



WILSHIRE
BAPTIST CHURCH

STRATEGIC PLAN WITH TACTICS
as of
December 31, 2005

4316 ABRAMS ROAD
DALLAS, TEXAS

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Mission:

Definition: **The Wilshire mission is to build a community of faith shaped by the spirit of Jesus Christ.**

Congregational Values:

Worship: Gathering together joyfully, reverently and faithfully to praise God.

Discipleship: Growing in the grace of Christ through prayer, study and doing God's will in all things.

Fellowship: Sharing together and serving one another as a nurturing and expanding community of God's love.

Witness: Proclaiming by word and deed the good news of God's salvation, and supporting those in like mission locally and globally.

Ministry: Working for God's justice, mercy and peace in the church, the community and in all creation.

Stewardship: Giving boldly of and managing wisely God's spiritual and material gifts through sacrificial service.

Note: The Mission defines the congregation's purpose for being.
The Congregational Values define those uncompromising principles that will guide the congregation through times good and bad.

Key Priority #1: Pursue Spiritual Growth – Gail Brookshire and Carolyn Shapard, Co-Leaders

Definition: Wilshire will provide opportunities for Christian spiritual growth at all stages of faith development, recognizing that growth is both informational and formational.

Metric: none

Strategy 1-A: Support and encourage Christian education and discipleship, growing toward a deeper knowledge of life with Christ. – Tim Gilbert, Strategy Coordinator

Tactic 1-A-1: Raise awareness in Wilshire members of the necessity to grow through increased knowledge of Christian faith.

Tactic 1-A-2: Develop a community of skilled servants prepared to teach and support programs and activities.

Tactic 1-A-3: Provide theologically and educationally sound resources.

Tactic 1-A-4: Assist ministers, staff, committees and ministry teams in prioritizing and evaluating existing Christian education and discipleship ministries.

Tactic 1-A-5: Assist ministers, staff, committees and ministry teams in planning and developing new initiatives in Christian education and discipleship.

Tactic 1-A-6: Collaborate with ongoing initiatives supporting Christian hospitality and intentional invitation.

Strategy 1-B: Support and encourage Christian spiritual formation growing toward a deeper personal experience of life with Christ. – Claudia Barner and Nelda Williams, Strategy Co-Coordinators

Tactic 1-B-1: Raise awareness in Wilshire members of the necessity to grow through spiritual formation experiences of Christian faith.

Tactic 1-B-2: Develop a community of skilled servants prepared to teach and support spiritual formation experiences.

Tactic 1-B-3: Provide theologically and educationally sound resources.

Tactic 1-B-4: Assist ministers, staff, committees and ministry teams in prioritizing and evaluating existing spiritual formation opportunities.

Tactic 1-B-5: Assist ministers, staff, committees and ministry teams in planning and developing new initiatives in spiritual formation.

Key Priority #2: Mobilize Servants – Mary Ann Hill and Laurie Taylor, Co-Leaders

Definition: **Wilshire will enlist, equip and encourage a greater number of servants each year to fully implement existing and new ministries in and beyond the church.**

Metric: Percent of Wilshire members, 7th grade and older, serving in at least one ministry of the congregation.

Strategy 2-A: Create a permeating expectation that every member is called to be a servant in ministry. – Jerilyn Armstrong, Coordinator

- Tactic 2-A-1:** Educate members on the biblical mandate of service and ministry through George’s sermons, Bible study, testimonies.
- Tactic 2-A-2:** Utilize special events such as a ministry fair to highlight the servant-hood mandate.
- Tactic 2-A-3:** Use ongoing communication vehicles such as the *Tapestry* and the Wilshire website to highlight ministry opportunities and those who participate in various venues.
- Tactic 2-A-4:** Design and develop a four to six week study adaptable to various ages and settings that emphasizes the call of every Christian to personal servant ministry.

Strategy 2-B: Develop a process that discovers and matches gifts and experience with ministry needs. – Geri McKenzie, Coordinator

- Tactic 2-B-1:** Evaluate potential for Connections Class follow-up opportunities and develop as needed.
- Tactic 2-B-2:** Expand ministry interest survey to include the congregation or to collaborate with leadership to identify another option for gathering members’ ministry interests.
- Tactic 2-B-3:** Provide a variety of avenues to increase awareness and to identify and gather information on individual’s gifts and experience.
- Tactic 2-B-4:** Evaluate whether the “Serving By God’s Design” is meeting the church needs.
- Tactic 2-B-5:** Offer alternatives for participating in “Serving By God’s Design;” consider using for all staff and Sunday School leadership.
- Tactic 2-B-6:** Create opportunities, in conjunction with an overall awareness effort, for more personal relationships within church to help encourage gift and experience discovery and involvement.
- Tactic 2-B-7:** Incorporate Living Your Strengths assessment into “Serving by God’s Design” curriculum in order to enhance practical implementation of individual gifts and strengths.

Strategy 2-C: Attract and invite people from the congregation and community to serve in new and existing ministries. – Jessica Capps, Coordinator

Tactic 2-C-1: Create, publish and continue to update a listing of ministry opportunities with descriptions and contact persons.

Tactic 2-C-2: Use existing and new structures (Sunday School, etc.) to communicate opportunities.

Tactic 2-C-3: Identify family-friendly ministries so families can minister together and parents can model servant-hood.

Tactic 2-C-4: Identify short-term ministry opportunities – those of one month duration or less.

Tactic 2-C-5: Recruit individuals for service individually, one-at-a-time.

Tactic 2-C-6: Identify members of the congregation who are not serving and invite in ministry.

Strategy 2-D: Train, equip and mentor people for unique ministry needs. – _____, Coordinator

Tactic 2-D-1: Serve as an educational resource person for church leaders: (a) act as a ‘trainer-to-the-teacher’ helping those who teach develop effective methods; and (b) train classes or recommend trainers for classes as needed.

Tactic 2-D-2: Create mentoring relationships with needs identified by appropriate leaders.

Tactic 2-D-3: Serve as a resource to ministers and lay-leadership to jointly discover training resolutions to challenges faced in ministry.

Strategy 2-E: Nurture and train clergy in a premier church-based apprenticeship program. – George Mason, Coordinator

Tactic 2-E-1: Engage program ‘stakeholders’ through successful launch of the program and through ongoing reporting about its progress.

Tactic 2-E-2: Define the roles and responsibilities of apprenticeship students, ministry staff and congregation members in relationship to the apprenticeship program.

Tactic 2-E-3: Develop program curriculum and periodic evaluation to support required student competencies.

Tactic 2-E-4: Enlist the support and involvement of denominational and community ‘connections’ required to offer a well-rounded experience for students.

Tactic 2-E-5: Develop recruitment processes, including pay and benefits, and student placement processes.

Tactic 2-E-6: Develop funding to support the program.

Strategy 2-F: Recognize, encourage and affirm people who serve. – Mary Carver, Coordinator

Tactic 2-F-1: Identify servants to be recognized, encourage and affirmed.

Tactic 2-F-2: Seek people who have the gift of encouragement and identify various ways to recognize, encouraged and affirm people who serve.

Tactic 2-F-3: Train servants to develop gifts of recognition and encouragement for those with whom they work

Tactic 2-F-4: Organize or encourage annual celebration events to recognize servants in the various ministries of the congregation.

Tactic 2-F-5: Use existing vehicles such as *Tapestry* and website to display pictures of servants and servant areas.

Tactic 2-F-6: Encourage church leadership to identify funding needed to support recognition efforts.

Tactic 2-F-7: Develop and refine an effective process for placement of ministers upon completion of the Wilshire residency program.

Key Priority 3: Multiply Believers – _____ & Mark Wingfield, Co-Leaders

Definition: **Wilshire will multiply believers through outreach and evangelism.**

Metric: Number of professions of faith.

Strategy 3-A: Create a culture in which Wilshire servants understand outreach and evangelism as integral parts of their faith. – Debby Burton, Coordinator

Tactic 3-A-1: Research and adapt ‘best practice’ outreach models used by churches similar in size and culture to Wilshire.

Tactic 3-A-2: Create an awareness of outreach and evangelism through sermons, Bible studies, discipleship classes, Sunday School, and other vehicles for reaching people inside and outside of the congregation.

Tactic 3-A-3: Identify and promote through internal media and testimonies what the church is doing in outreach and evangelism to encourage and inspire members (i.e., ESL program, Marriage 101, missions activities and projects, MOPS, small group Bible studies, community partnerships, PDO, youth activities, etc.).

Strategy 3-B: Train Wilshire members to be servant witnesses in all aspects of their lives. – _____, Coordinator

Tactic 3-B-1: Survey the congregation to determine the need for specific outreach and evangelism training.

Tactic 3-B-2: Develop and implement a comprehensive training program for all members that will include but not be limited to: relationship building, hospitality evangelism, life-style (or workplace) evangelism, sharing testimonies, praying for the lost, use of curricula in witnessing, non-Christian cultures and religions, family and evangelism, and the missional church.

Tactic 3-B-3: Conduct periodic training for Sunday School leaders in all age groups to provide skills and tools to witness to non-Christians.

Tactic 3-B-4: Provide opportunities for members to attend seminars and workshops offered by Baptist organizations, churches, and faith communities to foster greater understanding of outreach and evangelism in the 21st century.

Strategy 3-C: Provide worship experiences that help people encounter God and make commitments to God. – Doug Haney, Coordinator

Tactic 3-C-1: Provide education in worship philosophy and practice for all age groups with emphasis on training ‘next generation.’

Tactic 3-C-2: Encourage member involvement in creative worship experiences through use of their spiritual gifts.

Tactic 3-C-3: Provide worship experiences outside of Wilshire that will reach non-members and non-Christians.

Tactic 3-C-4: Provide resources for growth and encouragement of personal worship.

Strategy 3-D: Offer a wide range of opportunities and partnerships for outreach and evangelism both inside and outside of Wilshire. – Mark Wingfield, Coordinator

Tactic 3-D-1: Participate in the Dallas area Billy Graham Crusade in fall 2002.

Tactic 3-D-2: Develop an evangelistic marketing campaign for Wilshire using appropriate media.

Tactic 3-D-3: Develop on-site ministries and/or Bible studies in apartment complexes.

Tactic 3-D-4: Strengthen relationships and outreach to college students (S.M.U., Baylor College of Nursing, etc.).

Tactic 3-D-5: Sponsor special events geared toward community groups or special interest groups to foster community relationships.

Tactic 3-D-6: Implement a comprehensive, ongoing outreach plan.

Tactic 3-D-7: Encourage outside groups to use our facilities.

Strategy 3-E: Reach 1,100 children, youth, single adults, young adults, median and senior adults per week for Bible study through the Sunday school, by the year 2010. -- _____, Coordinator

Tactic 3-E-1: Assure that the ‘Building Blocks for Sunday School Growth’ are in place in every Sunday School class:

- a. A healthy vision – for a Sunday School organization at Wilshire that blesses tradition and births innovation;
- b. A balance between Sunday School programming and Sunday School ministry;
- c. Committed, passionate leadership for every class;
- d. Relevant and inspirational teaching with Bible as textbook and effective teaching/learning experiences every week;
- e. Intentional invitation that prompts members to reach out and invite unchurched friends to Sunday School along with regular inreach that effectively touches the lives of class members who have been absent;
- f. Receptivity and inclusion that helps every visitor feel welcome.

Tactic 3-E-2: Develop, implement and widely disseminate a plan, with attendance targets by age group, to achieve the goal of 1,100 by December 31, 2009.

- Tactic 3-E 3:** Provide regular feedback to Sunday School classes on progress toward meeting the numeric growth goal.
- Tactic 3-E-4:** Identify and enlist ‘connectors’ – people with Signature Strengths for welcoming and including – as Outreach Leaders for each Sunday School class.
- Tactic 3-E-5:** Periodically reevaluate space needs by class and reshuffle space available to assure that growing Sunday School classes have sufficient space to accommodate their numbers.
- Tactic 3-E-6:** Organize and support an effective, ongoing system to assure that every visitor to Wilshire receives numerous contacts from staff and laypersons interested in helping them find a Sunday School home.
- Tactic 3-E-7:** Provide regular affirmation to Sunday School leadership for their support of efforts to achieve the congregation’s numeric growth goals.

Key Priority 4: Reach People Locally and Globally – Melissa Atkinson & _____, Co-Leaders

Definition: Wilshire will initiate, build upon and expand local and global ministries that impact the physical, mental and spiritual needs of an increasingly diverse community.

Metric: Number of Wilshire members serving in at least one missions ministry.

Strategy 4-A: Increase congregational awareness of local and global missions opportunities and the purpose of missions toward building a community of faith. – Jan Forrester, Coordinator

Tactic 4-A-1: Develop and implement a church-wide communications plan.

Tactic 4-A-2: Utilize the network of Adult Sunday School missions leaders for increased communication.

Tactic 4-A-3: Increase public sharing of personal missions experiences to inspire others to service.

Tactic 4-A-4: Conduct community needs assessment for improved understanding of the most effective local missions efforts.

Strategy 4-B: Develop a methodology for prioritizing, selecting and launching new missions ministries. – Jill and Julian Vigil, Co-Coordiators

Tactic 4-B-1: Review best practices.

Tactic 4-B-2: Develop, test and revise methodology as needed.

Tactic 4-B-3: Work with Strategy 4-C for consistency.

Strategy 4-C: Develop a methodology for evaluating existing missions ministries and partnerships on a regular basis. – Barry Buchanan, Coordinator

Tactic 4-C-1: Review best practices.

Tactic 4-C-2: Develop, test and revise methodology as needed.

Tactic 4-C-3: Explore integration of community needs assessment with methodology

Strategy 4-D: Provide leadership and administration to church-wide implementation of the missions program. – Dr. Linda Garner, Coordinator

Tactic 4-D-1: Develop and maintain processes for doing the administrative work of the Missions Committee.

Tactic 4-D-2: Develop and maintain relationships with those partners we affiliate with to provide education and opportunities for Wilshire corporately and individually, locally and globally, to be on mission.

Tactic 4-D-3: Sponsor new church starts and provide support for those churches in mission status, e.g. not constituted.

Tactic 4-D-4: Engage in missions and ministries to meet the needs of people in a world without borders, doing the hands-on work with organizations and helping members of Wilshire connect with the opportunities.

Tactic 4-D-5: Create interest in missions while providing learning opportunities which lead to Christ-like involvement.

Strategy 4-E: Identify Wilshire members with God-given passion or giftedness for missions and match them to ministry opportunities. – Lauren Martin and Mollie Menton, Co-Coordinators.

Tactic 4-E-1: Acquire, review and organize existing listing of Wilshire members interested in missions ministries.

Tactic 4-E-2: Coordinate active effort to successfully engage interest members in appropriate missions ministries or projects.

Key Priority 5: Nurture Today's Changing Families – _____ & Tiffany Terry, Co-Leaders

Definition: Wilshire will identify needs, provide growth opportunities and communicate God's passion for spiritually grounded and emotionally healthy families.

Metric: (1) Members' satisfaction with Sunday School class support for families; and (2) Members' satisfaction with Wilshire's support for families.

Strategy 5-A: Deepen the congregation's understanding of the changing makeup and needs of families. – Mindy Logsdan, Coordinator

Tactic 5-A-1: Regularly reinforce for the congregation the idea that, at Wilshire, every household is a family.

Tactic 5-A-2: Identify and utilize leaders to carry the 'every household a family' message to the congregation.

Tactic 5-A-3: Utilize personal testimonies in a variety of ways to increase awareness of family diversity within the congregation.

Tactic 5-A-4: Target and educate adult Sunday school classes about changing make-up of families.

Strategy 5-B: Communicate to the internal and external community Wilshire's commitment to nurture all families. – Hugh Atkinson, Coordinator

Tactic #5-B-1: Partner with the Family Life Committee to educate and inform families about Wilshire's commitment to nurture families.

Tactic #5-B-2: Create space within WBC media to educate and inform families.

Tactic #5-B-3: Identify and utilize Wilshire members to communicate WBC message to media and community.

Strategy 5-C: Establish specific ministries that focus on: (1) developmental needs of families; (2) crisis intervention and support; and (3) life enrichment. – Dr. Joe Gross, Coordinator

Tactic #5-C-1: Monitor ongoing awareness of changing needs of Wilshire families

Tactic #5-C-2: Develop ongoing awareness of needs of families in the community surrounding Wilshire

Tactic #5-C-3: Offer programs to assist in developmental needs of families.

Tactic #5-C-4: Offer crisis intervention and support for families.

Tactic #5-C-5: Offer life enrichment programs for families.

Key Priority 6: Strengthen Financial Stewardship – Paul Johnson and _____, Co-Leaders

Definition: Wilshire will follow the biblical imperative of giving sacrificially to grow the kingdom of God.

Metrics: (1) Percent of Wilshire households giving to Ministry Budget; (2) Percent of Wilshire households giving to Capital Budget; and (3) Ministry Budget giving per household.

Strategy 6-A: Inform and encourage the congregation about the spiritual priority of stewardship and sacrificial giving. – _____, Coordinator

- Tactic 6-A-1:** Establish and implement in multiple venues scripturally-based educational programs emphasizing practical applications of stewardship.
- Tactic 6-A-2:** Initiate an ongoing prayer group focused on specific developmental needs.
- Tactic 6-A-3:** Provide examples of obedient and grateful giving including periodic testimonies by members of the congregation.
- Tactic 6-A-4:** Update the Wilshire website with financial articles and website links.
- Tactic 6-A-5:** Add a financial component in reporting to the congregation on the success of WBC special events.
- Tactic 6-A-6:** Use Stewardship Committee members as reporting spokespersons in Sunday school.
- Tactic 6-A-7:** Communicate alternative giving methods and techniques.
- Tactic 6-A-8:** Communicate financial information to the congregation regularly and in interesting and informative ways that lend perspective to the ‘bottom line.’
- Tactic 6-A-9:** Regularly inform the congregation on financial needs of specific Wilshire ministries and results achieved by those ministries.

Strategy 6-B: Improve financial management skills of members of the congregation. – Ed Francis, Coordinator

- Tactic 6-B-1:** Periodically assess the financial management skills needed by members of the congregation.
- Tactic 6-B-2:** Teach financial management software in computer classes; consider contacting software vendor for support.
- Tactic 6-B-3:** Teach Biblical financial management (importance, Biblical principles, etc.) in Sunday school and other group settings.

Strategy 6-C: Fund capital needs for the next five years and for future generations. – Don Simons, Coordinator

Tactic 6-C-1: Define and periodically update the congregation's capital needs for the next five years:

- Relate building plans to specific ministries and to the mission statement;
- Define and relate the benefit of capital program to each constituency group within the congregation;
- Schedule systematic capital program presentations: needs and achievements of goals met;
- Provide adequate information/reporting system on actual versus budgeted capital expenditures.

Tactic 6-C-2: Educate the congregation on the costs of including potential outside professional consultant presentations.

Tactic 6-C-3: Develop and regularly update a catalog of capital giving opportunities for potential donors who inquire about capital needs of the congregation.

Tactic 6-C-4: Develop appropriate means of recognizing gifts given 'in honor of' or 'in memoriam'.

Strategy 6-D: Stretch the vision of the congregation to endow strategic Wilshire ministries. – Steve Brookshire, Coordinator

Tactic 6-D-1: Define the 'strategic ministries' of the congregation.

Tactic 6-D-2: Raise the awareness of the congregation regarding Wilshire's strategic ministries and their capital and operating needs.

Tactic 6-D-3: Regularly inform the congregation about: (a) optional methods for giving to endowment; (b) assurances that their contributions will be managed appropriately and according to their wishes; (c) how their contributions will be invested to generate interest income, where appropriate; (d) tax implications of their contributions; and (e) concerns they may have about giving to the church in place of saving for their children / grandchildren or for retirement.

Tactic 6-D-4: Address worrisome issues in the economy that might detract from members' willingness to contribute to Wilshire's endowment.

Tactic 6-D-5: Convey Wilshire's values regarding the safety of funds contributed and build long-lasting relationships across family generations related to giving for endowment.

Key Priority 7: Provide Facilities & Technology to Support Ministries – Kevin Cabaniss and Mike Rosamond, Co-Leaders

Definition: **Wilshire will provide facilities and technologies to support congregation and community ministries.**

Metrics: (1) Percent of planning and design work completed for major facilities remodeling project; (2) Percent of construction completed for major facilities remodeling project; and (3) Percent of construction completed for special remodeling projects

Strategy 7-A: Define and prioritize space utilization and requirements for existing and future programs and ministries. –

Kevin Cabaniss, Coordinator

Tactic 7-A-1: Select facilities planner/architect.

Tactic 7-A-2: Re-evaluate and update facility master plan based on prioritized needs of groups:

- Evaluate utilization and condition of existing facilities (data collection); and
- Receive input from ministry groups about facilities needs.

Tactic 7-A-3: Establish process or methodology for implementing planned work:

- Complete space program for individual projects; and
- Complete conceptual design sketches.

Tactic 7-A-4: Communicate planning progress to congregation expressing ‘dreams’ to church.

Tactic 7-A-5: Positively influence local government and community neighbors.

Strategy 7-B: Design and build or remodel, based on new master plan, to meet space needs of existing and future ministries.

– Mike Rosamond, Coordinator

Tactic 7-B-1: Complete design development and construction documents for individual projects.

Tactic 7-B-2: Determine phasing, schedule, and cost estimates required to implement individual projects.

Tactic 7-B-3: Periodically communicate plan and obtain appropriate consensus.

Tactic 7-B-4: Build new or remodel existing space.

Strategy 7-C: Define, prioritize and implement technologies to support ministries of the congregation. – Tim Krause, Coordinator

Tactic 7-C-1: Develop an ongoing process for responding to needs and changes in (1) computer systems support; (2) video/audio systems; (3) security systems; and (4) communications.

Tactic 7-C-2: Maintain data on Wilshire's current internal technologies and their use.

Tactic 7-C-3: Periodically survey membership and staff to determine use and desires for technology.

Tactic 7-C-4: Identify, prioritize, and implement technologies required to support congregation and community ministries.

Tactic 7-C-5: Educate staff and membership on use of current and future technologies.

Tactic 7-C-6: Utilize expertise available within the congregation to support technologies.