

WILSHIRE BAPTIST CHURCH

Dallas, Texas

Strategic Plan Update

Progress: 2002 – 2004
Dreams/Aspirations: 2005-2006

Presented to Challenge Council and Plan Implementation Coordinators
Monday, January 31, 2005

Strategic Planning Purpose – 2001

Draft a plan that...

1. Broadens and extends the influence and outreach of Wilshire Baptist Church;
2. Is achievable within the context of the next Five Years – 2002 through 2006;
3. Is aligned with congregational mission and values.

Task Force ‘Charge’ – 2001

- A 26 person ad hoc Task Force comprising Wilshire members and Ministry Staff to:
 - “Create a shared consensus of what you believe God wants Wilshire to become over the next five years assuming it could become whatever you envision;
 - Help identify implementation Strategies required to close the gaps between what Wilshire is today and what you believe God envisions for Wilshire’s future.”

Planning Timeline ...

May 22, 2001 – Plan to develop a strategic plan!

June 19, 2001 – Environmental data-gathering meeting

July 2001 – *Barna Research Group* surveyed 10,500
‘unchurched’ residents within 10 minute drive of WBC

July 2001 – Survey of congregational leadership

*September 14-15, 2001 – Strategic Planning Retreat

October 7, 2001 – Identified Strategies to support Key Priority 5:
Nurture Today’s Changing Families

October 8, 2001 – Identified Strategies to support Key Priority 2:
Mobilize Servants

October 13, 2001 – Identified Strategies to support Key Priority
4: Reach People Locally and Globally

Planning Timeline ...

October 14, 2001 – Identified Strategies to support Key Priority
6: Strengthen Financial Stewardship

October 15, 2001 – Identified Strategies to support Key Priority
3: Multiply Believers

October 16, 2001 – Identified Strategies to support Key Priority
7: Provide Facilities and Technologies to Support Ministries

October 21, 2001 – Identified Strategies to support Key Priority
1: Pursue Spiritual Growth

October 22, 2001 – Deacon Fellowship briefed on strategic
planning work-in-progress

Planning Timeline

October 25, 2001 – Key Priority Co-Leaders reviewed and finalized recommendations from all 7 Priorities

*November 6, 2001 – Strategic Planning Task Force reviewed and finalized plan implementation recommendations

*November 12, 2001 – Strategic Plan affirmed by Deacon Fellowship

*December 12, 2001 – Strategic Plan presented to congregation for input during Church Conferences

*January 6, 2002 – Congregation voted to affirm Five Year Strategic Plan during each morning worship service

Challenge Council

Progress Report Meetings

Tracking, Monitoring and Reporting Implementation Progress

April 29, 2002 – QI 2002

July 15, 2002 – QII 2002

October 14, 2002 – QIII 2002

January 26, 2003 – QIV 2002

April 29, 2003 – QI 2003

August 11, 2003 – QII 2003

October 27, 2003 – QIII 2003

February 2, 2004 – QIV 2003

April 12, 2004 – QI 2004

July 13, 2004 – QII 2004

October 18, 2004 – QIII 2004

January 31, 2005 – QIV 2004

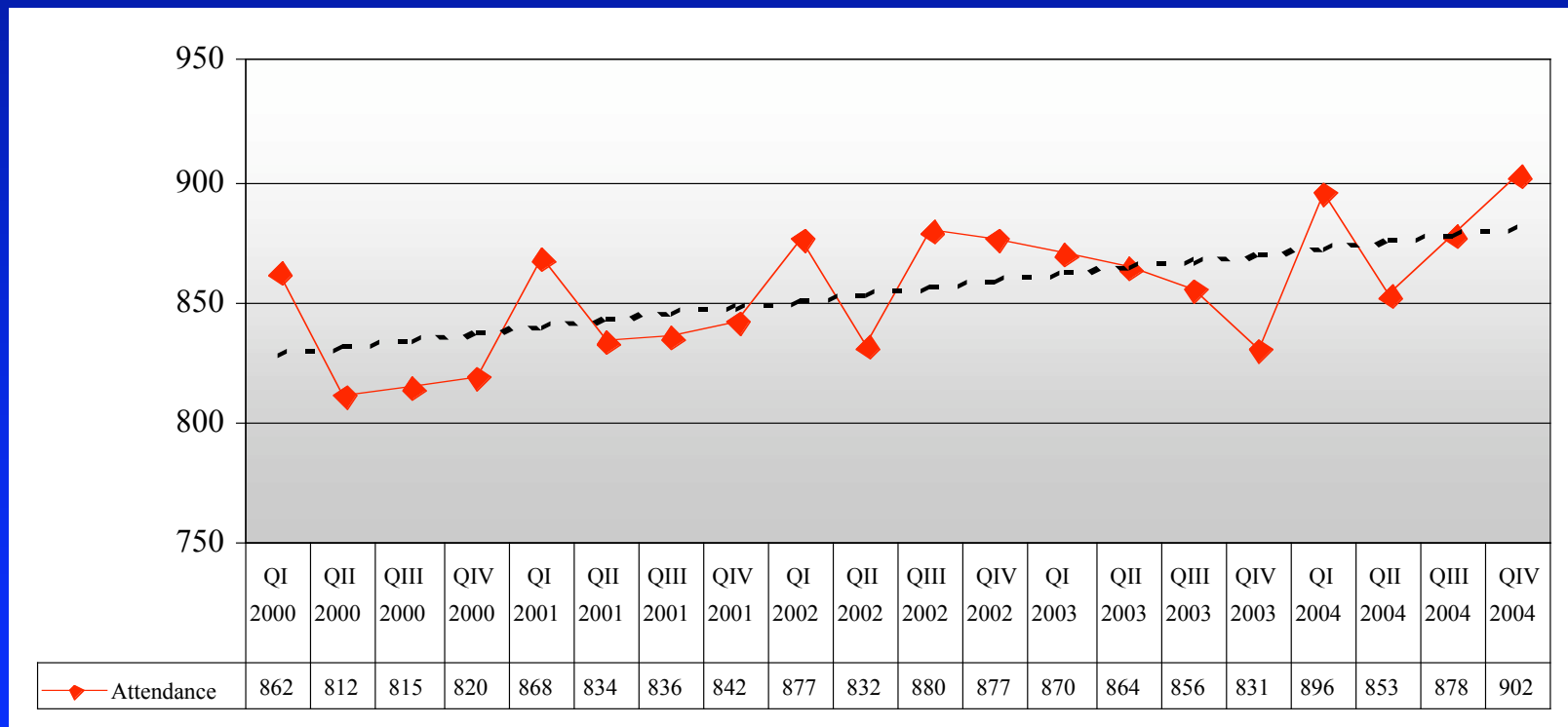
Wilshire's Key Priorities Support Achievement of the Wilshire Mission:

- The Wilshire mission is to build a community of faith shaped by the Spirit of Jesus Christ.
 - Priority 1: Pursue Spiritual Growth
 - Priority 2: Mobilize Servants
 - Priority 3: Multiply Believers
 - Priority 4: Reach People Locally and Globally
 - Priority 5: Nurture Today's Changing Families
 - Priority 6: Strengthen Financial Stewardship
 - Priority 7: Provide Facilities & Technology to Support Ministries

The organizational 'mission' defines its purpose or calling.

Key Priority 1: Pursue Spiritual Growth

Metric: Sunday School attendance – a ‘proxy’ for congregation’s spiritual growth progress



Key Priority 1: Pursue Spiritual Growth

Major Achievements 2002-2004...

- Defining ‘Spiritual Growth’:
 - A prolonged search for adequate language to describe this Priority for the congregation; initial term used was ‘Spiritual Formation’;
 - Assessed needs for addressing ‘spiritual growth’;
 - Redefined Strategies for discipleship, education and practices.
- Raising Awareness – Jeff Hampton’s *Tapestry* Articles on the 17 ‘Spiritual Practices’:
 - Worship
 - Giving Testimony
 - Dying Well
 - Healing
 - Serving Others
 - Fasting
 - Meditation
 - Confession
 - Prayer
 - Forgiveness
 - Keeping Sabbath
 - Simplicity
 - Hospitality
 - Singing
 - Solitude
 - Scripture
 - Submission

Key Priority 1: Pursue Spiritual Growth

Major Achievements 2002-2004...

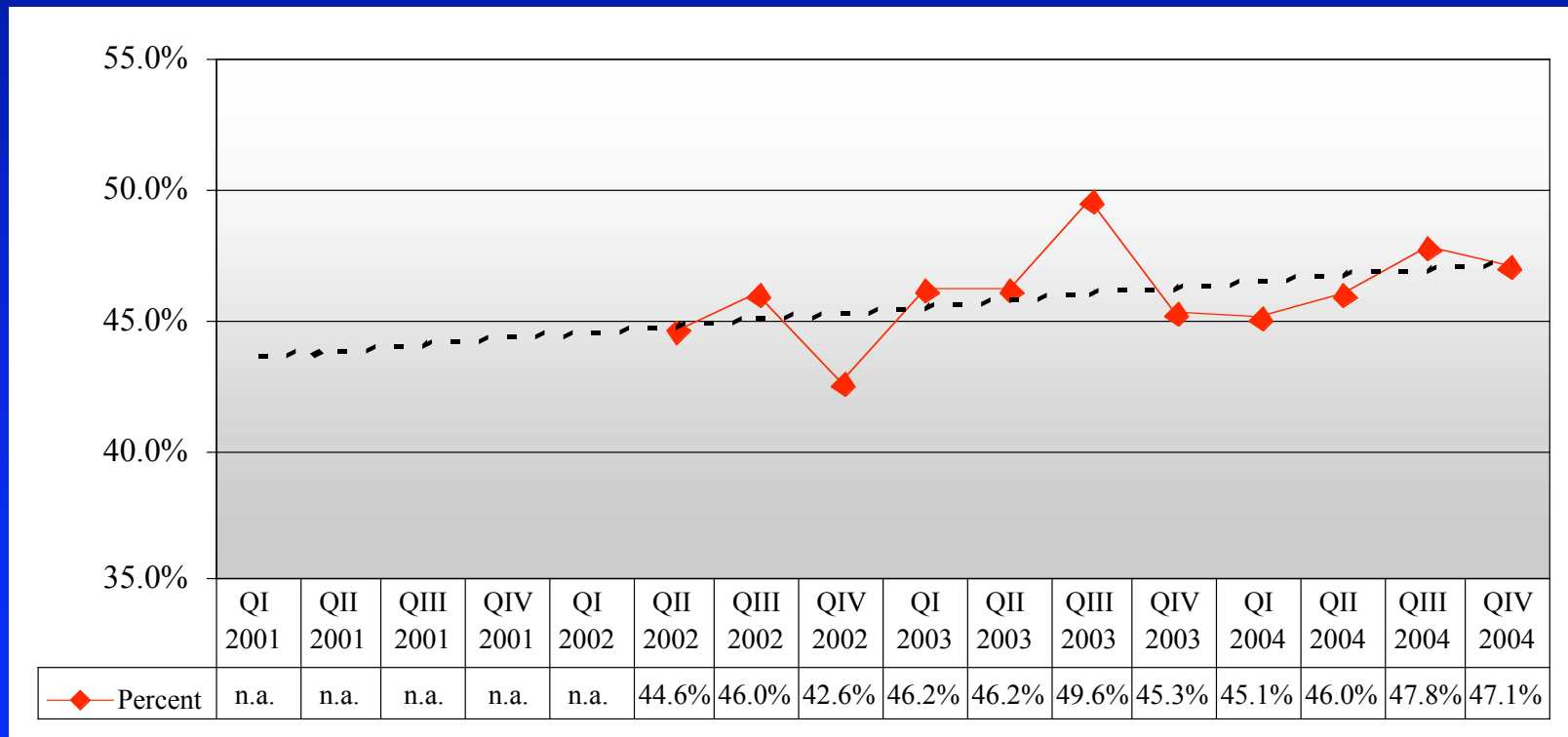
- Including the Arts:
 - Innovation in pursuit of spiritual growth:
 - Art exhibits;
 - Poet-in-residence Scott Cairns.
- “Companions in Christ”:
 - Twenty-eight week concentrated curriculum on spiritual formation;
 - Small group format;
 - 10 trained leaders have led study for 75+ participants; more to come.
- Identifying Resources: Expanding the Wilshire Library Collection
- Offering Educational Support:
 - Teacher training;
 - Teaching methods.

Key Priority 1: Pursue Spiritual Growth Dreams/Aspirations 2005-2006

- Rich Inventory of Resources Available:
 - Library resources: book reviews, seasonal resources;
 - Expand ‘Spiritual Formation’ web page;
 - Sharing spiritual formation resources with anyone who visits www.wilshirebc.org
- Evaluating/Integrating New Materials
- Cyclical Events – The ‘Seasons of the Church’
- Learning Opportunities for Further Theological Training:
 - Alternative offerings for Sunday School;
 - Weeknight classes;
 - New training opportunities for teachers and parents
- Deepening Congregation’s Understanding of Prayer and Worship

Key Priority 2: Mobilize Servants

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



Key Priority 2: Mobilize Servants

Major Achievements 2002-2004...

- Ministry Fair:
 - “Ports of Call” Wilshire’s first-ever ministry fair;
 - Purpose: increase member awareness of ministry opportunities;
 - 100% of participants surveyed = ‘Very Good’ or ‘Excellent’;
 - 83% of participants learned about a ministry they were unaware of;
 - 300 participants indicated interest in serving in a new way;
 - 78 participants already enlisted and actively serving;
 - 15 of 78 participants serving a ministry for the first time.

Key Priority 2: Mobilize Servants

Major Achievements 2002-2004...

- “*Serving by God’s Design*”:
 - Created by a Wilshire team;
 - Goal is to help people discover their unique calling, spiritual giftedness and personal passions AND how they might be integrated into Wilshire ministries;
 - Curriculum is under continual improvement and re-development.
- Ministry Interest Survey:
 - 300 adults have completed the survey;
 - Goal is to identify individual affinity for areas of service in the church and community by members of the congregation.

Key Priority 2: Mobilize Servants

Major Achievements 2002-2004...

- Clergy Apprenticeship Program:
 - Successful launch of Pastoral Residency Program – Wilshire’s commitment to nurture and train Baptist clergy in a premier church-based apprenticeship program;
 - Acquisition of \$800,000 Lilly Endowment grant;
 - Recruitment and mentoring of five Pastoral Residents and one Music Ministry Resident;
 - Graduation / commissioning of Jay Hogewood, *PR # 1*, as Pastor of University Baptist Church, Baton Rouge, Louisiana;
 - Launch of *YourCall*, which expands clergy apprenticeship program to include high school youth.

Key Priority 2: Mobilize Servants

Major Achievements 2002-2004

- Encouragement Ministry:
 - Focuses on importance of mutual encouragement among members of congregation;
 - Encouragement note cards available throughout the church.
- Culture Shift:
 - A better understanding of Christian calling and ministry;
 - Better congregational awareness of serving according to one's gifts and passion;
 - Significant improvements in promoting calling and passion through sermons, language during baptisms, "I Am Wilshire" column in the *Tapestry*, Ministry Fair, etc.

Key Priority 2: Mobilize Servants

Dreams/Aspirations for 2005-2006...

- Continue the Culture Shift:
 - The dream ... to have progressively more people serving the church and community in ministries that “match” their sense of calling, passion and giftedness.
- Integrate *StrengthsFinder* into “Serving by God’s Design”:
 - A new tool offering exciting potential for helping people understand what they do really well ... their ‘personal strengths’;
 - Goal: to help people discern where their personal strengths and passion might meet in places of service.
- Expand “Serving by God’s Design”:
 - More regular course offerings in both classroom and retreat formats.

Key Priority 2: Mobilize Servants Dreams/Aspirations for 2005-2006...

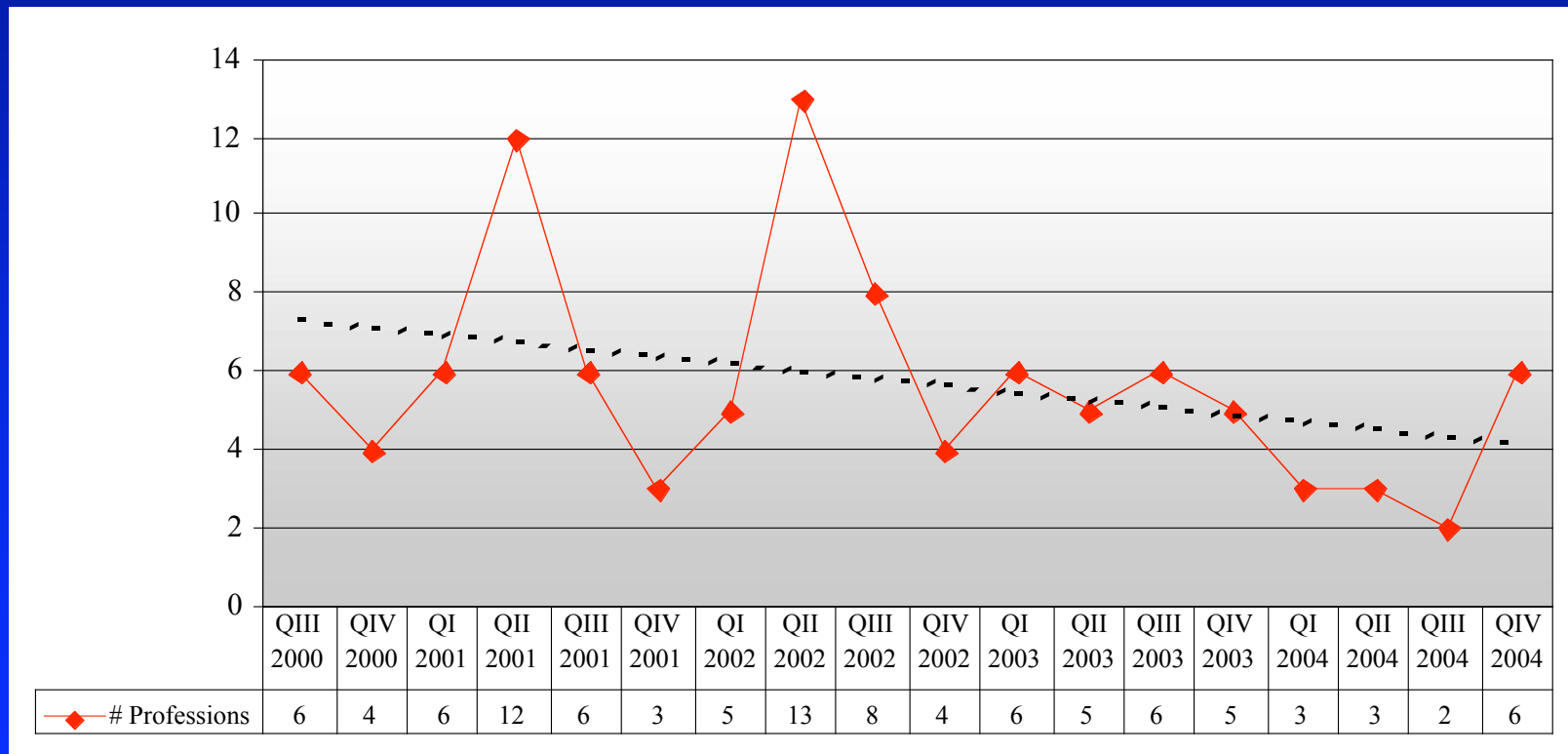
- Promote Training for Ministry:
 - Goal: to help assure that people who are asked to ‘serve’ in a ministry of the congregation feel well-prepared to do so;
 - Custom-designed training resources available to all ministry leaders and groups in the congregation.
- Utilize Ministry Opportunities Handbook and Volunteer Manager:
 - Goal: to provide readily accessible resources that identify:
 - All service opportunities offered by the congregation; and
 - Congregants’ strengths, interests and passion as valuable information for enlistment of servants for congregational ministries.

Key Priority 2: Mobilize Servants Dreams/Aspirations 2005-2006

- Solidify Clergy Apprenticeship Program:
 - Successful launch of *YourCall* to stretch the arms of the program from youth through college and theological training to young ministers seeking appointment and experience;
 - Ultimate dream ... an endowment, the income from which would perpetually support the costs of call-to-ministry endeavors of the congregation!
- Promote Encouragement Ministry:
 - Enlist a growing number of congregants in the ministry of encouragement.

Key Priority 3: Multiply Believers

Metric: Number of professions of faith



Key Priority 3: Multiply Believers

Major Achievements 2002-2004

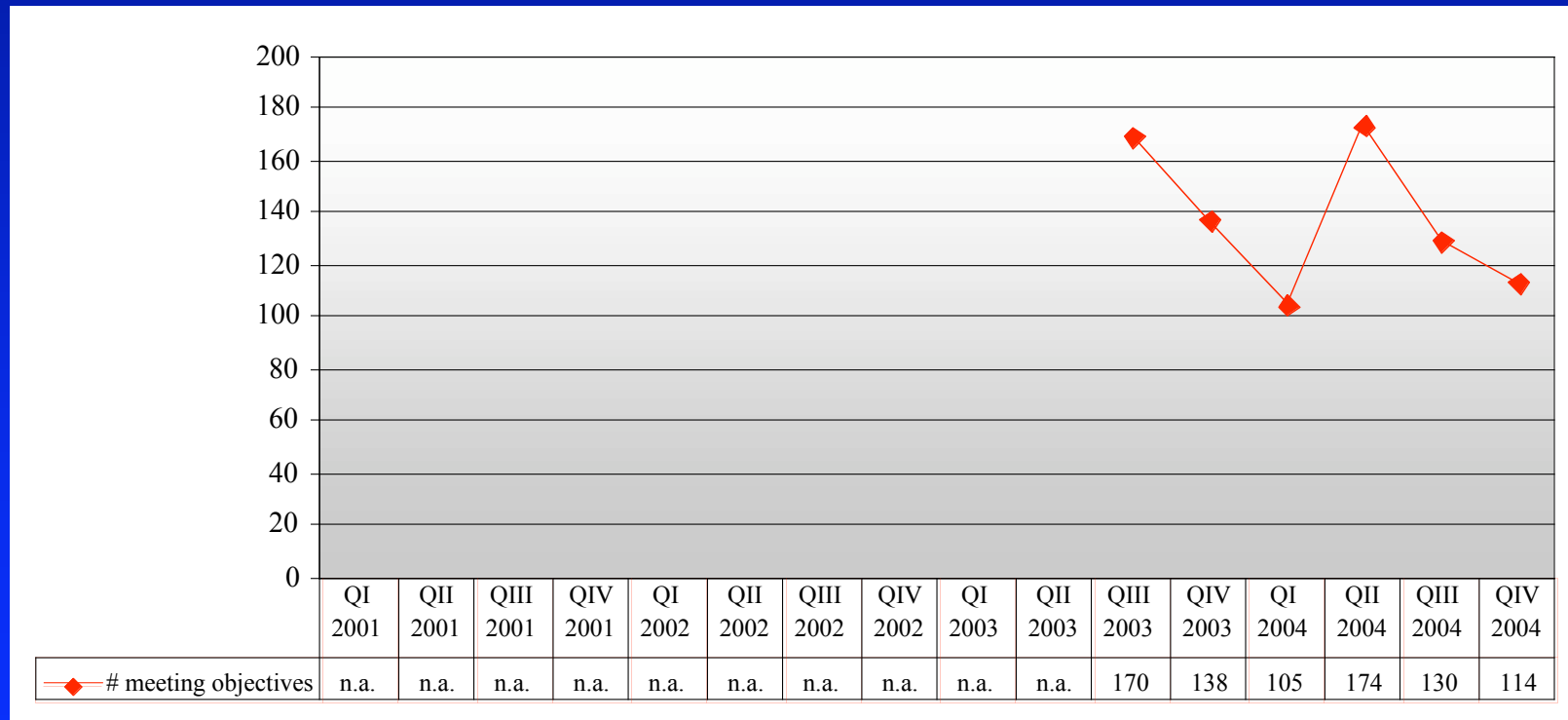
- More Participation in Outreach:
 - Metroplex mission, deacon ambassadors;
 - Outreach-oriented hospitality;
 - Putting outreach to the fore at Wilshire.
- Greater Engagement With Our Community:
 - Community-focused events;
 - Outbound communications;
 - Getting our Wilshire message well-defined;
 - Build awareness ... “we’re that kind of church.”

Key Priority 3: Multiply Believers Dreams/Aspirations 2005-2006...

- More of the Same Until It Is A Habit
- Partnerships with Other Organizations
- Wilshire Has a Strong Presence in Our Community:
 - Help people experience God's love and care through what we do
- Companions in Christ Series
- Engagement with Adult Education Committee
- Hands on Young Adults

Key Priority 4: Reach People Locally & Globally

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



Key Priority 4: Reach People Locally & Globally

Major Achievements 2002-2004...

- Wilshire Missions Endeavors Well Documented:
 - An enlistment tool for volunteer workers;
 - Helps increase awareness of Wilshire's numerous missions efforts;
- Strong, Active Missions Committee!
 - Monthly meetings;
 - Program and budgetary decisions;
 - Missions efforts at Wilshire are 'driven' by the congregation!
- Generous Financial Missions Giving – An Enormous Enabler
- Fall 2004 Habitat for Humanity Build:
 - Record high participation from Sunday School classes.

Key Priority 4: Reach People Locally & Globally

Major Achievements 2002-2004

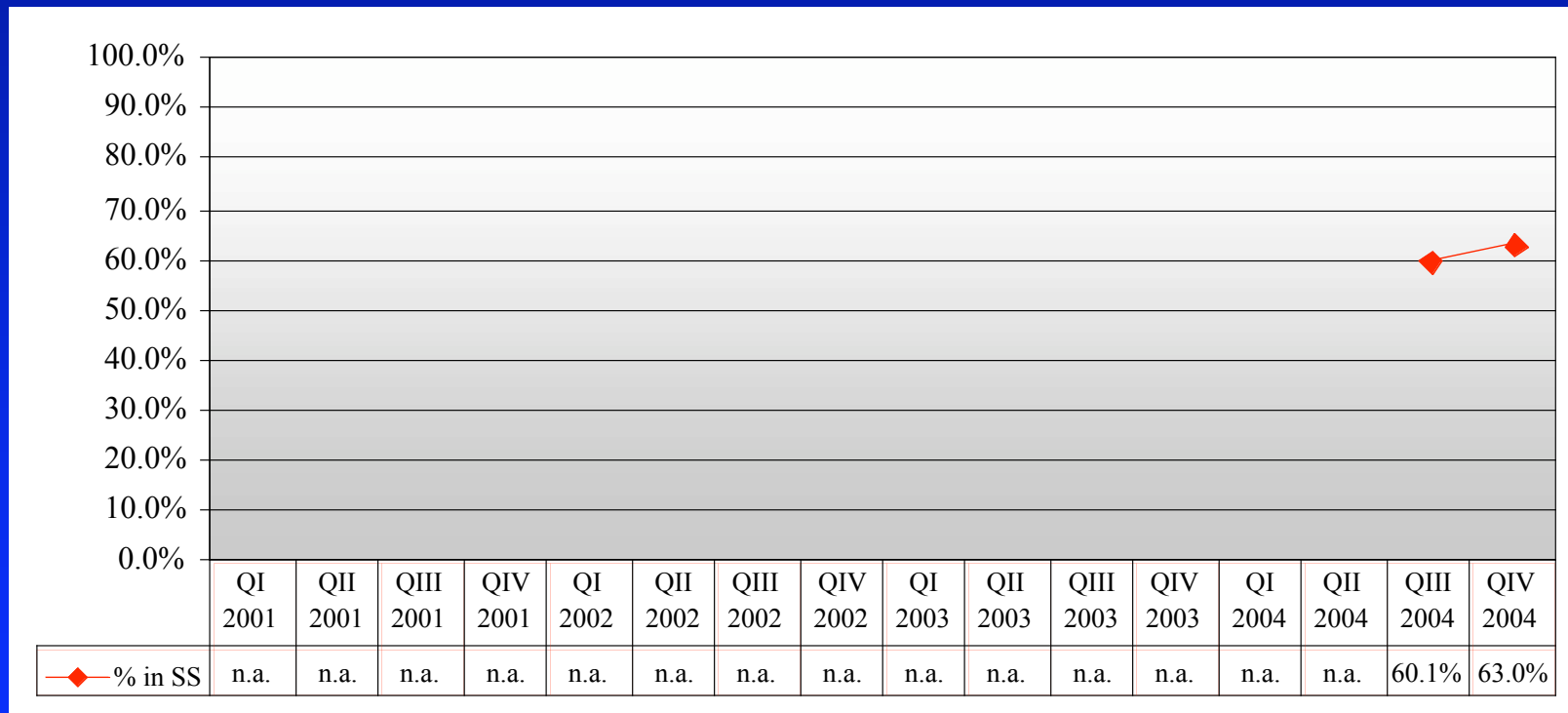
- Personal and Family Responsibility for Missions Work!
 - Families taking on missions projects of their own to serve people with needs, not assisted or directed by congregation or ministry staff;
 - Sunday School class-initiated missions projects;
 - Children inspired to raise and give money for Tsunami Relief;
 - ‘Club’ created by Wilshire child to gather funds for worthy missions causes;
 - Members of the congregation don’t wait for ‘the church’ to initiate missions work!

Key Priority 4: Reach People Locally & Globally Dreams/Aspirations 2005-2006

- Strong Vision for Missions Among Wilshire Members:
 - Every member sharing the story of missions with others.
- Laypeople Passionate About Missions Work:
 - Strong lay leadership in place to guide and enable;
 - Good structures and processes in place to facilitate the work;
 - Clear consensus on missions priorities both ‘locally’ and ‘globally’;
 - Enthusiastic, committed teams of missions volunteers;
 - Continuing increases in number of missions workers.
- Wilshire Members Using Their ‘Giftedness’ to Support Missions Work
- A ‘New Generation’ of Believers at Wilshire Determined to Love and Serve God and Neighbor Through Missions!

Key Priority 5: Nurture Today's Changing Families

Metrics: Percent of Wilshire families with at least one family member in SS during the Quarter – a 'proxy' for measuring Wilshire's support for families



Key Priority 5: Nurture Today's Changing Families

Major Achievements 2002-2004...

- Stephen Ministry:
 - Research completed;
 - *Tapestry* article helped identify three members interested in training;
 - Created Task Force to guide Ministry;
 - Four members attended training seminar;
 - Four more to attend train-the-trainer in April;
 - Fall 2005: launch training for members of congregation.
- Developed Theme and Logo:
 - “Every Household a Family”
- Surveyed 7 Sunday School Departments
- Developed Quarterly Network: Embracing Single Parents

Key Priority 5: Nurture Today's Changing Families

Major Achievements 2002-2004

- Worked with Family Life Committee:
 - Dealing with Aging Parents;
 - Marriage Enrichment;
 - Parenting;
 - Dealing with Depression;
 - Church-wide Fall Festival;
 - Church-wide Luau;
 - Dinner honoring marriages of 50 years or more.

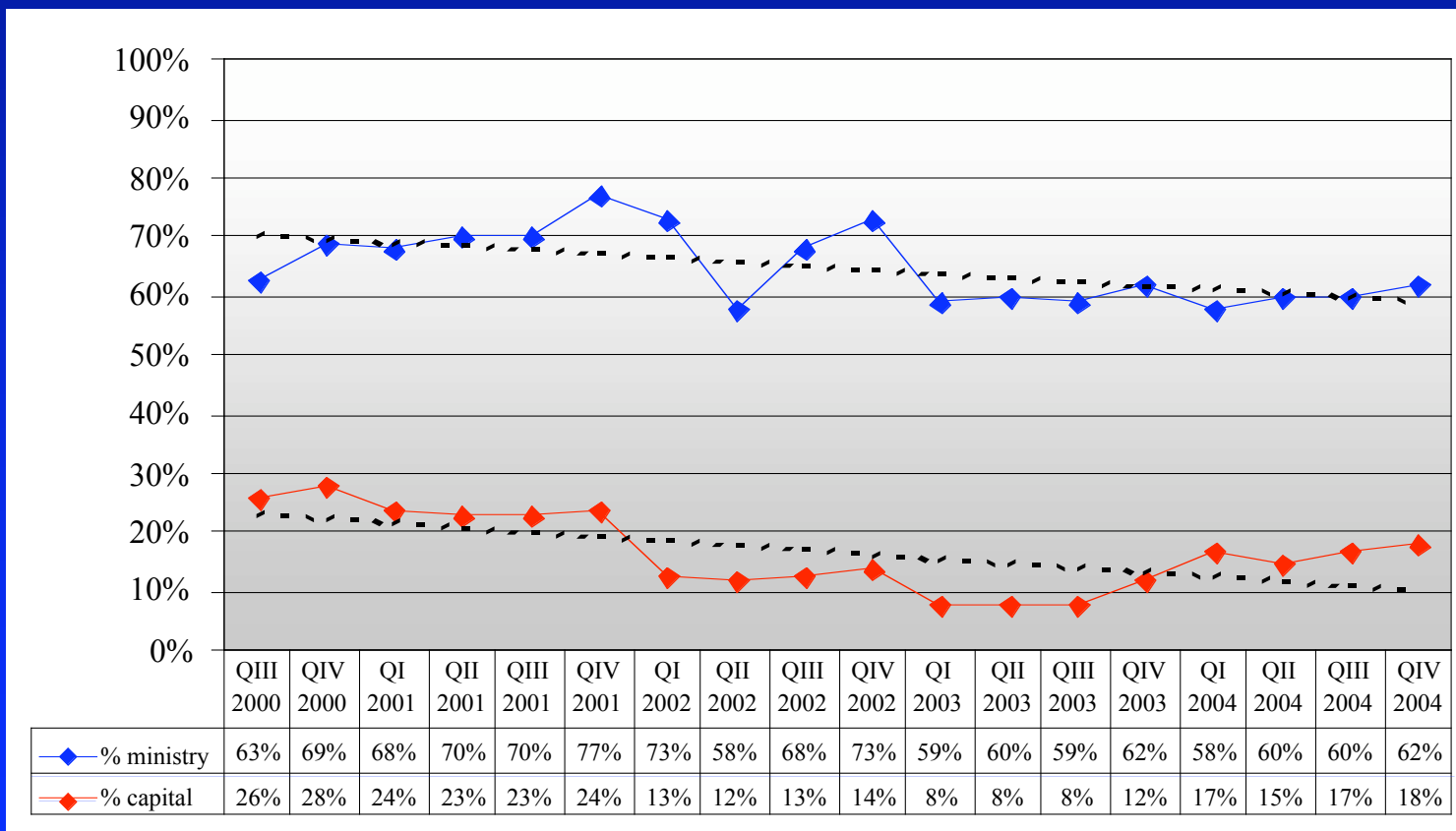
Key Priority 5: Nurture Today's Changing Families Dreams/Aspirations 2005-2006

- Successful Launch of Stephen Ministry
 - Strong support from members of congregation;
 - Open this Ministry to people-in-crisis from community.
- Mentoring Program Matching New Parents with Adopted Grandparents
- Strong Support for Parents' Efforts to Rear Healthy, Well-Rounded Children
- Embracing Diversity in Our Congregation
- Good Support for Family Life Committee Endeavors

Key Priority 6: Strengthen Financial Stewardship

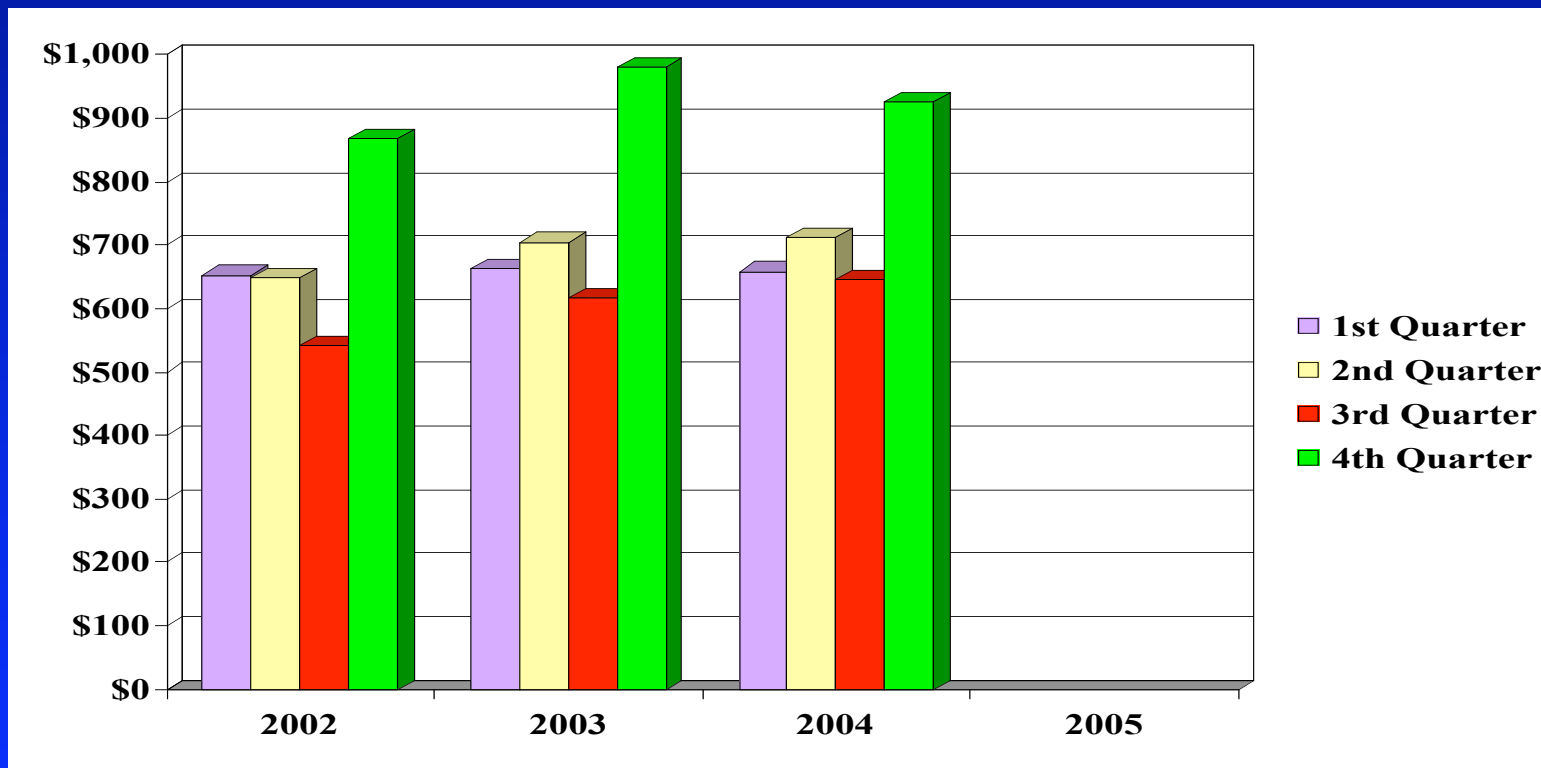
Metric #1: Blue - Percent of Wilshire households giving to Ministry Budget

Metric #2: Red - Percent of Wilshire households giving to Capital Budget



Key Priority 6: Strengthen Financial Stewardship

Metric #3: Ministry Budget giving per household by Quarter



Key Priority 6: Strengthen Financial Stewardship

Major Achievements 2002-2004

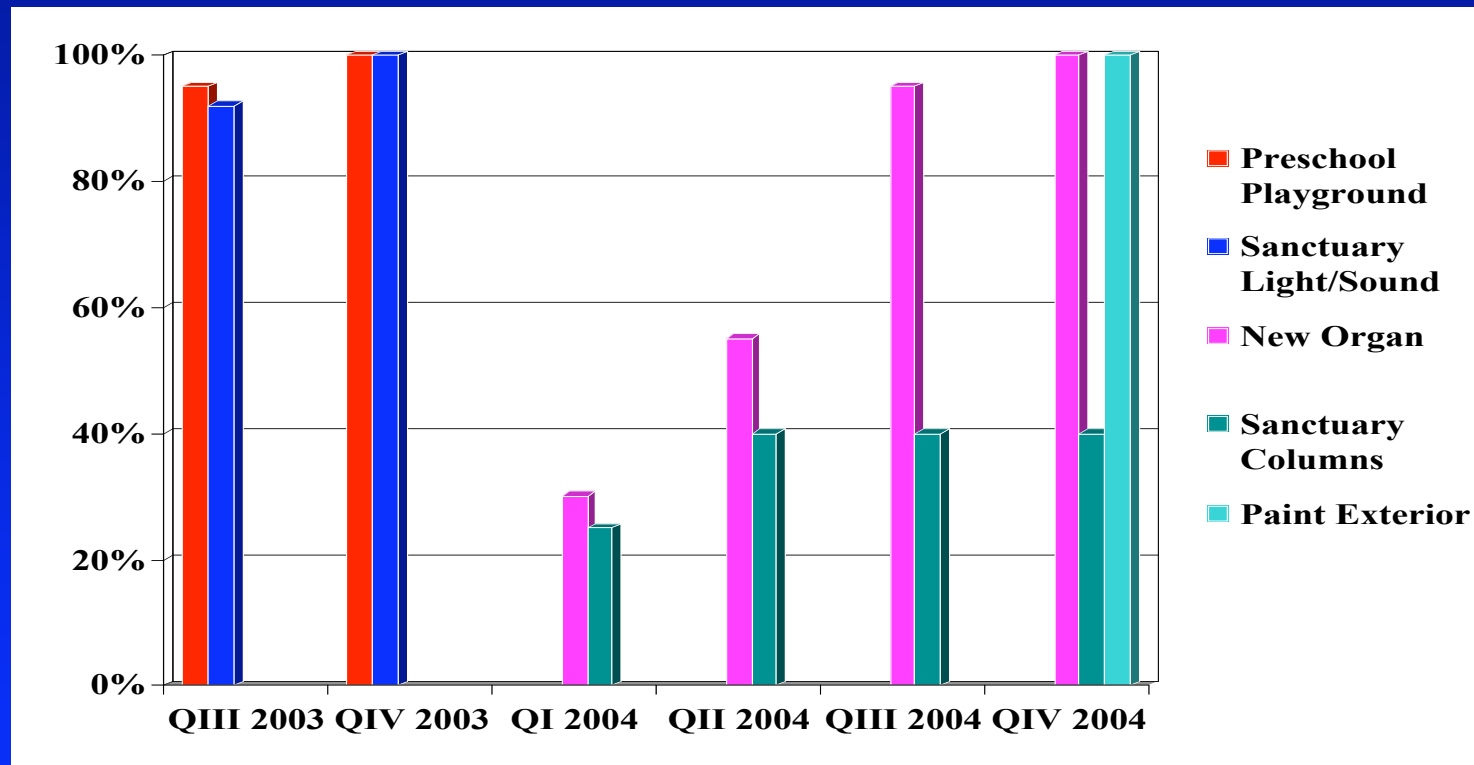
- Giving at WBC is Healthy and Improving:
 - Giving per household grew from \$2,711 in 2002 to \$2,943 in 2004, an increase of 8.6 %;
- \$2.6 Million ‘Interim’ Capital Campaign is On-Track
- Plan In-The-Works to Endow ‘Pathways to Ministry’
- New Memorials Committee Leadership
- Financial Training Seminar: the ‘What’ and ‘Why’

Key Priority 6: Strengthen Financial Stewardship Dreams/Aspirations 2005-2006

- Continue Growth in Giving to Ministry Budget
- Fund New Building = \$12.0 to \$15.0 Million
- Endow “Pathways to Ministry Program” = \$3.5 Million

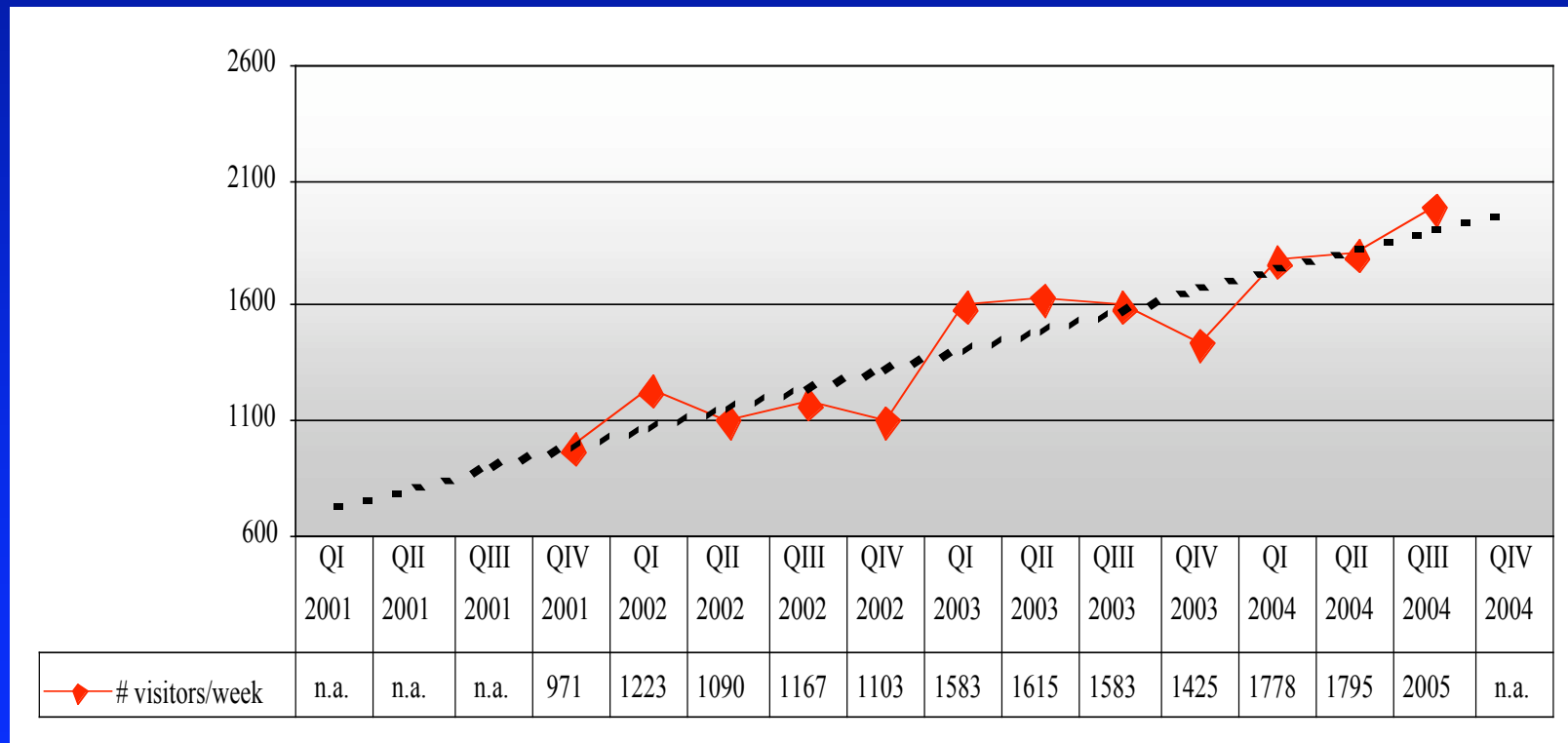
Key Priority 7: Provide Facilities & Technology

Percent of funded remodeling projects completed



Key Priority 7: Provide Facilities & Technology

Average number of weekly visits to Wilshire web site



Key Priority 7: Provide Facilities & Technology

Major Achievements 2002-2004

- Completed Comprehensive Master Plan:
 - Assessed future needs thru interviews of congregation and staff;
 - Completed / tested assumptions for growth and change;
 - Created orderly process for new construction and renovation.
- Installed new Schantz Organ in Sanctuary
- Updated Technology Infrastructure:
 - Current data and voice systems;
 - Updated hardware / software;
 - Redesigned website.

Key Priority 7: Provide Facilities & Technology Dreams/Aspirations 2005-2006

- Complete New Building Schematic Design:
 - New Community Hall and Food Service Area;
 - New Preschool Area;
 - New Youth Area;
 - Extensive Renovation of Existing Space.
- Develop Phased Construction & Renovation Plan:
 - Account for need to maintain all activities during construction;
 - Coordinate construction with funding availability.
- Ensure WBC on Pace with Common Business Technology