

First Baptist Church Waynesboro, Virginia



2020 Vision: A Strategic Planning Report
November 2016

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The Journey to 2020

The following report is an overview of the work completed by the Ad Hoc Committee for the purpose of preparing and participating in a 2020 Vision. This report is not intended to be the end of our strategic planning process; rather, it marks the beginning.

At the outset of this journey, senior pastor Barrett Owen reminded the church that God's future is unfolding. Our preparedness reveals how able we are to participate in it. This report, therefore, chronicles our preparation and authors our participation. Thanks to the good people of First Baptist and the hard work of the Ad Hoc Committee, we are ready to join God on the journey.

The Backstory

On September 28, 2015, senior pastor Barrett Owen discussed with Church Council the potential of starting a strategic planning process to help shape the direction, potential, and energy for the foreseeable future. It was agreed upon by Council the need of conducting a robust, congregational conversation on the future and energy of our ministries. Following the September 28 and November 30, 2015 council meetings, Council called for moderator Stu Crow to form an ad hoc committee to lead a strategic planning process.

The following church members agreed to serve on the Ad Hoc Committee: Stu Crow, Rick Kane, Lora Hamp, Carolynn Coiner, Carla Thomas, and David Collier with Pastor Barrett as an at-large member.

At the November 30 Council meeting, Barrett offered the framework for the strategic planning process. With the help of Dr. Bill Wilson, Director of the Center for Healthy Churches, Barrett presented a proven model from adaptive leadership strategists known as Appreciative Inquiry. It is the same process Dr. Wilson uses as a consultant.

About Appreciative Inquiry

Most organizations use traditional planning methods that are “gap-based” in approach. They consider where their organization currently is, identify where they would like to be, and then work to “close the gap.” The problem with this kind of approach is it begins the process with a problem. It starts with, “here is what is missing.” This line of thinking is neither healthy nor helpful when it comes to vision or strategy within church. “Closing the gap” assumes scarcity (that which is missing), rather than abundance (that which is present).

Appreciative Inquiry is designed to honor all that is right, good, and strong with the organization. It calls upon members to articulate a vision of who they are when they are at their best. Then, from the healthy position of great congregational confidence, the people articulate dreams of how to extend their “best self” into a shared future.¹

¹ Taken and adapted from John's Creek Baptist Church in John's Creek, Georgia and used by permission.

Five Basic Processes of Appreciative Inquiry²

1. Choose the positive as the focus of inquiry
2. Inquire into stories of life-giving forces
3. Locate themes that appear in the stories and select topics for further inquiry
4. Create shared images of the preferred future
5. Find innovative ways to create that future

The Strategic Process

First Baptist's strategic planning process has multiple phases intending to span multiple years. This process was taken and adapted from resources acquired from the Center for Healthy Churches at no charge.

First is the dreaming phase. The congregation comes together for three "Listening Sessions" focusing on the church's past, present, and future.

Secondly, the church, through the leadership of the Ad Hoc Committee, evaluates the data collected to discern what areas need the most focus (i.e. priorities).

Thirdly, the Ad Hoc Committee enlists the help of standing committees and teams to further nuance and dream about how to fill each of the corresponding priorities.

Fourthly, the Ad Hoc Committee, in partnership with established teams and committees, present all findings at the final three quarterly business meetings (May 4, August 10, November 9) offering recommendations and visions for the future.

Fifthly, the church implements the approved recommendations while consistently evaluating the effectiveness and contribution of each recommendation to the overall mission of the church.



² Taken and adapted from Mark Lau Branson's *Memories, Hopes, and Conversations: Appreciate Inquiry and Congregational Change*

The Ad Hoc Committee

A lay-led committee is the best (and most Baptist) method for leading a strategic planning process. Having a wide range of committed members assisting in the facilitation of congregational conversations and sifting through the data in order to report back findings is vital for buy-in, trust, and commitment.

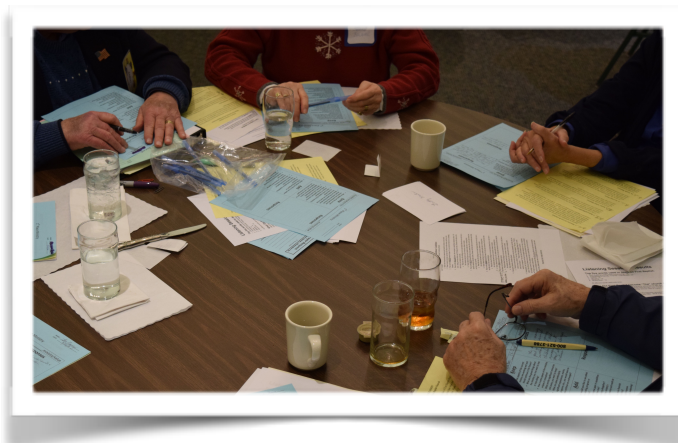
At the first ad hoc meeting in January 2016, it was agreed upon that there would not be a committee chair; but rather, Barrett would call the meetings and together the committee would shape the agenda and share in the workload. This “headless” leadership strategy was intentional. It was meant to show the church that no one person was casting the vision of our shared future. It was a collaborative effort.

The desired outcomes for the Ad Hoc Committee:

1. Clarify the congregation's unique identity
2. Identify the congregation's core values
3. Identify the arenas of mission and ministry about which the congregation feels most passionate and feels called to pursue
4. Project the type of facilities needed to fulfill the congregation's sense of call for future mission and ministry

The tasks of the Ad Hoc Committee:

- Function as the eyes and ears of the congregation during the planning process
- Process dates and guide the timeline
- Facilitate small groups
- Collect and interpret data
- Communicate data to the congregation
- Re-evaluate the process as it emerges
- Present goals and action plans to the congregation
- Recommend a design and structure for implementing the goals and action plans adopted by the congregation
- Determine how to motivate the congregation to embrace the process³

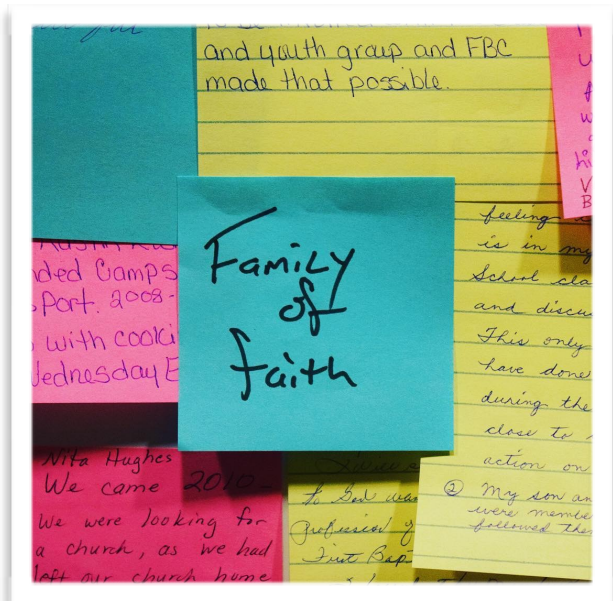


³ Taken and adapted from material donated by the Center for Healthy Churches and used by permission

The Timeline

The Center for Healthy Churches strongly recommends, when conducting Appreciative Inquiry conversations, a central image capturing the best of the organization. Their desired image is a timeline in which members offer significant memories and hopes that then becomes emblazoned as the church's appreciative history.

Each of our listening session offered opportunities for members to share memories of what God has done and is doing through First Baptist. These memories were captured on a seventy-foot timeline with Post-It notes around the Fellowship Hall authoring the energy and vitality of First Baptist's history while also promoting an open-ended, hope-filled future to step into together. This timeline remained present for six months as the data was transferred over to a permanent, professional piece of art.



Thanks to the creative genius of the Ad Hoc Committee (and the overwhelming participation of the congregation), the final product is remarkable. It now sits in the hallway outside the Fellowship Hall as a collective work of art.



The Listening Sessions

In order to rekindle the congregation's enthusiasm for missions and ministry, three listening sessions were needed. Each session focused on either the past, present, or future of First Baptist. The intent was to shine light on areas we have invested (and might need to again) energy, dollars, and resources.

The first listening session took place on February 9, 2016, "looking" at our church's past. We answered three basic questions: "When and where did you feel closest to God? Why did you become connected to First Baptist? What words best describe First Baptist to you?" These answers were placed on a 70-foot timeline in the Fellowship Hall and remained on display for six months.



The second listening session took place on February 24, 2016, "listening" to our church's present ministry successes. We ranked our ministries in terms of importance, and then we performed a "KoolAID" activity in which we discussed what needed to be Kept, Added to, Improved, or Dropped.



The third listening session met on March 12, 2016, in order to dream about how to best "live" into our future. Together we wrote God-sized dreams for each of top ministry priorities from the second listening session results.

The data collected from each of these sessions was sifted through and interpreted by the Ad Hoc Committee. Their findings were then reported on to the church at the second and third listening sessions as well as regular business meetings.

Listening Session I Results

When “looking” at the church’s past, the intention of this session was to capture the words and memories that celebrate the success and vitality of First Baptist. Below are the findings:

Top five words used to describe First Baptist:

1. Love (Lasting Love/Loved/Loves/Loving) - 35
 2. Friendliness (Friendly / Friends / Friendships) - 17
 3. Caring - 15
 4. Missions - 14
 5. Music/Choir - 12
- 43 different words used only once
-

When Did First Baptist become “The” church for you?

Christmas 2000 – When the choir performed “Rutter’s Magnificat.” I was working out of town a lot and missed many rehearsals. I took the music with me and it moved me so. I was able to return home in time for the concert. It truly was a memorable experience!

– Tim Shrader

1957-1977 - One of the most important events of my life was my baptism. I felt that God was holding me in his arms. Also, the dedication of my children was a very special time. FBC has a wonderful children’s program.

– Barbara McClung

1978-1998 – Balcony of Sanctuary – My Mother always told me no good came from sitting in the balcony. But when my father was dying I needed to find a place to think, to Pray and to feel God close. I found myself in the Balcony of the Sanctuary.

– Boyce Brannock

July 30, 2008 – My son, Joel, killed himself. This church, the Holy Mackerels, and individual folks gathered us into their mind, hearts, and arms and walked the rocky road of grief with us. The Holy Macs, under Charles Downs guidance, set up two Sunday Schools/Classes “In This Very Room” (Fellowship Hall) open to the whole church and the community and brought a LC Therapist to teach the attendees what they could do to get us (Bill & Shirley) thru this unimaginable event. And many did walk with us!! Thanks be to God.

– Bill Day

December 2015 – This season reminded me how often God had shown up in the past year as my family transitioned to a new town and went knowing that God was with us and ahead of us. I’ve felt God’s spirit echoed throughout the warmth, welcome, and spirit of this community.

– Noelle Owen

What or where did I feel Close to God? After going through the year long, class of reading the bible through – it forced me to study what I really believed about the Bible. This took an

additional 5 years! I am a scientific person which is real baggage!! After reading the Book "The Language of God" by Frances Collins I found My Answer --- fine ever after.

— Mo Gresham

2009 – When my son, Austin Lutz, started attending the youth group with Dale Tadlock. The church was a big help by helping to pay for him to go to camp with Passport, Inc. We were new to the area and I was a single parent working as a cashier in fast food. I wanted my son to be involved with the church and youth group and FBC made that possible.

— Keri Armentrout

June 2011 – I suffered a major heart attack and spent several months in the hospital. This led to a heart transplant in November of 2011. During my hospital stay and during my recovery, members of FBC were always in contact and praying for me and my family. I will forever be indebted to David Washburn and the members of FBC.

— Merv Wooten

1978-1998 – "I probably felt closest during 2 different times. (1) When my first born was baptized on his eighth birthday by our dear friend and interim minister – Steve Scoggins. (2) I was also very moved when my daughter Jennifer Clamon was ordained into the ministry as the first woman to be ordained at FBC (June 2013).

— Sheila Payne

What and where did you feel closest to God at FBC? In Sunday school we had been studying building authentic community in church and I was able to tearfully share a situation that had been weighing heavily on my heart – related to relationships. It was exactly what I needed – a God moment.

— Devin Roller

1971 – My mom died and Dr. Bratcher and FBC were there for me.

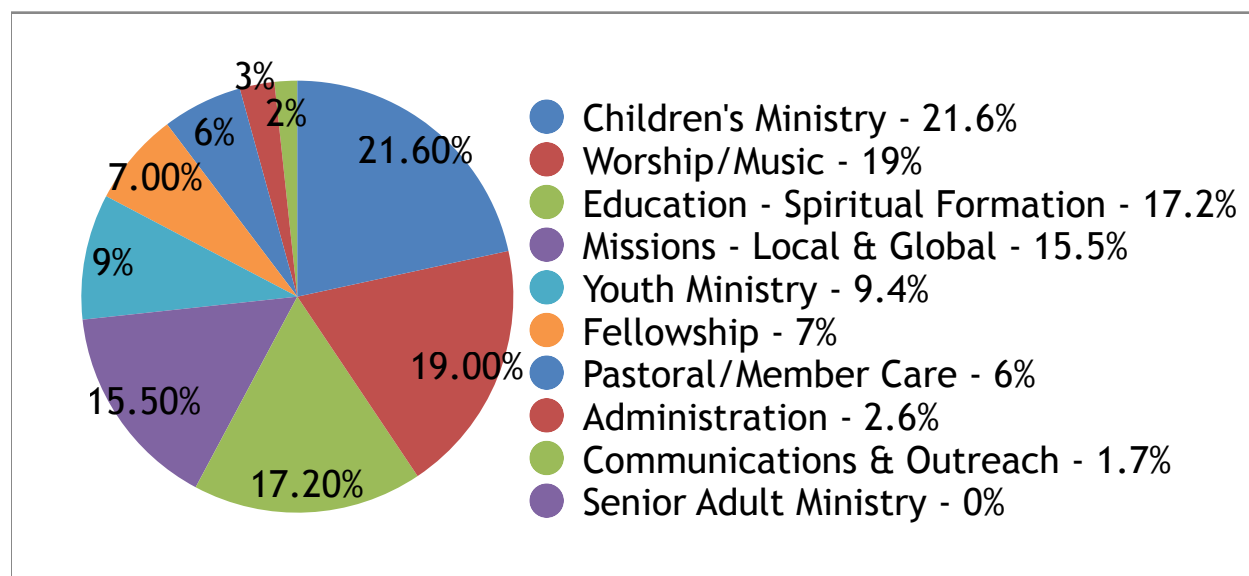
— Doug Maréchal



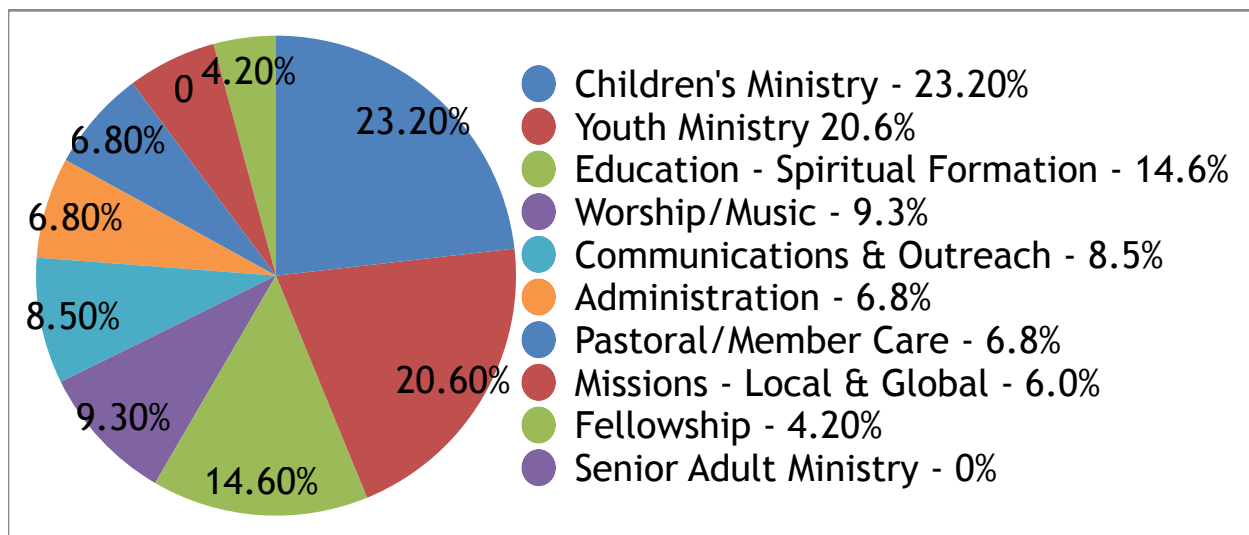
Listening Session II Results

The current ministries were ranked in order of importance for the next five years. Here are the findings:

Ministry Priority 1



Ministry Priority 2



Listening Session III Results

By using the results from the first two sessions, the church came up with the following God-sized dreams for our future. These are not official recommendations but dreams for what First Baptist could look like in 2020.

God-sized Dreams for 2020

- Grow our student ministries to 200 children & 75 youth
- Enhance facilities to accommodate new growth
- Become more innovative in contemporary worship
- Be known as having the best worship in Shenandoah Valley
- Develop more local partnerships
- Create educational opportunities outside of Sunday School (i.e. midweek small groups)
- Raise the operating budget to \$1,000,000

Conceptual Ideas for Buckets

Children's Ministry

- Hire full time minister
- Update old fellowship hall staging
- Paint old fellowship hall for a kid-friendly space
- Create child-care team to serve parents with small kids so they can serve on committees and teams

Facilities

- Build columbarium with prayer labyrinth outside offices by 11th and Wayne
- Finish the new fellowship hall (paint, hide stage lights, enhance sound and lighting technology, upgrade shades so windows can be opened, purchase flat screens with updated computer software)
- Build atrium to connect preschool building with the Fellowship Hall entrance. Glass entrance, welcome atrium, open staircase to children's ministry and check-in table
- Move Panel house and build worship center for the contemporary service
- Install a changing station for the men's restroom
- Install audio for the women's restroom for mom's breastfeeding
- Install new windows for the Preschool Building
- Install better, faster internet access for all spaces in the church - including downstairs
- Upgrade phone systems with caller identification and voicemail connected to email

Stewardship

- Generate energy for legacy giving
- Reach \$780,000 by 2017
- Reach \$900,000 by 2019
- Start \$3 Million endowment for facilities
- Categorize the budget around Do. Love. Walk.

Education

- See Education as a mission to the community
- Offer small groups for members (i.e. Walk with a Doc - walk/pray group, Hiking Group, Young Women's Bible Study at Senior Women's Homes, Theology on Tap - BWW or local Brewery)

- Enhance Sunday School options
 - Young Adult - topic-based classes
 - New Member Sunday School Class
 - Coffee with the Pastor during Sunday School
 - Book Studies
- Offer practical courses like parenting classes, pre-marital classes, and money management
- Offer classes on Wednesday Evening
- Offer Saturday seminars a few times a year on spiritual disciplines
- Create an education committee or team to help coordinate times of the year

Missions

- Identify more with local organizations
- Create more volunteer opportunities for church members by promoting organizations
 - Boys and Girls Club
 - Love, INC
 - WARM
 - Office on Youth
 - Habitat
 - Food Bank
- Start parish-based nursing program
- Partner with the school system to offer behavioral counseling



The Ad Hoc Committee's Reports

May 4, 2016 Business Meeting

At the May 4th Business Meeting, the Ad Hoc Committee offered the following report.

There's been a shift in numbers: everything is UP

Worship

- From Jan-Aug 9, 2015, averaged 286
- From Aug 10-Dec 31, averaged 361
- Since Jan 2016, averaged 362 - 185 in Contemporary & 177 in Traditional
- 23 people joined since Jan 2015 (9 in 2016)

Sunday School

- Up by 29 people on average for 2016
- In March 2015, we averaged 25 kids (preschool-5th) and 15 youth (6th-12th). In 2016, we're averaging 40+ children (majority Sundays in the 50s) and 28 youth.

Finances

- December 2015 receipts were up 35.7% from Dec 2014
- Over 20% more pledges for 2016 from 2015
- \$34,000 in surplus at year-end
- Finished 2016 1st Quarter 9% up from 2015
- Every month in 2016 year has increased from the previous year

What's Next?

- Ad Hoc Committee is meeting regularly discerning God-sized dreams for the following five "buckets":
 - Children's Ministry
 - Facilities
 - Education
 - Community Missions and Partnerships
 - Stewardship
- A report will be given at the August 10 Business Meeting with recommendations for each "bucket" as well as a new tagline, logo, and Mission Statement
- Teams and Committees will be tasked to develop ideas to fill the "buckets"
- The energy emerging from this process is that we need to become more innovative, communicative, and fluid.



Official Recommendation

- 1. Upgrade the part-time children's minister position to full-time, form a search committee, and begin searching for a candidate immediately.**

Results

Recommendation passed unanimously with the children's search committee being named as the following: Nita Hughes, chair; Ryan Barber, co-chair; Rachel Figura; Kathryn Carver; Christi Coiner; Joyce Bowman; Mary Kane; and Pastor Barrett Owen as the staff liaison.

August 10, 2016 Business Meeting

At the August 10 Business Meeting, the Ad Hoc Committee offered the following report with recommendations. This is Part 1 of a two-part presentation.

Journey to 2020

On May 4, 2016, we announced the five focus buckets: Children's Ministry, Education, Facilities, Missions, Stewardship. Due to the level of data needed to make the best decisions possible, this presentation only offers recommendations for Children's Ministry as well Education along with edits to the church's mission statement, tagline, and logo. On November 9, 2016, Part 2 will cover missions, facilities, and stewardship.

Five Buckets or focus areas for the future

We have spent the summer hosting listening sessions with the committees and teams that correspond to each bucket. Here are topics that are of most concern:

Children's Ministry:

- Do background checks for all volunteers
- Purchase children's check-in system
- Create nursery handbook for volunteers and parents
- Move kindergarten downstairs for Sunday School
- Focus more intentionally on choir
- Hire full-time Minister to Families with Children
- Create breastfeeding friendly space
- Install changing station in men's restroom
- Create a better space for infants

Education:

- Adopt Faith Formation team
- Start new deacon-led child-watch team
- See education as a form of missional identity for the community
- Create thriving small groups

Facilities:

- Recommendation will be made on Nov 9

Missions:

- Recommendation will be made on Nov 9

Stewardship:

- Recommendation will be made on Nov 9



Official recommendations

1. Edit Mission Statement to capture the results of the first listening session

Former Mission Statement

In response to the call of God, the mission of First Baptist Church is to be a family of believers who proclaim the love of God as revealed in Jesus Christ. We will fulfill this calling through worship, education, fellowship, and missions in the community and the world.

Proposed Mission Statement

In response to the call of God, the mission of First Baptist Waynesboro is to be a family of believers who proclaim the love of God as revealed in Jesus Christ. We fulfill this calling through music, worship, education, fellowship, and missions in the community and the world.

2. Replace Tagline

Former Tagline

A Place for You

Proposed Tagline

Do. Love. Walk.

3. Update logo to better connect to our congregational story

Old Logo



New Logo



4. Create new Faith Formation Team

See Appendix I for description

Results

All four motions passed and have been adopted into the life and rhythm of the church. The Mission Statement was amended during the business meeting to include the word “prayer.”

November 9, 2016 Business Meeting

At the November 9 Business Meeting, the Ad Hoc Committee offered the following report. This is Part 2 of a two-part presentation.

Do. Love. Walk: Our Future is Here

Since August, we have been busy listening and working with committees and teams to finalize the strategic planning process as well as put together a logo style guide.

Five Buckets or focus areas for the future continued

Children's Ministry:

- Presented at the August 10 meeting

Education:

- Presented at the August 10 meeting

Facilities:

- Conduct feasibility study for entire campus
- Undergo Fellowship Hall renovations
- Upgrade the internet and phone systems
 - All three of these projects are underway. There is not enough data collected for a congregational vote yet.

Missions:

- Begin parish-based nursing program
 - Currently offered in conjunction with community dinners
- Undergo missional identity process
 - Will begin in 2017
- Develop new community partnerships (i.e. Love, INC; Wayne Theater)
 - \$1500 in gas cards were purchased for Love, INC and shared with families going through their educational program.
 - We will sponsor the Wayne Theater's Faith and Film series in 2017 with six movies and panel discussions on topics important to our faith.
- Revise the schedule of fees for facility usage

Stewardship:

- How we pay for these plans will be determined once we vote on whether or not to renovate. There is also desire to begin conversations about legacy giving and the potential of building a columbarium.



Official Recommendations

- 1. Form a new Implementation Committee that will replace the current ad hoc committee to monitor and report on the progress of the strategic plan.**
- 2. Revise the facility fees for outside organizations (motion presented by Stewardship).**

Results

Both motions passed unanimously.

The Strategic Priorities

The fourth stage in the strategic planning process states that the Ad Hoc Committee, in partnership with established teams and committees, offers recommendations and visions for the future. The following visions or “God-sized Dreams”⁴ are taken and adapted from the work of the third listening session in concert with summer conversations with corresponding committees and teams. The pages following are the priorities that emerged to help us live into these new dreams with accompanying annotations.

God-sized Dreams

Children’s Ministry: First Baptist Waynesboro is known as “the” church that offers, nurtures, and celebrates spiritual and emotional touch points for families with children.

Education: First Baptist Waynesboro believes, celebrates, and promotes the journey of being a life-long learner by offering an educated, academic approach to spirituality.

Missions: First Baptist Waynesboro supports, loves, and serves the city of Waynesboro with a holistic, Christian witness believing that what we do unto the least of these, we do unto God.

Facilities: TBD following the outcomes of the feasibility study.

Stewardship: TBD as decisions are made about facility enhancements.



⁴ See Appendix III for detailed information for how God-sized dreams were defined and put together.

Children's Ministry Priorities

Call Full-Time Minister to Families with Children

The data from the second listening session showed First Baptist's most important priority for ministry, as well as the highest percentage for the second priority, was the Children's Ministry. Data from Sunday School attendance has shown a significant increase in young families with children. During the third listening session, significant conversation was held around the potential of moving the part-time Children's Ministry position to full-time. This conversation was taken by the Ad Hoc Committee to both Personnel and Stewardship for discussion. Stewardship came back with a range of possibilities for moving the position to full-time and Personnel, after exhausting all options for filling the part-time position, made the motion at the May 4th Business Meeting to upgrade the position to full-time. The motion passed.

Install Check-in System

One of the first policy changes that emerged from the Ad Hoc Committee's conversations with the new Children's Team was the request to Stewardship to purchase a software upgrade that would allow for an online check-in system. In order to promote safety and security for our rapidly growing children's ministry, this check-in system allows for greater awareness and communication from ministers to parents and vice versa. It increases the safety of the kids and promotes a child-friendly space.

Adopt New Nursery Handbook for Volunteers and Parents

In order to maintain consistency and expectations, the Children's Team spent months developing a handbook for volunteers and parents. The energy behind this handbook is to build trust among parents about what they can expect when entrusting their kids to First Baptist's care. It also creates consistency among volunteers who may only work in the nursery once every few months. It is another example of an improved policy decision that promotes First Baptist as a family-minded church.

Create Breastfeeding Friendly Space

In an effort to remain family-minded, a new, designated space was created for mother's looking to breastfeed their children. To further show our solitary with mothering needs, a speaker was installed to pipe in the worship service from either service.

Create Child-watch Deacon-led Ministry Team

Our current Policy & Procedure Manual articulates the desire for committees and teams to be diverse in both gender and age. This means young adults are expected to serve in leadership roles. For this to happen, child-watch needs to be considered. In consultation with the Ad Hoc Committee, the chair of the diaconate, Don Thomas, announced at the August 10th Business Meeting the creation of a new deacon-led ministry team for just this purpose. Deacons will organize a group of background checked adults (youth can participate alongside an adult) to offer child-watch while parents are in committee and team meetings.

Install Changing Station in Men's Restroom

The only place for a child to be changed is in the Preschool building or the women's restroom outside the Fellowship Hall. In an effort to remain family-minded, a new changing station was installed in the men's restroom as well. It's equally as important to communicate to families that we are taking the role of parenting seriously for both the mother and the father.

Designate Safe Space for Infants

Our nursery is experiencing an increase in volume of kids ranging from infants to toddlers to Pre-K. It is no longer safe to have all of these ages in the same room. It is time to designate a space for infants only. The old room for the nursery is currently a storage room for the Weekday Preschool as well as an overflow space for toys for our nursery. Some toys will need to be removed for safety reasons and discussion is ongoing for how to best set-up the room, but this change needs to happen sooner rather than later.

Reach 200 Kids on a Weekly Basis

Jokingly, Children's Team member Nita Hughes shared at a listening session that she would like to see the children's ministry impact two hundred kids on a weekly basis. After she made this comment, it stuck. For months, the Children's Team has worked alongside the Ad Hoc Committee in framing realistic goals for the strategic plan, and reaching two hundred kids on a weekly basis is one of them. This dream requires significant examination of our facility usage as well as appropriated funds dedicated to our children's ministry. But the goal is set; we want to grow.

Education Priorities

Create New Faith Formation Team

Based on the data from the listening sessions, it is part of our church's story that we are a highly educated congregation that prides itself on the quest for progressive, theological inquiry. Over the years, we have celebrated the ordination of women, practiced spiritual disciplines, shared in open communion, embraced the relationship of science and religion, partnered with a mental health facility, and studied scripture as a living document ready for the Spirit to speak in our own context. All of these examples lean towards an educated, academic approach to spirituality.

Despite this embrace towards being a life-long learner, nowhere in the church's infrastructure is there a committee or team focusing on the development of faith formation. Since one of the five priorities for the next several years is "education," it makes sense for a team/committee to be created to oversee the development of small group Bible studies as well as small group fellowships that capture the need for faith formation.

At the August 10th Business Meeting, the adoption of a new Faith Formation team was approved. Appendix I showcases its duties and scope.

Connect Education Philosophically to Missions

Mission Action spends time and money organizing volunteers to serve the needs of the community. It is not a stretch to see one of the communities needs is a structured, safe space to think critically about matters of faith and practice. In other words, education is a form of missional outreach. Every time we host a small group, Bible study, seminar, etc. we are engaging in mission work. Moving forward, First Baptist must adopt the ideology that education is one good way to serve the intellectual needs of the community.

Facility Priorities

Begin Professional Feasibility Study

In September 2015, First Baptist purchased the Anderson House securing the ownership of the entire block. This purchase reignited a nineteen year-old conversation about what the best way is to use our property. This conversation preceded the strategic planning process and, in some ways, was an impetus for it. Now that the we are a year into this purchase, this question remains, “What is the best use of our property?” This question is at the heart of conducting a feasibility study. Being located within the Waynesboro Historic District, it’s important to know what can and cannot be done with our space. It is also important to have a professional design team monitor our space usage and offer back to us feasibility options based on our future plans.

The Planning & Development Committee in consultation with the Ad Hoc Committee requested funds from Stewardship to hire a professional, architectural design company for the purpose of a feasibility study. Stewardship approved the spending of this item and the process is underway. Planning & Development will continue reporting on this progress as we move into 2017.

Upgrade the Fellowship Hall

Fifty-two percent of the church worships at 8:45am on Sunday mornings. For ten years this service has been considered to be in “beta testing.” It took up residence ten years ago in our beautiful Fellowship Hall installing stage lighting, a temporary stage, and a gigantic rear-projection screen in order to create elements needed to enhance a contemporary worship service. After ten years, the lighting, staging, and audio visual equipment has become outdated. The current set-up takes away from the aesthetics of what the room is designed for, and it eliminates needed floor space for additional event planning.

It is the recommendation of the Ad Hoc Committee to “finish” the Fellowship Hall. Over twenty years ago, we built the space with the intent to service the community for events and ministry. Now that we are worshipping in it, we owe it to the quality of worship being attempted to finish the hall, upgrade the equipment, install better, more advanced audio visual equipment, and make the room more aesthetically pleasing for the purpose of worship and ministry.

This recommendation was taken to Planning & Development and a subcommittee is currently organizing bids. More information will come before the church in the months ahead.

Upgrade Internet and Phone Systems

In order to use our facilities better for missional and educational purposes, our internet needs upgrading. The current set-up is running on an old G-network with 3mb download and 1mb upload speeds. To properly serve the needs of those using our space, significant attention needs to be given to what our options are for improving the quality of these services. Currently, Stewardship is investigating prices and bids.

Mission Action Priorities

Begin a Missional Identity Process

Mission Action does more in a given month than any one person knows about. With new people joining our church every couple of months, it is important to centralize the message for how members can get engaged in mission work. The Ad Hoc Committee recommends to Mission Action that 2017 be a year of thoughtful reflection on what our missional identity is at First Baptist. This process will better help us choose projects that align with our core values and identity. It will create a shared interest and vision for how we use our mission dollars to impact the local community. It will also help communicate to the community what we can do to help.

This recommendation remains with the Mission Action Committee with the hope they will report to the church something of significance at the end of 2017.

Begin Parish-based Nursing Program

In the summer of 2016, the Ad Hoc Committee held individual meetings with Mission Action and together brainstormed the idea of a parish-based nursing program. Since we offer mental health through the Valley Pastoral Counseling Center, spiritual health through worship and Sunday School, we thought it made sense for us to promote physical health as well. Since Augusta Health has resources to train individuals willing to donate their time to parish-based nursing, we determined we could offer free health screenings at our community dinners and see if the need for this ministry increases. So far this ministry is underway, and we are currently evaluating its effectiveness.

Begin Faith and Film Series with the Wayne Theater

Coming out of the listening sessions two things emerged for that Mission Action could not ignore. The church wants to remain local in our missional identity and partnerships, and it is time we see education as a form of mission. Being missional means offering what you have to those in need. Creating open dialogue within educational opportunities can do this well.

In September 2016, the Wayne Theater approached First Baptist about the potential of sponsoring their faith and film series for 2017. Pastor Barrett took this request to Mission Action and it was approved immediately. Six times in 2017, First Baptist will offer a movie night at the Wayne, free of charge, and host a conversation about faith and film.

Revise Facility Fees for Nonprofits

One of the dreams for the Mission Action Committee is that our space be seen as a missional outreach to the community. Over the last several years, facility fee rentals have been inconsistently communicated as well as overpriced. Through the work of the Church Council, a subcommittee made up of the Personnel Chair, Mission Action Chair, Stewardship Chair, Treasurer, and Senior Pastor renegotiated the facility fees for nonprofits. This item was presented to the church at the November 9th Business Meeting. If approved, it will go into affect immediately.

Stewardship Priorities

Discuss Legacy Giving

Forty percent of our Sunday School attenders are senior adults. Over half of Wednesday night attenders are as well. First Baptist has an incredible history of supportive, engaged seniors, and our future is bright because of their financial commitment to our church. It is, however, only as bright as our continued financial solvency. Since Stewardship is one of the five strategic priorities, it makes sense that attention be given to Legacy Giving.

There are still congregational recommendations to be discussed that will call for significant funds (i.e. upgrades to the Fellowship Hall, internet and phone system upgrades, feasibility study findings, hearing system in the sanctuary and Fellowship Hall installed) before adopting a particular direction for Stewardship. It is the hope of the current Ad Hoc Committee, though, that legacy giving becomes a point of conversation in the next few years.

Educate

Offer Budget Education

The church budget is a shared concern, and families need to be more aware of it. It is the hope of the Ad Hoc Committee that more intentionality be placed on helping members understand the nuances of our church budget. It is believed that this education will help families understand the value of giving to it.

Additional Priorities

New Implementation Committee

The current Ad Hoc Committee is only approved to function for one calendar year. With 2017 fast approaching, a new committee must be formed with members representing committees and teams that correspond with the Strategic Priorities as well as a few members from the current Ad Hoc Committee.

This new committee will be called the Implementation Committee signaling the further the implementation phase of our shared dreams. They will monitor and build expected outcomes for 2020 as well as offer regular reports at each business meeting.

Mission Statement Edit

During the first listening session, the congregation participated in an activity that called for writing one word that described First Baptist at different times throughout its history. These words were tabulated and the results are listed above. Due to these findings, the Ad Hoc Committee determined a slight revision to the Identity Statement was needed to capture the top five words most used words to describe First Baptist.

Old Mission Statement

In response to the call of God, the mission of First Baptist Church is to be a family of believers who proclaim the love of God as revealed in Jesus Christ. We will fulfill this calling through worship, education, fellowship, and missions in the community and the world.

Proposed Mission Statement

In response to the call of God, the mission of First Baptist Waynesboro is to be a family of believers who proclaim the love of God as revealed in Jesus Christ. We fulfill this calling through prayer, music, worship, education, fellowship, and missions in the community and the world.

It is noteworthy that the word “Waynesboro” was inserted to help ground our church in a location. We are the First Baptist Church of Waynesboro, Virginia. Having Waynesboro in our mission statement shows our commitment and connection to the city. Our missional interest is to continue to partner locally, and we want the Mission Statement to reflect this desire. On August 10, this proposed Mission Statement was adopted.

New Tagline

Organizational leadership research, founded by the Duke University’s Leadership Education department, argues that healthy, thriving organizations practice “traditioned innovation.” Healthy institutions know how to take the best of its past in order to innovate towards a shared future.

Following the first listening session, the ad hoc committee determined a new tagline was needed in order to innovate. It was agreed upon that the tagline should honor our church’s history and theology as well as call us into a shared future. We, therefore, created a pithy, action-oriented, interpretable tagline that was bathed in scripture.

Old Tagline

A Place for You

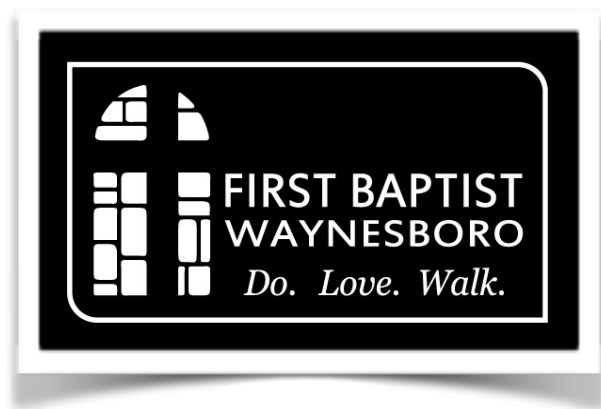
New Tagline

Do. Love. Walk.

Appendix II shows some of the research and deliberate connections to scripture the Ad Hoc Committee came up with to land at *Do. Love. Walk.* Ultimately, the action verbs from Micah 6:8 calling Israel to a higher ethical standard coupled with Jesus’ consistent rhetoric of what it takes to participate in the in-breaking of God’s kingdom helped connect the Old Testament to the New Testament and paints an open, interpretable future for First Baptist. This motion was presented at the August 10th Business Meeting and passed.

New Logo

Following the first listening session, the Ad Hoc Committee determined a new logo was needed in order to innovate. It was agreed upon that the logo should honor our church's history and theology as well as call us into a shared future.



Our logo takes pieces of our past and displays them in a new, contemporary way. The font is a sans serif creating a more contemporary look with a sharp contrast to a more pronounced serif font for the tagline.

The stained-glass is the central image of our sanctuary and perhaps the most important focal point on our church's campus. It was used as the backdrop for the logo signaling the need for "traditioned innovation."

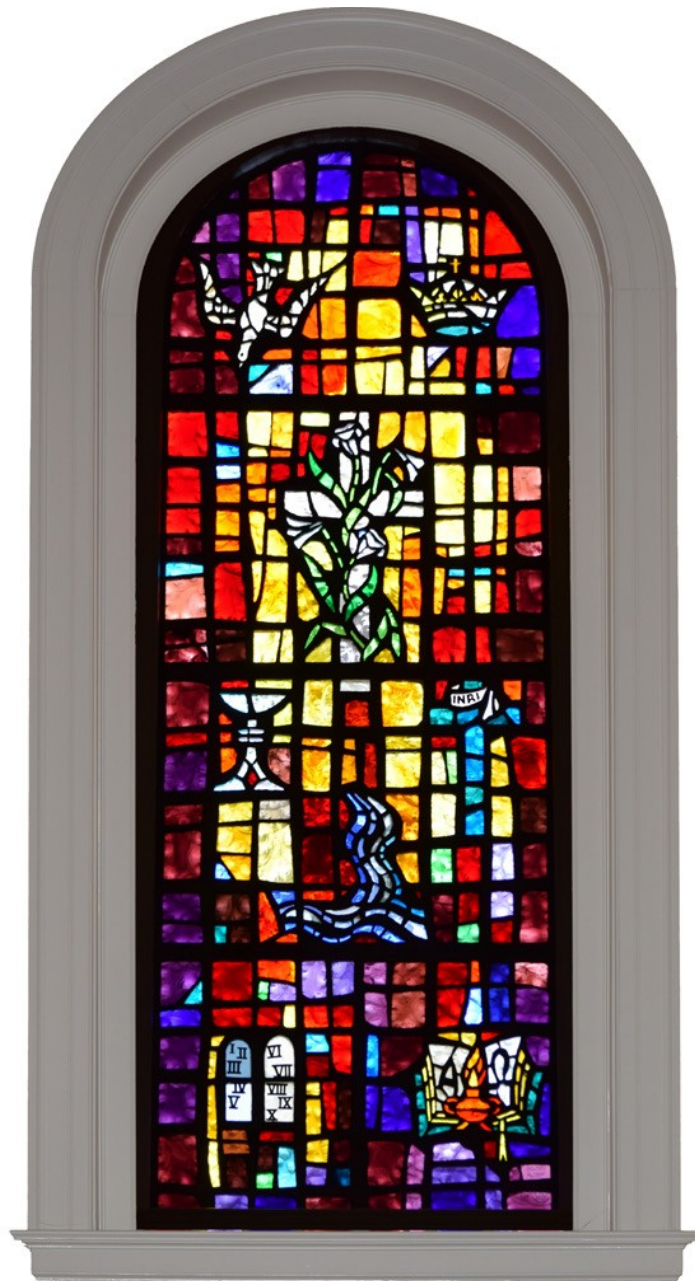
The cross in the middle of the stained-glass shows what is at the heart of our theology and worship. It is slightly off-center showing movement and drive. We are stepping into God's future together, and we are led by the saving acts of Jesus Christ calling us to do, love, and walk.

The stained-glass is shaped like a mosaic representing the differing aspects of our congregation coming together to make a larger, more perfect picture of God's hope for us. All of our ministries, Teams, Committees, Bible studies, and missional opportunities represent pieces of the whole. The stained-glass captures the importance of each piece while forming it to make a more perfect image of God's hope for us.

The background shining through creates negative space for the cross. It reminds us of John 1 when scripture says, "The light outshines the darkness, and the darkness cannot overcome it." The light shining through reminds us of God's grace in the midst of our darkness.

The logo with the black cross reminds you of the perils and struggles Jesus endured and the weight of our sin. It's placement, in the center of our lives signifies the transcendent nature of Christ's love. We are always converting and becoming more like Christ. The cross reminds us of this kind of transformation.

The nomenclature is First Baptist Waynesboro. This is intentional. We are rooting ourselves in a location. Our missional efforts over the past few years has been more local, and we are declaring that we are here, in Waynesboro, ready to to do the Lord's work. This motion was presented at the August 10 Business Meeting and passed.



The Logo Style Guide

Overview

Our sense of community is illustrated in the warm and inviting colors at the center of the sanctuary window which provides the logo palette. The selected colorway represents each of the congregational generations and aspects of Christian imagery.

Palette

Red – Children

C 12 / M 100 / Y 94 / K
R 206 / G 32 / B 44
CE202C

Orange – Youth

C 5 / M 71 / Y 96 / K
R 232 / G 108 / B 42
E86C2A

Pomegranate – Adults

C 0 / M 86 / Y 86 / K0
R 240 / G 75 / B 53
F04B35

Yellow – 1 Seniors

C 7 / M 19 / Y 86 / K 0
R 250 / G 204 / B 63
FACC3F

Gold – 2 Seniors

C 0 / M 42 / Y 99 / K 0
R 249 / G 162 / B 30
F9A21E

Colors should be adjusted in accordance with the media being used, including the complementary black.

As these abstract shapes come together, two shapes are evident. The space in the center becomes a cross, without limits, extending out into the community and the world. The arched window is seen in the outline. In every version of the logo, a sense of light is always maintained. Spacing between the logo and other elements on a page should be equal to the width of the negative space cross.

Typography

Primary Font Estrangelo Edessa *Regular* - FIRST BAPTIST WAYNESBORO
Georgia *Italic* - *Do. Love. Walk.*

Logo



Additional logo variations depending on the application



The Summary

By Barrett Owen

Churches are like football teams. You call a play and eleven players perform different tasks. From blocking to route-running, players work in concert to advance the ball down the field. Their shared vision is getting the ball into the end zone, and getting it there depends on players trusting each other to use their individual skills.

Church is the same way. God needs every member sharing her/his skills to advance God's dreams down the field. The big question, though, is, "What is God's dream for FBC?"

It is this question that drives our strategic planning process. It is why we huddled up, **looked** at our past successes, **listened** to the Spirit of God in our lives, and are now calling plays that helps us **live** out God's dreams for First Baptist. This final report is an added play to an already impressive playbook that is our history.



We are a healthy church built for longevity. We have educational resources, intergenerational lay members, great facilities, cohesive infrastructure, and zero debt. These factors lead us to believe we are a staple and stable presence in the community. Couple these highlights with our newly energized vision, tagline, logo, faith formation team, Children's minister, and missional identity, and we will soon become a lightning rod of hope for people of all ages.

God is alive and moving at First Baptist. There is a place for you in God's good future here. Bring your talents and skills, and help us continue to move God's presence "down the field."

Appendix I

FAITH FORMATION TEAM

Mission: The Faith Formation Team oversees and promotes educational and small group to meet and study together outside of Sunday School.

Scope: Work with staff and church members to promote and implement classes and small group activities. Classes can range from educational, recreational, and/or fellowship groups for differing periods of time in the church calendar. Due to the fluid nature of small groups, this team will oversee signups and space usage as needed understanding different groups will have differing needs. This team will not have the authority to choose curriculums nor will they have oversight of Sunday School curriculum or teachers; however, they will provide resource/research options in functions with staff for curriculum needs. This team will not act independently of staff or have the ability to add or delete events outside of staff involvement.

Membership: Four (4) Individuals

Duties:

1. Plan, schedule, organize, conduct, and oversee small group suggestions and activities;
2. Promote small groups through social media and the website in conversation with staff to the church body;
3. Oversee and coordinate small group instructors' needs;
4. Maintain an up-to-date roll of small group participants and share that information with the church staff;
5. Conduct annual evaluations of each small group;
6. Work in partnership with staff to best determine locations, times, and duration of small groups;
7. Maintain up-to-date resource/research opportunities for small group study.

Staff Resource: Senior Pastor and other ministry staff as needed

Appendix II

The creative process for selecting our tagline (Do. Love. Walk.) led us to both the Old and New Testament. Below is an overview of how scripture better informed this process.

He has told you, O mortal, what is good; / and what does the Lord require of you / but to do justice, and to love kindness, / and to walk humbly with your God? - Micah 6:8, NRSV

Scripture Passages about “Doing Justice”

Matthew 5:6 - 6 “Blessed are those who hunger and thirst for righteousness, for they will be filled.

Matthew 25:31-46 - The Parable of the Sheep and the Goats - “And the king will answer them, ‘Truly I tell you, just as you did it to one of the least of these who are members of my family, you did it to me.’” (v 40)

Romans 12:20-21 - “If your enemies are hungry, feed them; if they are thirsty, give them something to drink; for by doing this you will heap burning coals on their heads.” Do not be overcome by evil, but overcome evil with good.

Other Verses

Deuteronomy 16:20; Amos 5:24; Psalm 33:5; Psalm 37:27-29; Psalm 106:3; Proverbs 28:5; Proverbs 29:7; Isaiah 1:17 ; Isaiah 30:18-19; Isaiah 51:4-5; Isaiah 61:8-9; Zechariah 7:9

Scripture Passages about “Loving Kindness/Mercy”

Matthew 5:7 - “Blessed are the merciful, for they will receive mercy.”

Matthew 9:13 - Go and learn what this means, ‘I desire mercy, not sacrifice.’ For I have come to call not the righteous but sinners.”

Luke 10:37 from the Parable of the Good Samaritan: He said, “The one who showed him mercy.” Jesus said to him, “Go and do likewise.”

You shall not hate in your heart anyone of your kin; you shall reprove your neighbor, or you will incur guilt yourself. You shall not take vengeance or bear a grudge against any of your people, but you shall love your neighbor as yourself: I am the Lord. - Leviticus 19:17-18

1 Timothy 1:16 - But for that very reason I received mercy, so that in me, as the foremost, Jesus Christ might display the utmost patience, making me an example to those who would come to believe in him for eternal life.

Other Verses:

Job 10:12; Jeremiah 9:24; Jeremiah 31:3; 1 Samuel 20:14; Psalm 119:77; 2 Corinthians 6:6; Romans 2:4; Romans 11:22; Galatians 5:22; Colossians 3:12; Titus 3:4

Scripture Passages about Walking Humbly

Matthew 18:4 - "Whoever becomes humble like this child is the greatest in the kingdom of heaven."

Luke 14:11 - For all who exalt themselves will be humbled, and those who humble themselves will be exalted."

Luke 18:14 - I tell you, this man went down to his home justified rather than the other; for all who exalt themselves will be humbled, but all who humble themselves will be exalted."

Matthew 5:5,8-9 - "Blessed are the meek, for they will inherit the earth. 8 "Blessed are the pure in heart, for they will see God. 9 "Blessed are the peacemakers, for they will be called children of God.

Ruth 1:16-17 - But Ruth said, "Do not press me to leave you or to turn back from following you! Where you go, I will go; where you lodge, I will lodge; your people shall be my people, and your God my God. Where you die, I will die—there will I be buried. May the Lord do thus and so to me, and more as well, if even death parts me from you!"

James 4:6 - But he gives all the more grace; therefore it says, "God opposes the proud, but gives grace to the humble."

James 4:10 - "Humble yourselves before the Lord, and he will exalt you."

Other Verses:

Matthew 23:12; Philippians 2:8; 2 Corinthians 10:1; 2 Corinthians 12:21; 1 Peter 3:8; 1 Peter 5:5; 1 Peter 5:6

Appendix III

At the third Listening Session, the church attempted to write God-sized dreams for top ministry priorities listed at the second Listening Session. The following information was given during that meeting.

God-sized Dreams are written . . .

- in the affirmative, as if already happening
- point to real desired possibilities
- are based on the data
- create new relationships, including intergenerational partnerships
- bridge the best of “what is” toward “what might be”
- require sanctified imaginations, stretching the status quo by pushing boundaries
- necessitate new learning
- challenge organizational assumptions and routines⁵

Steps towards writing a God-sized Dream

- focus on an area of the church’s life
- locate peak examples
- analyze factors that contributed to the faithfulness/goodness of the church’s life and mission in that specific area
- extrapolate from the “best of what is/was” to envision “what might be”
- construct a proposition of what is possible, expressed as if it were already true⁶

Examples of God-sized Dreams

- Every adult at First Church is Biblically and theologically literate. They are able to integrate their faith into their various vocations and life situations seamlessly. All adults are engaged in an ongoing process of personal transformation in the spirit of Romans 12:2.
- Hillhurst United Church is recognized for the breadth and depth of its worship services – contemporary sights and sounds in a historic setting.
- First Church has a children’s and youth ministry that produces high school graduates who are rooted in their faith, who enter college or the work force with the ability to maintain their faith into adulthood.⁷

⁵ Taken from Memories, Hopes, and Conversations Appreciative Inquiry and Congregational Change, by Mark Lau Branson

⁶ Ibid.

⁷ Taken and adapted from material acquired from the Center for Healthy Churches and used by permission.