



WHY DO WE EXIST? OUR PURPOSE



WE EXIST TO LEAD
PEOPLE TO SAY
YES TO JESUS AND
PASSIONATELY
FOLLOW HIM.

HOW WE BEHAVE?

OUR VALUES



FIXED EYES

We intentionally focus everything on Jesus.



PROPHETIC VOICES

We humbly invite the Holy Spirit to speak to and through us.



LOCKED ARMS

We deeply commit to a life of impact together.



GENEROUS HEARTS

We joyfully sacrifice for God's Kingdom.



SORE KNEES

We relentlessly pursue the presence of God.



READY HANDS

We purposefully create environments of radical hospitality.



CURIOUS MINDS

We eagerly seek to learn, create, and innovate.



BRAVE FEET

We courageously go toward the lost, least, and lonely.

WHAT DO WE BELIEVE?

OUR CORE DOCTRINAL STATEMENTS

GOD

We believe in one God, who unconditionally loves all people, regardless of their race, gender, or nationality. He eternally exists in three distinct persons: Father, Son, and Holy Spirit. Each person of the Trinity is fully God, sharing all of the divine attributes in a perfect loving community.

(Matthew 28:19, John 1:14, Acts 5:3-4, 2 Corinthians 13:14, Colossians 1:15-20, Hebrews 1:1-3, Revelation 1:4-6)

JESUS CHRIST

We believe Jesus Christ is the perfect revelation of God to humankind. He is fully God and fully man. After voluntarily coming to earth and living a sinless life, He died on the cross as the substitute for humanity's sin. His resurrection from the grave affirms His victory over sin and death.

(Matthew 1:18-2:12, John 1:1-18, Romans 3:21-26, 1 Corinthians 12, Philippians 2:5-8, Colossians 1:15-23, Hebrews 1:1-13, 1 Peter 3:18, 1 John 1:1-2:2)

THE HOLY SPIRIT

We believe in the Holy Spirit, who indwells all who surrender their lives to Jesus. He equips believers with spiritual gifts for serving others, and continually empowers and guides those who live on mission to advance the Gospel.

(John 14:15-26, Acts 2:1-33, Romans 8:1-27, Galatians 5:16-23, 1 John 2:20-27)

SALVATION

We believe that all who turn from their sin and trust in Jesus Christ alone as their Lord and Savior receive the forgiveness of sins and the free gift of eternal life. True peace and fulfillment in life is only found in a relationship with Jesus.

(John 3:16, 6:35-40, 10:27-30; Romans 8:28-39; Philippians 1:6; 2 Timothy 2:13; 1 Peter 1:3-9)

HUMANITY

We believe God created humans, both male and female, in His perfect image. Because of their rebellion, however, all humanity is alienated from God and only able to enter a relationship with God by His grace, not through their efforts. (Genesis 1:26-31; Romans 3:10-18, 23; Ephesians 2; Psalm 8:3-6; Isaiah 53:6; Isaiah 59:1, 2)

THE BIBLE

We believe the Bible to be authoritative for all areas of faith and practice. It is inspired by God, written by people, and a source of wisdom and direction for those who meditate on it and apply it to their lives.

(John 17:17, 2 Timothy 3:16, 2 Peter 1:20-21)

MARRIAGE

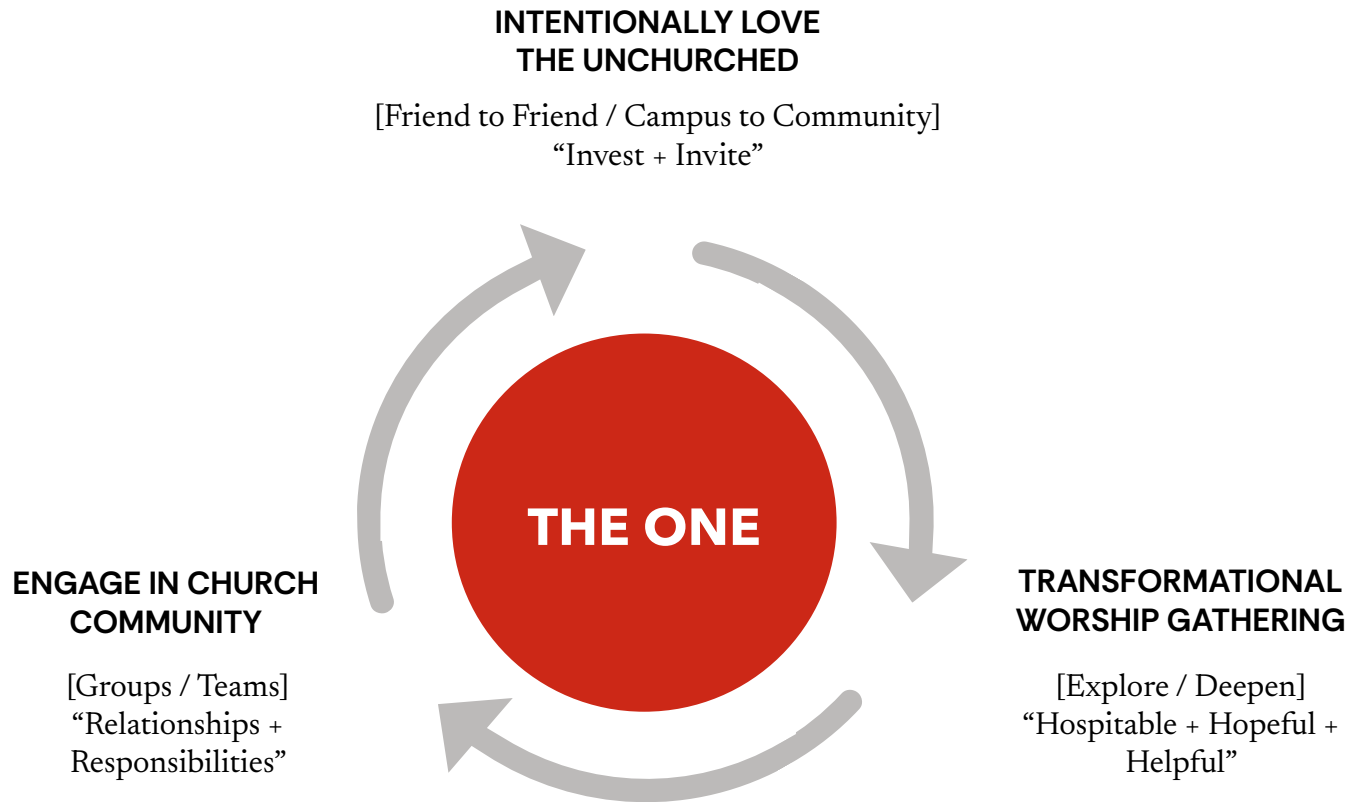
We believe that God has designed marriage as a sacred relationship and the only place for sexual activity to take place, both for procreation and mutual enjoyment. Biblical marriage is a lifelong covenantal relationship between one man and one woman to the exclusion of all others.

(Matthew 19:6, Ephesians 5:31; Romans 1:26-27, Genesis 2:2-4, 1 Corinthians 7:2-16, Hebrews 13:4)



HOW DO WE BUILD MOMENTUM?

THE GREAT COMMISSION FLYWHEEL



Matthew 28:19-20, Acts 2:42-47, Luke 15

WHAT DO WE DO?

THE BIG FOUR

The primary strategies that get most of our energy.

WORSHIP GATHERINGS

Designed to help people explore faith and deepen their relationship with Jesus.

Hospitable. Hopeful. Helpful.
Age-specific.

ECHO GROUPS

Where leaders can leverage their gifts and passions to help people grow, connect, and serve.

Easy-in. Diverse. Relational.
Semester-based.

ECHO COMPASSION

Serving locally, unifying and planting churches regionally, and partnering internationally.

Local church-focused. Gospel-strategic. Long-term impact.

NEXT GEN

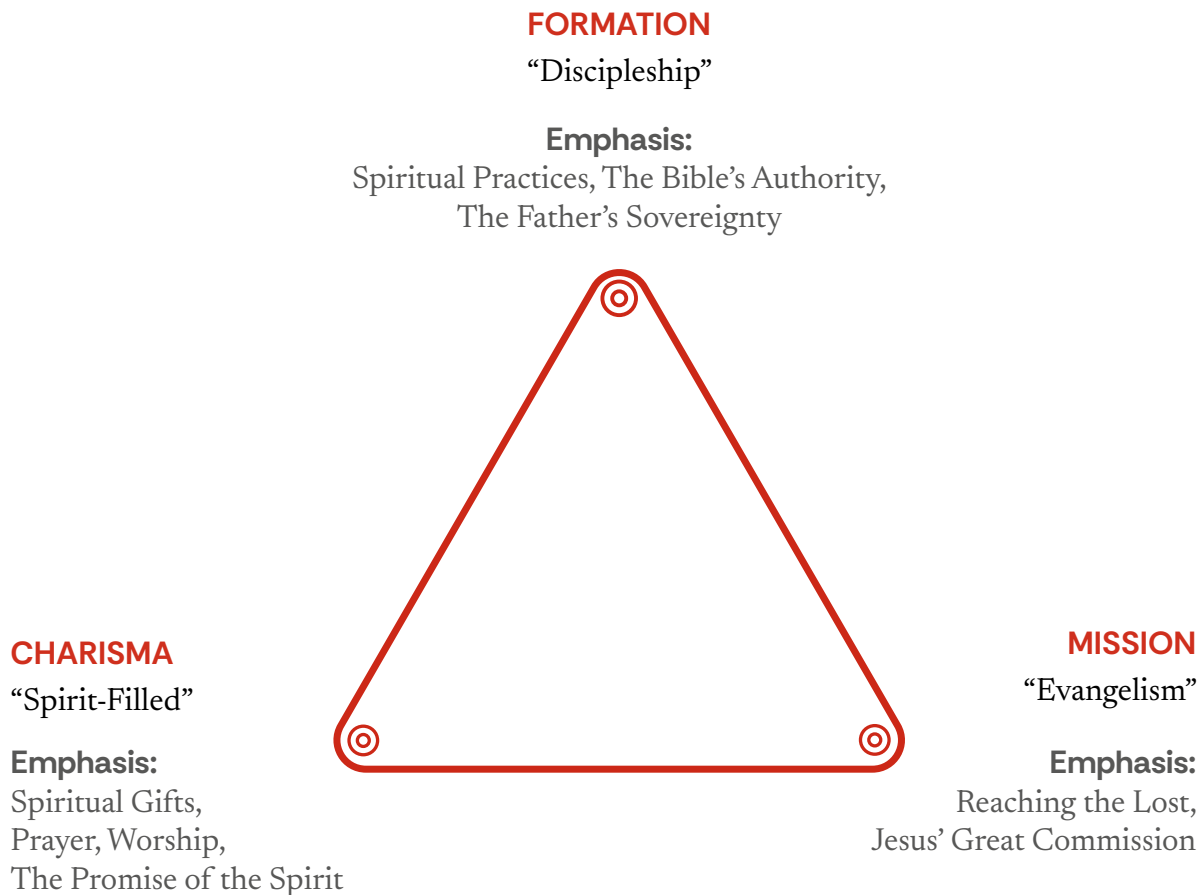
Empowering young adults and partnering with parents to equip kids and students in faith.

Empowering. Fun. Small group-driven.
Family+Church.

WHAT KIND OF CHURCH ARE WE?

THE TENSIONS WE HOLD

We hold the tension between three primary areas of emphasis: formation of believers, Spirit-filled ministry, and focus on the lost.



WHO ARE WE BECOMING?

THE FOUR MARKS OF A DISCIPLE

We aim to become people of love as modeled by Christ Jesus, depending on God's grace to transform us into His likeness. (1 John 4:7-21, Ephesians 2:8-10, 1 Corinthians 15:10) Four marks we seek to cultivate in our community to reflect God's love throughout the Bay Area are:

ECHO SPIRITUAL FORMATION



UP

**We cultivate UPward
intimacy with God.**

(John 15:4, 2 Corinthians 13:14)



IN

**We find our identity
IN Christ.**

(1 Corinthians 10:7-14, 2 Corinthians 12:7-10, 2 Timothy 2:22-24)



WITH

**We fight for unity
WITH one another.**

(John 17:20-23, Ephesians 4:3)



OUT

**We seek OUT the lost,
broken, and hurting.**

(Luke 19:10; Matthew 18:12, 28:19-20)

WHAT DO WE MEASURE?

OUR HEALTH INDICATORS

WORSHIP GATHERING ATTENDANCE

A healthy campus grows in adult, student, and child attendance year over year.

ECHO GROUPS ENGAGEMENT

A healthy campus has over 70% of their average adult attendance signed up in groups per semester and 70% of those signed up attending their group at least once a month.

DREAM TEAM PARTICIPATION

A healthy campus has at least 15 to 20% of their average adult attendance serving weekly.

PRAYER CULTURE

A healthy campus ignites a passionate culture of prayer by engaging 5%+ of their average attendance in weekly prayer groups and teams.

ACTIVATE

A healthy campus has 3 to 5% of their average adult attendance showing up to Activate each month and 70% of them connecting into groups and teams.

LEADERSHIP DEVELOPMENT

A healthy campus has a ratio of 1:5 coordinators to coaches, 1:10 coaches to leaders, and 1:10 leaders to members.

FINANCIAL GENEROSITY

A healthy campus stays in the black monthly and moves toward contributing financially to expansion efforts.

DECISIONS TO FOLLOW JESUS AND GET BAPTIZED

A healthy campus has a growing number of decisions to follow Jesus year over year and a ratio of 10:1 baptisms per year.

FIRST-TIME GUESTS

A healthy campus has 5% of their monthly average attendance as identifiable first-time guests.



WHO ARE WE TRYING TO REACH?

OUR TARGET AUDIENCE

We focus our energy by clearly defining our target audience, which shapes our decisions and strategy. Just as Jesus first focused on reaching the Jews so that the world would come to know Him through them, we also concentrate our efforts on a specific group in order to reach more people.

While our target audience remains the same across all Echo campuses, each location can make small adjustments to reflect its surrounding community.

ECHO EDDIE & ELLIE ARE:

- Unchurched but open to faith and spirituality
- Entrepreneurial; willing to take risks to grow their capacity and influence
- 20 to 35 years old with an income between \$100K and \$300K
- Living in a condo or apartment, often alone
- Socially active, valuing experiences over products
- Globally conscious and cause driven (want to make a difference)

- Very active on social media
- Focused on physical and mental health
- Audio and visual learners

ECHO EDDIE & ELLIE LIKE:

- The freedom to choose
- Fitness, healthy food, and health apps (mental, physical, and spiritual)
- Environmentally-friendly products
- In-person tangible experiences
- Great coffee, wine, beer, and dining experiences
- Vacations with friends
- Having a distinct style with a focus on quality, not brands
- Short-form content
- Listening to podcasts or nonfiction books on Audible, and watching YouTube
- Checking and giving trustworthy reviews on products and experiences
- Getting news and important information on their phone



ECHO EDDIE & ELLIE DO NOT LIKE:

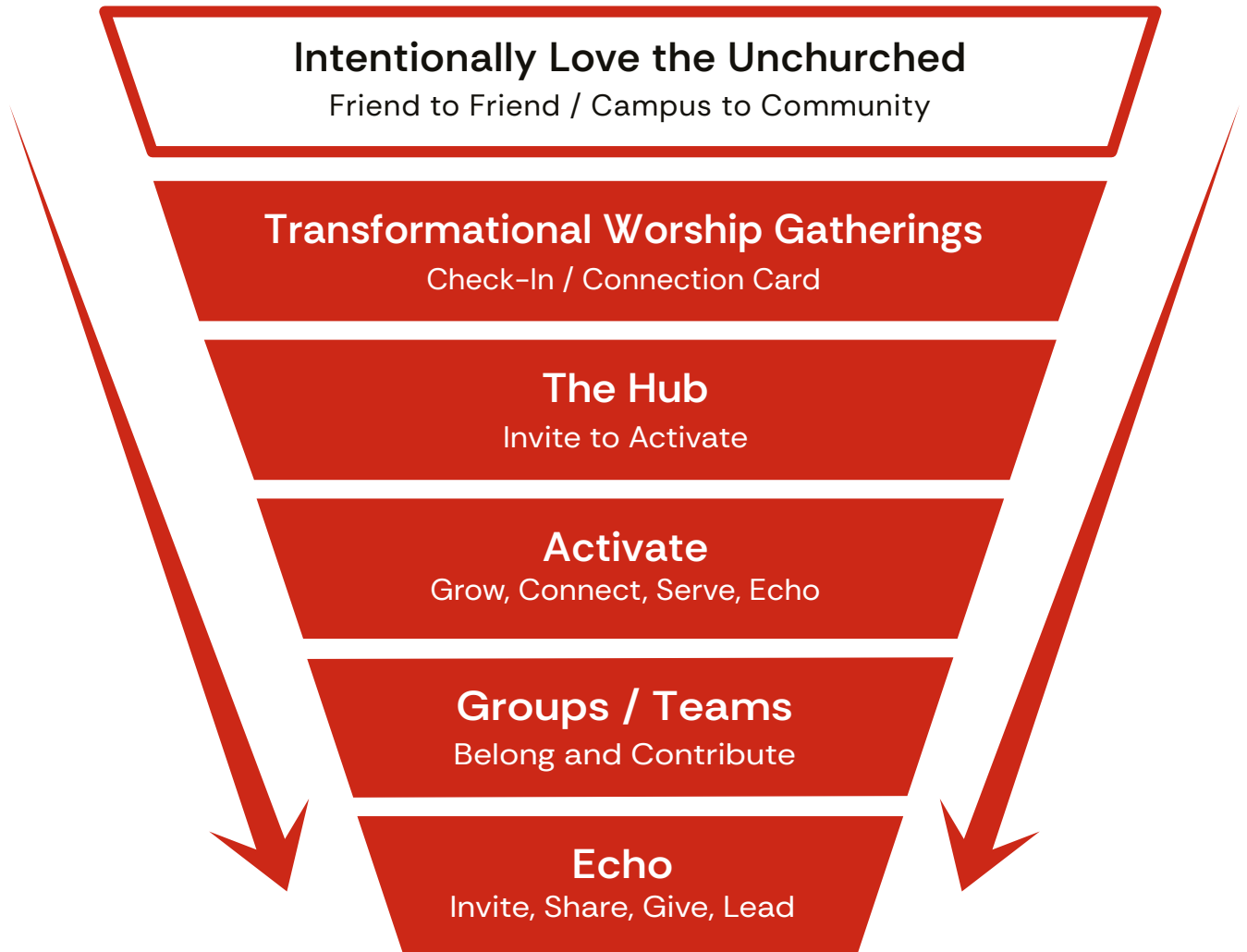
- Being forced or coerced to do things
- Judgmental people and insincerity
- Mediocrity, laziness, and poor-quality products
- Wasting their time or resources
- Assumptions without logic
- Clutter, long paragraphs, or overly complicated content
- Silence on social issues (implies complicity)

ECHO EDDIE & ELLIE STRUGGLE WITH:

- Identity
- The value of marriage and having children
- Pornography and a healthy understanding of sexuality
- Work/life balance
- Discernment
- Knowing how to manage money
- Loneliness (making and keeping healthy relationships)
- Contentment
- Long-term commitment
- Short attention spans

HOW DO WE HELP PEOPLE GROW?

OUR ENGAGEMENT PATHWAY



We believe that people grow most based on the environments they are in and the decisions they make.

After coming to our worship gatherings, we encourage people to attend Activate – a monthly experience designed to connect people and show them the environments at Echo that help them grow, connect, serve, and echo.

THE FOUR COMMITMENTS THAT LEAD TO GROWTH

GROW

Yes to following Jesus

CONNECT

Yes to connecting in community

SERVE

Yes to contributing with your time and gifts

ECHO

Yes to letting your life echo

HOW DO WE DEVELOP LEADERS?

OUR LEADERSHIP DEVELOPMENT STRATEGY

We believe those called to lead in the Church should not be doing all the work of the ministry, but should instead spend most of their time and energy equipping others to use their gifts in ministry. This helps the ministry grow in a healthy way and enables new leaders to be raised up and multiplied.

We catalyze a culture of leadership development by intentionally **preparing** people to lead, **equipping** them to continually grow as they lead, and keeping them **inspired** through the journey.

“Their responsibility is to equip God’s people to do his work and build up the church...” – Ephesians 4:12

LEADERSHIP PIPELINE



1 **PREPARE: Apprenticing**

A leader gets prepared for their next step of leadership by shadowing an experienced leader for a short period of time.

I DO, YOU WATCH

I DO, YOU HELP

YOU DO, I HELP

YOU DO, I WATCH

2 **EQUIP: Coaching Huddles**

We provide ongoing development for existing leaders by partnering them with a coach or coordinator who typically meet monthly for spiritual and leadership formation.

3 **INSPIRE: Ministry Rallies and Conferences**

We strive to inspire, align, and further develop leaders through ministry-specific trainings, conferences, Encounter Nights, and volunteer parties.



HOW DO WE MULTIPLY?

OUR EXPANSION STRATEGY

In our goal to transform the Bay Area, we believe that the most effective strategies are starting new churches and new campuses.

WE START CHURCHES

We work to raise church planters from within and also partner with church planters from outside our church. Our efforts include training and multiplying pastors, teachers, and leaders, as well as networking with other churches for collaborative planting.

Types of church plants we typically cultivate and support:

- **Strategic/Action-Oriented:** Clear strategy for fundraising, planting phase, and growth
- **Team Approach:** More than one family committed to the mission on the front end
- **Big and Small:** Committed to both the large gatherings and small group discipleship
- **Focused on the Unchurched:** Clearly targeting those far from God
- **Spirit-Dependent:** Understands the importance of prayer and the Spirit's power
- **Kingdom-Minded:** Willing to invest into other planters and the growth of the Church



WE START CAMPUSES

By starting multiple campuses of Echo.Church, we can reach more people in more places by leveraging central resources to expand into new cities in a financially responsible way. People are more likely to invite a friend to attend a church near where they live.

- Comparable experiences, but not identical
- Same branding with local feel
- Led by campus pastor/staff with unified overarching vision

HOW ARE WE STRUCTURED?

OUR STAFF

The Directional Leadership Team (DLT) is typically 5 to 10 staff members who provide visionary direction and leadership to the rest of the staff and church.

The Strategic Leadership Team (SLT) is typically 12 to 20 staff members who represent Echo campuses and departments and are responsible for the strategic execution of Echo's vision.

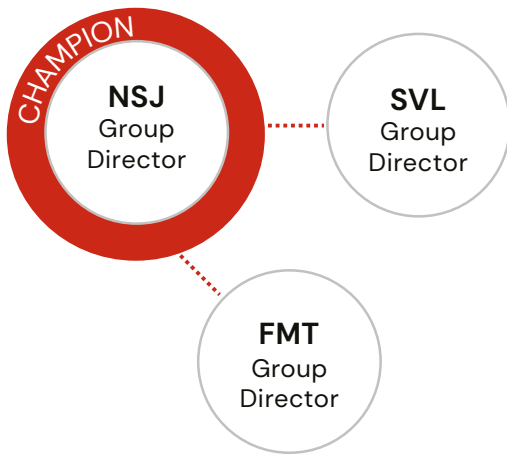
Campus staff members are led by the campus pastor and are responsible for the local operations and ministries of their campus. They focus primarily on ***people ministry***. Their responsibilities include:

- **Implementation:** Local implementation of mission, vision, values, strategies.
- **Spiritual Formation:** Helping attendees grow and connect.
- **Team Development:** Recruitment, training, care, and multiplication of volunteers.
- **Local Outreach:** Mobilizing campus attendees to serve their local community.

Central staff members are responsible for creating systems, resources, and opportunities that help our campus staff effectively reach and develop those under their care. They focus primarily on ***systems, processes, and alignment***. Their responsibilities include:

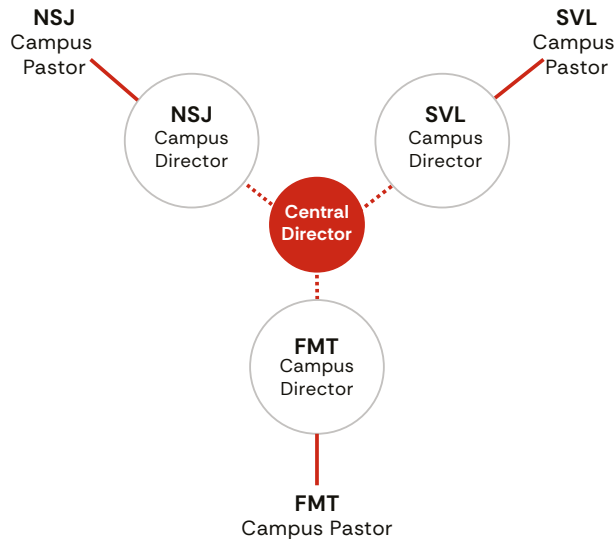
- **Systematizing:** Creating systems, processes, and structures that scale ministry.
- **Coaching:** Providing guidance that helps local campus staff do effective ministry.
- **Resourcing:** Providing tools and opportunities that make it simple and easier for campus staff to succeed.
- **Aligning:** Helping all campuses stay aligned and unified in what matters most.

Multipliers are high-capacity volunteers who serve 10+ hours per week in key roles (pastors, directors, coordinators, coaches), partnering with staff to own ministry areas, mobilize teams, and expand impact.



Champion or Central Director?

In cases where we do not have a dedicated **central** employee overseeing a department, we may assign a campus staff member to be both the local **campus** director of that department and the central champion who operates as a “player-coach” for their counterparts of other campuses.



Reporting

Campus staff typically report directly (solid line) to their campus pastors, but have a dotted-line report to the central director or champion. The staff member is ultimately accountable to their direct-report supervisor, but is also expected to submit to the guidance and coaching of their dotted-line supervisor, especially in areas of systems, processes, and structures.

CULTURAL ELEMENTS

PHRASES THAT SHAPE OUR CULTURE

THE DEPTH OF THE

ROOT

DETERMINES THE SIZE OF THE

FRUIT.

WE PRAY AND WORK LIKE IT

**DEPENDS
ON GOD.**

WE HOLD THE

TENSION.

COME

HOLY SPIRIT

THIN

PLACES

THE

FROM

MATTERS AS MUCH AS THE

FOR.

LOOK FIRST FOR THE MIRACLE IN THE
HOUSE.

WE APPROACH PROBLEMS WITH
CURIOSITY.

GOD IS MOST
PRESENT
WHERE HE IS MOST
WANTED.

PUT UP THE
SAIL
AND WAIT FOR THE
WIND.

WE GIVE FROM THE
SAUCER.

THERE'S
MORE
OF GOD FOR YOU.

MY BIGGEST CONTRIBUTION TO THOSE AROUND ME IS A
FLOURISHING SOUL.

