October and September 2023. These priorities help Sanctuary address weaknesses, build on and enhance strengths, and account for the larger environment in which Sanctuary's people live and serve.

¹ See Appendix D for more information about the method to create this report.

Strategic Priorities



Training and Development: How can the people of Sanctuary Church train, develop, and equip each other to minister creatively and well as Sanctuary moves in the Outward direction to respond to the diverse needs for righteousness and justice?



Long-term-ness: How can Sanctuary Church develop deep, long-term relationships with community partners?



Communication: How can Sanctuary Church clearly communicate internally and externally the Outward mission, vision, goals, and implementation in a way that honors community relationships and navigates the social and political messages that shape people's understanding of living in the Outward direction?

Training and Development

How can the people of Sanctuary Church train, develop, and equip each other to minister creatively and well as Sanctuary moves in the Outward direction to respond to the diverse needs for righteousness and justice in the City of Providence in particular, Rhode Island in general, and select places regionally, nationally, and globally?

Sanctuary Church's Outward approach is meant to be responsive to the diverse needs of diverse groups. This requires a discipleship approach that entails training and development of diverse groups of people.

This strategic priority is the linchpin of revamping Sanctuary's Outward approach, encompassing more of the internal and external factors that impact the approach than any other priority.² For example, Sanctuary people are already interwoven in the community and there are already individuals who champion Outward-oriented events, projects, and programs. Sanctuary should develop those strengths to help address the need for better training and development as well as to have a

Defining Diversity

The definition of diversity that emerged during input gathering entailed representation of different ethno-racial identities, generational groups (e.g., Baby Boomers, Gen X'ers, Millennials, Gen Z'ers, etc.), genders, vocations, and socioeconomic statuses (background and current). This diversity should be represented in leaders at idea creation for, proposal of, leadership of, and participation in Outward events, projects, and programs. Sanctuary leadership needs to determine and explicitly communicate diversity efforts in a way that reflects Kingdom justice and righteousness and avoids some of the shifting sands of many diversity approaches. It is essential to explicitly and intentionally interweave diversity intentions throughout an organization's culture, operations, and strategy. Passive or ill-defined diversity approaches lead to unintentional replication of unjust stratification that has no place among Kingdom people.

See, for example, Michael O. Emerson. *People of the Dream: Multiracial Congregations in the United States*. Princeton University Press, 2010.

² See Appendix B.

broader distribution of authority and decision-making for the creation and implementation of the Outward approach.

Sanctuary Church should not pursue or promote corporate Outward practices that extend beyond its capacity for training and development. In the short term this means that there may not be as many events, projects, and programs undertaken or supported by Sanctuary as in the past. However, this will mean that there will be a foundation for 1) a long-term impact of the Outward direction upon all three other spiritual directions (Inward, Upward, and Withward) for the church, and 2) creating deeper, more loving relationships with those we serve.

To pursue this priority, Sanctuary should consider the following goals in its comprehensive SAP:

Goal 1: Develop diverse leaders to create, propose, lead, and participate in acts of love and service in the community.

Goal 2: Create relationships with Rhode Island organizations that do work aligning with Sanctuary's Outward vision and mission, relationships that entail receiving training from their leaders in areas where they have expertise and putting training into practice through collaboration.

Goal 3: Hire a staff member whose primary duties entail overseeing Sanctuary's Outward approach, including the training and development of leaders in particular and Sanctuary people in general.

Suggested strategic and operational actions:

By May 2025, identify and begin inviting experts in various fields of service to train Sanctuary people about how to meet community needs and support professionals. The experts would offer their insights based on their given field by facilitating trainings, workshops, and/or Tables. These experts should represent diverse groups. They should come from within Sanctuary as well as from community partners, other churches/parachurches, and among individuals with whom Sanctuary has or would like to develop a deeper relationship.

By February 2026, in consultation with identified Outward-oriented Sanctuary spiritual leaders, create and start communicating guidelines for how Sanctuary people, especially Outward-oriented leaders, disciple others in Sanctuary in the Outward direction. This will involve pairing leaders of an Outward ministry or Outpost, for example, with someone more or less experienced so that there is support for the work as well as skill and spiritual development. This will also involve intentionally incorporating opportunities for the Sanctuary community as a whole (not just parents and guardians) to disciple children and youth in the Outward direction.

By May 2027, at least one group of 4-7 Outward-oriented Sanctuary people will have participated in a 6-8 week learning community that focuses on core principles of how to walk in the Outward direction, moving in the social, cultural, and spiritual layers of society. By the end, participants should not only have a deeper understanding of loving well as they personally walk in the Outward direction through each of these layers; they should also have developed the practice of supporting and guiding one another in the Outward direction in at least one Sanctuary corporate practice.

Long-term-ness

How can Sanctuary Church develop deep, long-term relationships with community partners?

Sanctuary Church's Outward approach requires serving, sacrificing for, and loving others. One of the implications of this is the need for Sanctuary to create a foundation of long-term-ness for its relationship with community partners (i.e., groups and organizations that Sanctuary supports and/or with which Sanctuary collaborates for its Outward approach).

Those who participated in developing the strategic priorities agreed that there is an abundance of people in Sanctuary who desire to follow

Jesus in the Outward direction; it is a desire, people noted, that is largely untainted by an "othering" of those being served or a "savior" complex. Addressing the strategic priority of long-term-ness will cultivate this desire so it can bear good fruit season after season. This has implications even beyond community partner relationships. For example, loving witness to the lost that is done with long-term-ness in mind means that Sanctuary people develop deep relationships that are essential to making disciples.

Long-term-ness is predicated on intentional and consistent communication among collaborators, community members, and Sanctuary people. Long-term-ness also relies upon there being multiple people within Sanctuary who have been discipled (which

Defining "Long-term-ness"

Long-term-ness is a term that emerged while discerning the Outward strategic priorities. It entails *a consistency in outreach, an emphasis on follow-through rather than front-end excitement, as well as an ongoing commitment to and relationship with community partners*. A long-term-ness posture helps build deep relationships. All Outward events, projects, and programs should entail developing mutual respect, trust, empathy, and transparency with the people Sanctuary serves and the groups with which it collaborates in order to love them well. Thus, Sanctuary will be able to pursue engagement that turns strangers (and even "enemies") into neighbors and neighbors into family.

includes training and development) to create and maintain relationship with community members and groups, learning how to transition their engagement depending upon the nature and season of the relationship.

To pursue this priority, Sanctuary should consider the following goals in its comprehensive SAP:

Goal 1: Develop a culture of building deep community relationships, especially with Sanctuary's community partners, among Sanctuary people.

Goal 2: Create and regularly carry out an assessment protocol for prayerfully determining with a diverse group of people which Outward events, projects, and programs Sanctuary has the capacity to corporately focus on each year.

Goal 3: Hire a staff member whose primary duties entail overseeing Sanctuary's Outward approach, including developing and maintaining relationships with relevant community partners, churches, parachurches, and organizations.

Suggested strategic and operational actions:

Incorporate into any planning the steps to ensure that Sanctuary ends an Outward event, project, or program well and says goodbye to partners and people well. This not only preserves good will and trust built while developing community relationships; it also helps Sanctuary people perceive their church's Outward approach as reliable.

By May 2025, create 3-5 follow-up questions to ask volunteers, community partners, and people Sanctuary served after and/or during (as appropriate) an Outward event, project, or program. The feedback should be shared with staff and leaders involved in the event/project/program, and incorporated into future Outward endeavors as a means of supporting the intentional development of deep relationships with the communities that Sanctuary reaches through the Outward approach.

For any engagement with a community partner, there should be 1-2 non-staff Sanctuary leaders and at least 1 Sanctuary staff member who are consistent points of contact for the partner. This helps to continue to develop leaders, create multiple ties between partners and Sanctuary, and build in relational fail-safes that can decrease bottle-necking in processes and can increase capacity through burden-sharing.

Communication

How can Sanctuary Church clearly communicate internally and externally the Outward mission, vision, goals, and implementation in a way that honors community relationships and navigates the social and political messages that shape people's understanding of living in the Outward direction?

Sanctuary Church's Outward approach is multi-faceted and complex. It incorporates quick, flexible, dynamic responses to emergent needs as well as steady, consistent projects and programs that are rooted in Sanctuary's longer Outward history.³ This dual dynamism and steadiness necessitates clear communication.

Discussions about Sanctuary's Outward approach revealed that people lack clarity about the vision, mission, and implementation of the approach. The COVID-19 pandemic exacerbated this lack of clarity because multiple Outward projects and programs were disrupted and the Sanctuary congregation changed significantly. While Sanctuary's pastoral staff has stayed the course in ensuring that sermons touching on the Outward approach are rooted in sound theology and Sanctuary News includes Outward events, the Outward communication strategy as a whole needs to transform.

Clear and consistent communication allows Sanctuary to have focus in mission, thus fostering long-term-ness as it demonstrates reliability to community partners and Sanctuary people. It is possible to have clear communication (on matters like scope and process) that expands Sanctuary's capacity to develop long-term-ness with current partners without quenching the flexible, dynamic nature of Sanctuary's Outward approach. For example, "Sanctuary will focus specifically on xyz needs in abc places for now. However, the pastors and leaders are happy to hear ideas from people who want to start something, even if it's just doing an event one time. Whether it means announcing it on Sunday to get volunteers or connecting you with a community partner who can support you, we would like to help as we are able."

³ See Appendix A.

Addressing communication will also aid Sanctuary's efforts to train and develop a larger group of leaders who can share the load of carrying out the Outward vision and mission, allowing them to all have a similar set of knowledge and language to navigate the multi-faceted, complex approach.

To pursue this priority, Sanctuary should consider the following goals in its comprehensive SAP:

Goal 1: Develop a congregation that is informed about the mission, vision, process, activities, and impact of Sanctuary Church's Outward approach.

Goal 2: Clarify the geographic and missional boundaries of Sanctuary's corporate Outward approach to aid in focusing staff and volunteer efforts.

Suggested strategic and operational actions:

Verbally (spoken and written) clarify Sanctuary's relational commitment with different neighborhoods in Providence County and in the rest of Rhode Island. What is Sanctuary's organizational Outward commitment to the City of Providence? Rhode Island? New England? Globally? How do the people of Sanctuary impact the nature of these relationships?

Have different leaders announce to the congregation the beginning and end of brainstorming for an Outward event, project, or program, and announce the beginning, progress, and end of an Outward event, project, or program. Creating an environment where creativity, failures, and long-term-ness in "starting something" is normalized requires transparent, regular communication.

Include how Sanctuary is pursuing the Outward approach on its website. This entails a static platform that highlights Outposts, Love Providence days, organizations that the Future Builders Fund supports, community partners and events, etc. This can become a central place where people can learn more about Sanctuary's corporate Outward approach. It also supports broader efforts to ensure that institutional memory is accessible to more than a handful of "OG's" and helps highlight that a diverse group of people are leading various facets of the Outward approach.

Acknowledgments

Our deepest thanks to all those who responded to surveys, participated in group discussions, shared data and insights to inform our decision-making, and prayed along the way. Your support made this report possible, helping Sanctuary Church continue to follow God in the Outward direction – doing what Jesus did, loving how he loved.

Outward Strategic Action Team

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Appendix A: The History of Sanctuary Church’s Outward Approach

Note: This is a simplified story written by Jocelyn Bell based on a 2.5 hour conversation with Andrew Mook on August 31, 2023.

The Vision

What

To explain the interconnected function of the justice and mercy missions of Sanctuary’s collective Outward approach, Andrew Mook often cites [Jason Johnson’s metaphor](#) of three friends trying to save children they see in a river being swept towards a waterfall. Figure 1 below, from Jason Johnson’s blog, offers an example of the ways that justice and mercy ministries are interconnected.

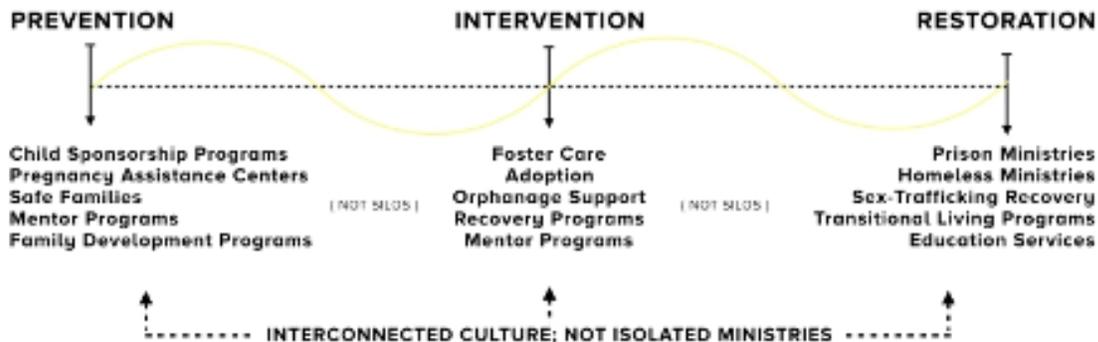


Figure 1: A Holistic Strategic Approach to engaging in the child and family welfare continuum (from [Jason Johnson blog](#))

Who

Sanctuary Church (Sanctuary) is not a monolith. Therefore, the Outward approach is meant to reflect the varied ways that people can follow this spiritual direction. This spiritual direction is a crucible for discipleship. Sanctuary consistently uplifts individual congregants to do this work. However, the Outward spiritual direction also requires a collective approach.

Andrew’s vision for a collective Outward approach requires a group of followers of Jesus who are aware of their connected mission to do justice and mercy and to proclaim the

Good News. The idea is that these everyday people who are followers of Jesus are involved in everyday facets of life all over the city of Providence, recognizing that they are connected in mission. This common mission is a source of boldness and is enacted with boldness. It is far-reaching, multi-faceted, and strongly interwoven. As people who have had an encounter with God, followers of Jesus should be living a life with a mission for joining God in the renewal of all things.

Andrew envisions the collective Sanctuary Outward approach being led by people who have access to flows of resources within the church. They can mobilize people and know what levers to pull to get support (e.g., contacts, logistical guidance, funding, etc.).

Outward Approach

Reservoir Avenue

In the days when Sanctuary was simply a worship service, a heart for the poor and oppressed emerged quickly. This manifested as a strong focus on the [Reservoir Avenue Elementary School](#) (156 Reservoir Ave, Providence, RI 02907). People helped with the after-school arts program and tutoring. Sekora was an important gatekeeper within the school who granted a great deal of access. She constantly negotiated the policies and restrictions of the school and district.

When a large group of people moved into Providence from East Greenwich, they pursued a vision for developing community in the South Providence/Elmwood area. There was a concentration of people who lived in a home together. They approached communal living alongside their Dominican neighbors in the style of Shane Claiborne's *The Irresistible Revolution*. For example, they took part in creating a small urban farm and a group dedicated to neighborhood safety.

Love PVD

While still a worship service and not yet a church, the group of people who were gathering began to ask what it would look like to create a non-profit with a vision to help the poor and oppressed of the city. The 501c3 called [Love Providence](#) (Love PVD) was born. While Andrew originally thought that his energy and that of these people in the worship service

would turn toward creating a community service non-profit, God pulled Andrew toward a vocation of pastoral ministry. Thus, the Sanctuary Church plant was created in 2012 and Love PVD operations faded into the background. The partnership with Reservoir Avenue Elementary was still relatively strong during these early days. However, when Sekora left the school, the access was not the same. Around that time, Sanctuary's involvement in refugee care increased and Love PVD came back into the flow of Outward operations.

Love PVD has been a third space by which Sanctuary engages with Providence. It is a buffer that allows Sanctuary to act in spaces where a church would not normally be welcome at the outset. It is also a way to encourage inter-church mission without any action being claimed by one church or another, facilitating relationship between churches and demonstrating a unified Church.

Refugee Care

During the first 1-3 years of the Sanctuary Church plant, there was a deep connection with the organization now known as [Dorcas International Institute of Rhode Island](#) (645 Elmwood Ave, Providence, RI 02907). Sanctuary would take part in organizing welcome wagons: figuring out who was arriving and organizing community members (including those who were from the refugees' home country) to make much of their arrival. Sanctuary would also provide support to Dorcas with wraparound care (e.g., getting licenses, purchasing school uniforms, helping with lapses in SNAP benefits). As of 2023, there were two families that Sanctuary supported through Dorcas; however, no new individuals are being added to the Sanctuary support team for the families so that care is provided responsibly. In 2022-2023, Sanctuary was doing more work with the [Refugee Dream Center](#) (747 Broad St, Providence, RI 02907) than Dorcas.

The Outposts: A Shift in Systems

When Sanctuary was smaller, members were collectively directed in specific missional directions. The largest shifts in Sanctuary's Outward approach have been in systems, not ideology or missiology. At the current point in the life of the church, leaving the church plant days behind and becoming an established congregation, systemic shifts are necessary.

One influence for Sanctuary's Outward model is [Tampa Underground](#), especially their [microchurches](#). As demonstrated in Figure 2, Sanctuary sees the role of the local church not as extracting followers of Jesus from their environment. Rather, it is to equip people to go out and disciple, doing as Jesus did. As Sanctuary grew, there was no other way the leaders had to foster this approach to doing as Jesus did than preaching on it and providing occasional encouragement: "You all go and do." Outposts emerged to systemically help carry out the Outward approach.

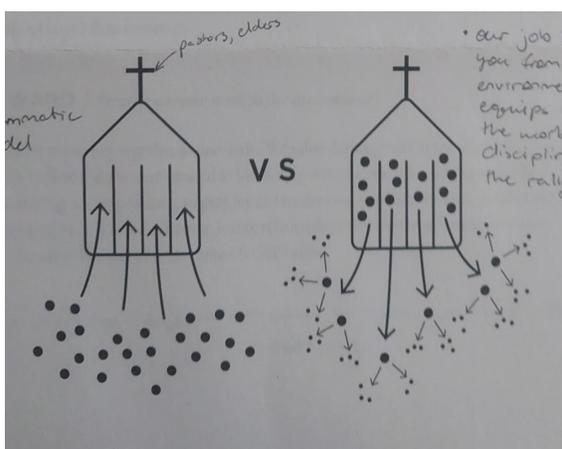


Figure 2: The Church upside down (from January 2018 Grow Track handout)

The vision for the environment in which Outposts are created is that it is one that encourages people to take risks without the fear of failure. Andrew's dream is that some Outposts become non-profits – blessing and sending people. The hope also is that HomeChurches or segments of the church continue the work on the Outpost turned NGO in one form or another.

The first wave of Outposts was led by trusted people who pursued the opportunity upon hearing about the start of Outposts. In mid- to late-2019, Sanctuary began its first building campaign. However, the vision set at the first Future Builders Gala in December 2019 was not for a brick-and-mortar building. It was to create Outposts. Then, COVID hit and this vision went dormant. In January 2023, the decision was made to reintroduce Outposts.

Who starts something and how

Most Outposts have been led by competent people with whom Sanctuary, especially Andrew, has built a lot of trust. Leaders of Outposts are those who especially have an apostolic and/or prophetic gifting; they have characteristics of an entrepreneur. They are trusted because of their embeddedness in the life of Sanctuary. Their competency is

measured by energy/enthusiasm for a project, sufficient time capacity, demonstrated follow-through, an ability to articulate their vision, and initial strategic thinking.

Usually, people share their Outpost ideas in response to a direct call during announcements or a sermon. It is also possible that Andrew, a leader, or a congregant hears about someone's idea and encourages them to start something. The on-ramp to starting an Outpost is a conversation. Either 1) someone hears a person's idea and tells them to fill out a Start Something form or speak with Andrew, or 2) Andrew hears someone's idea and helps them develop the Outpost (with or without filling out the [Start Something form](#)).

Andrew is the person who helps people transform their idea into an Outpost. His desire is that enough of the leadership community is aware of Outposts that they know where to direct people to talk more about the idea or that they know to send people to the form to trigger an on-ramp conversation.

Managing, Mobilization, and Money

Managing: Andrew has been the central person managing Sanctuary's Outward approach: deciding what the church will do, having conversations with power brokers, and mobilizing participation and leadership.

Mobilization: Recruitment for or involvement in Sanctuary's collective Outward approach in any form is usually inspired through one of three spaces: the pulpit (teaching about an Outward-related topic), the HomeChurch (thinking through an idea together), or Sunday Y(our) Story (someone shares about their Outward spiritual direction approach). Social media and emails are also used to reinforce those three pinpoints.

Money: In the 2022-2023 fiscal year, there was about \$12,000 in the Outpost budget. This budget is only touched when it has been determined that an initiative can be functionally defined as an Outpost. There is a Love PVD budget for projects or events that support [The Village](#) (139 Ocean Ave, Cranston, RI 02905), backpack drives, refugee supplies, and [Bags of Hope](#) (262 Swansea Mall Drive #700, Swansea, MA 02777).

Appendix B: Summary of the Assessment Phase

Note: The following is based on the internal and external input gathering from September 11 to October 18, 2023. On October 19, the Outward Strategy Team identified the most salient external and internal factors that impact Sanctuary's collective Outward approach for 2024-2027. These factors are listed below in simplified (one-sentence) form.

External Factors

Political

- Rhode Island state government is not representing the diverse needs of the community well.⁴
- There are local, state, and national elections coming up in November 2024.
- Americans have a deepening distrust and dissatisfaction with politics. [Social and Political]

Economic

- The job market is unfavorable for new businesses and job seekers.
- DCYF funding is insufficient and inadequately allocated.
- There is insufficient funding for direct resourcing for refugees and for caseworkers supporting refugees.⁴
- There is a strong likelihood of recession, exacerbating present issues of poverty in Rhode Island. [Social and Economic]

Social

- There is language already familiar to people who are not followers of Jesus to describe the Church that can support the missional work of the Body of Christ (e.g., refuge, compassionate, safe) and hinder the work (e.g., oppressive, condemning, hypocritical). [Social and Spiritual]

⁴ This emerged during the Oct 19 assessment meeting but no material gathering is available to support this.

- There is an increased trend in the United States of isolation and loneliness, whether it is a harmful choice or a result of not knowing how to create community.
- There is a strong likelihood of recession, exacerbating present issues of poverty in Rhode Island. [Social and Economic]
- Americans have a deepening distrust and dissatisfaction with politics. [Social and Political]

Spiritual

- People’s understanding of Christianity is developed through the news (e.g., Evangelical Christians being aligned with one political agenda), social media (e.g., echo chambers), and pop culture (e.g., secular hip-hop culture mentioning Jesus but not upholding a lifestyle as a Jesus follower).
- Many Christians in the United States are developing their spirituality through a political agenda.
- The Gospel still preaches, but there has been a need to change the language to navigate hurts associated with and co-optations of the Gospel message.
- There is language already familiar to people who are not followers of Jesus to describe the Church that can support the missional work of the Body of Christ (e.g., refuge, compassionate, safe) and hinder the work (e.g., oppressive, condemning, hypocritical). [Social and Spiritual]

Internal Factors

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. While the people of Sanctuary in general rally around a collective Outward practice, there tend to be certain people who champion the work, keeping it alive. 2. Sanctuary people are interwoven throughout the community (broadly defined). 3. Sanctuary people have the heart (i.e., the earnestness and concerted effort) 	<ol style="list-style-type: none"> 1. Sanctuary Church needs to improve its “long-term-ness” (i.e., consistency in outreach, follow-through rather than front-end excitement, ongoing commitment to and relationships with community partners). 2. Sanctuary people need better training and development in how to

<p>for serving and loving our communities.</p> <ol style="list-style-type: none"> 4. Sanctuary people are generous with their time and money. 5. Individuals in Sanctuary who champion an Outward activity/event/approach are consistent (e.g., Laura with The Village). 	<p>minister well in general and in specific contexts.</p> <ol style="list-style-type: none"> 3. Sanctuary Church needs a more thoughtful and effective approach to representation (i.e., in leadership and decision-making; through gender, ethno-racial background, socioeconomic status, and neighborhood). 4. Sanctuary Church needs a greater distribution of authority and decision-making on the creation and implementation of outreach. 5. Sanctuary people lack clarity on the church's overall Outward mission and the specific objectives of the Outward approach.
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Appendix C: Synthesized List of Suggested Outward Goals and Objectives from Sanctuary Leaders

Training and Development

Training and Development (TD)			
	<i>Goal/Obj</i>	<i>Details</i>	<i>Related Goal/Obj</i>
1	G	Continue teaching on Sundays and teaching and practice in HCs that roots the Outward direction in the Word and sound doctrine	9
2	G	Develop leaders of diverse demographics to create, propose, lead, and participate in acts of love and service in our community	7 Also: L12
3	G/O	Create relationship with other churches doing outreach/community service, receiving training from their leaders in areas where they have expertise	6, 10 Also: L4
4	G/O	Invite experts (within and outside of Sanctuary, like from partners, other churches, experts who are friends of Sanctuary) in various fields of service to inform Sanctuary people about their field – community needs, struggles of professionals in the field – and train Sanctuary people on how to meet community needs and support professionals	2, 3, 10, 11 Also: L4
5	G/O	Reshape people’s understanding of evangelism to understand how it is part of service/sacrifice/love through HC, sermons, PATH	4, 8

Training and Development (TD)			
	Goal/Obj	Details	Related Goal/Obj
6	G/O	Create and carry out a 6-8 week learning community that focuses on core principles of how to serve/sacrifice/love community and explores it using different ways	3, 2
7	O	Create guidelines to form and nurture pairing/discipleship of someone more experienced in a given Outward initiative with someone with less experience	5 Also: L1 & 9
8	O	Include trainings/workshops/tables from people of diverse demographics (race, age, gender, vocation, socioeconomic status)	7
9	O	Prayerfully develop a training on the Outward expounding on the Outward vision statement and including opportunities for practice (Note: some of this is a work in progress with PATH already)	8
10	O	Select/hire a staff member to oversee training and development of leaders in particular and partners in general for the Outward direction	1 Also: L3
11	O	Train leaders how to train others in the Outward approach	5, 10

Training and Development (TD)			
	Goal/Obj	Details	Related Goal/Obj
12	O	<p>Write vision on the actions of Sanctuary people who walk in the Outward direction and a more detailed explanation of Outward approach based on the vision statement that already exists (e.g., what it means to be a “compelling force for good”)</p> <p>(Note: have some of this already and more is a work in progress; answers question “While there are various ways to walk in the Outward direction, what are the actions that all Sanctuary people take? What defines Sanctuary in our collective Outward approach?”)</p>	8 Also: C4

“Long-Term-Ness”

Long-term-ness (L)			
	Goal/Obj	Details	Related Goal/Obj
1	G	Develop posture and practices (culture) of relational commitment among Sanctuary people (especially leaders) as they engage with the community, especially community partners	2, 6
2	G	Engage in inter-congregational (like Bags of Hope) spaces for service	4 Also: TD6,10

Long-term-ness (L)			
	Goal/Obj	Details	Related Goal/Obj
3	G	Regularly conduct deep review of/reflection on Outward approach, especially partnerships and corporate activities	6 Also: C12
4	G/O	Every HomeChurch builds a committed relationship with a community partner or create an Outpost	7, 2
5	G/O	Regularly incorporate youth and children's participation in serving the community	9 Also: TD5 & 8
6	O	Annually determine which community partnerships we will focus what efforts into	Throughout
7	O	Complete updating the Start Something form	6 Also: C10
8	O	Create a contact list of people we have served/community partners to inform them of other opportunities to serve	11
9	O	Create a protocol for basic follow-up with volunteers, community partners, and people we have served	6, 11
10	O	Create an assessment protocol for prayerfully determining what acts of service Sanctuary Church has the capacity to carry out and for how long	6
11	O	Designate a leader pair as the official "ambassadors"/point of contact for an outreach initiative	1 Also: TD5

Long-term-ness (L)			
	Goal/Obj	Details	Related Goal/Obj
12	O	Develop leaders who desire and are able to serve the Spanish-speaking community	13 Also: TD7
13	O	Implement regular communication about the existence of the Start Something form	7 Also: C10
14	O	Regularly incorporate into serving opportunities for families to serve together	10 Also: TD5
15	O	Select/hire a staff member who oversees, develops, and shepherds Sanctuary's Outward approach	3 Also: TD1
16	O	Specify the expectations of a leader pair as the points of contact for an outreach initiative	1 Also: TD5

Communication

Communication (C)			
	Goal/Obj	Details	Related Goal/Obj
1	G	Train leaders in Sanctuary's vision and mission for communications and how to carry out that vision, including how to handle Outwards communications about Sanctuary's outreach	3, 6
2	G/O	Consistently and reliably communicate the actions Sanctuary Church is taking for corporately walking in the Outward direction	9

Communication (C)			
	Goal/Obj	Details	Related Goal/Obj
3	G/O	Cultivate and reaffirm a culture of Outward love, service, and sacrifice through regularly communicating over all channels the mission outreach of the corporate church, individuals, and HomeChurches	8, 6, 9
4	G/O	Interweave partners/mission/vision in social media posts relevant to Outward	1
5	G/O	Train Sanctuary leaders in best practices for communications, especially around issues of centering, impact sharing, and confidentiality/anonymity	3
6	O	At least annually communicate to congregation about how individuals or HomeChurches can "start something" (Outpost or an event)	10 Also: L6
7	O	Create language that does not center Sanctuary but does center the Outward direction for when we participate in a space through Love Providence	2
8	O	Incorporate a community forum into the decision-making process for Sanctuary Church's Outward	12 Also: L5
9	O	Increase the frequency of updates about the use of Sanctuary's missional funds	11, 9, 8
10	O	Regularly verbally clarify the decision-making process (including criteria and who makes the decisions) for how Sanctuary Church decides	5

Communication (C)			
	<i>Goal/Obj</i>	<i>Details</i>	<i>Related Goal/Obj</i>
11	O	Verbally (spoken and written) clarify Sanctuary Church's missional relationship with different neighborhoods in Providence County and in rest of Rhode Island	4 Also: TD8

Appendix D: The Method

Phase	Specific Activities
<i>Prepare to Plan</i>	Prayer • Define the scope of the plan • Create an Outward Strategy Team
<i>Assessment</i>	Tell people about the strategic plan • Talk to people in Sanctuary • Talk to key people outside of Sanctuary • Conduct an environmental scan
<i>Create the Report</i>	Create a list of strategic issues • Create goals, objectives, outcomes • Write the report

Below are more details about the methods used to create this final report. Initially this project was meant to produce a strategic action plan (SAP) for Sanctuary’s Outward approach. However, Sanctuary decided to create a comprehensive SAP for the organization. Two SAPs for an organization the size of Sanctuary is too much. Thus, the information gathered during the Assessment and the strategic priorities, goals, and objectives identified in the Create the Report phases were repurposed into this report meant to guide Outward strategy and operations creation from 2024 to 2027. It is especially meant to offer suggestions for the creation of the Sanctuary comprehensive SAP.

Please direct any questions about the method to Jocelyn Bell (jocelyn.t.bell@gmail.com).

Prepare to Plan

- *Prayer:* Although it is only explicitly stated in the “Prepare” segment, prayer was present from the start to finish of this report. So that the entire process was Spirit-led (Zech 4:6), the Outward Strategy Team sought to remain open and responsive to the Spirit. Continual prayer helped foster this posture.
- *Define scope:* Andrew and Jocelyn met to ensure that the strategic priorities resulting from this process would be connected to long-term mission and vision, anticipate costs, and better organize activities that will unfold over the long-term.

- *Create Outward Strategy Team:* Andrew and Jocelyn prayerfully discerned who to invite to compose the Outward Strategy Team. This team managed most of the work necessary to carry out this process. To ensure that both staff and non-staff take ownership of Sanctuary’s Outward approach, a committee like this was necessary. This committee was also necessary to ensure that the report was completed successfully and in a timely manner so that we did not stall in the planning phase.
 - Who: The committee was compromised by Sanctuary staff and leaders who both self-identify as *and* have been identified as having a missional edge.⁵ They represented stakeholders who have a vested interest in Sanctuary’s Outward mission. They could also speak and act with authority when it comes to an Outward approach. Each person brought different expertise and insight, allowing for the evaluation and assessment of ideas to be built into the process.
 - Members
 - Jocelyn Bell (Team leader)
 - Allison Broome (Participant in various Outward-oriented practices in Sanctuary)
 - Daija Duncan (Interested Outpost leader)
 - Andrew Mook (Senior Pastor, staff)
 - Jikku Samuel (HomeChurch leader)
 - Mike Valdes (Prayer Team leader, participant in various Outward-oriented practices in Sanctuary)
 - The responsibilities of the committee included research, stakeholder engagement, and planning and logistics.

Assessment

- *Educate about strategic action plan:* Through Sunday announcements, Sanctuary News emails, and emails to Sanctuary leaders, the Outward Strategy team

⁵ Someone who has a missional edge demonstrates the following characteristics: **Personal:** Creates space in their schedule to vocationally or voluntarily serve others, especially the lost and those who are marginalized, oppressed, and/or in material need. • **Church:** Has a heart for the Church’s role in joining hands to help the marginalized, oppressed, and needy. • **Sanctuary:** Has a heart for Sanctuary to improve its engagement with the community. • **Prayer:** Have demonstrated a commitment to prayer, corporately and personally, and a sensitivity to the voice of the Holy Spirit

informed Sanctuary staff and non-staff of the development of a strategic action plan, giving them information about the purpose and process so that 1) ownership can be established from the beginning, 2) the likelihood of involvement in research increases, and 3) we establish clear communication pathways regarding Sanctuary's Outward approach.

- *Input gathering:* The Outward Strategy Team gathered information to help explain and identify the needs, external issues, external challenges, and external trends that will impact Sanctuary's Outward approach. The team also gathered information to help them understand what will internally affect Sanctuary's Outward approach
 - Methods: One-to-one interviews, group interviews, focus group discussions, prayer meetings, and surveys with about 30 total participants; material gathering (i.e., written, audio, and visual information about environmental factors that impact Sanctuary's Outward approach)
 - Limitations: There was confusion during the Assessment Phase that led to an incorrect survey being circulated to Sanctuary people in general that was only meant for leaders. This means that there were very few responses to the Current and Aspirational Outward Practices survey (17 respondents) as well as the connected Assessment of Sanctuary's Outward Approach (6 respondents). However, there was consistent involvement from leaders through the Assessment and Create the Report phases. Thus, details that the surveys were meant to capture were still captured in other conversations and virtual forum participation.
- *Conducted an environmental scan*⁶

Create the Report

- *Prioritize strategic issues:* The Strategy team reviewed the strategic priorities that emerged during the Assessment phase, narrowed them down, and prioritized those strategic issues that should form the basis of the Outward strategy goals. The three strategic issues were chosen based upon what is feasible and most effective as determined by the Assessment phase.

⁶ See Appendix C.

- *Create goals and objectives:* Goals describe the outcomes that need to be accomplished to achieve the vision. Objectives describe the means that help achieve the strategic goals. Sanctuary leaders suggested on a shared Google Doc or via a survey those goals and objectives for the Outward strategy that they felt most important in addressing the strategic priorities identified. More than 34 goals and objectives were suggested. Jocelyn then synthesized those goals and objectives⁷ and the Outward Strategy Team selected the goals and objectives to prioritize for the final report.

⁷ See Appendix C.