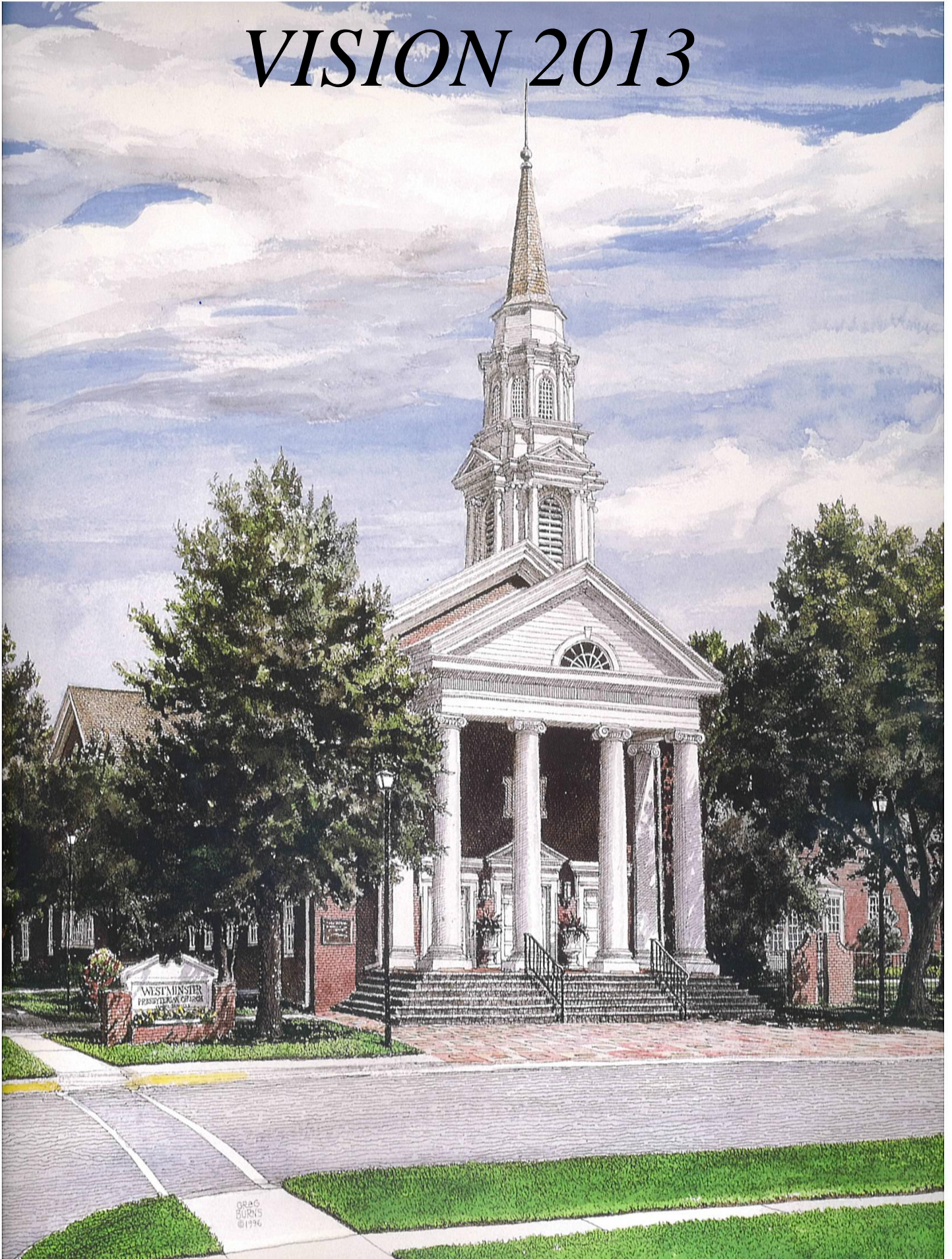


VISION 2013



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“Vision 2013”

Westminster Presbyterian Church

2011- 2013 Strategic Action Plan

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OVERVIEW AND SUMMARY

Following the development of the Church's Mission and Core Values statements that were accepted by the Session in June, 2008 and August, 2009 respectively, the Session commissioned a team to propose a future vision for WPC. Upon approval of this vision, the "Big Picture Team" would then develop a multi year strategic plan for the Church. This plan would include strategies and action plans to achieve this vision for WPC.

This team consulted with church staff, lay leadership, and a broad cross section of members to develop an understanding of the Church's strengths and weaknesses and to develop a "Vision 2013" which has as a major theme growth – spiritual and physical growth -- in programs & structures, numbers, and revenues. This "Vision 2013" states our joint expectations for where we believe WPC will be in that year and is stated below:

By 2013 Westminster Presbyterian Church (WPC) will be known as a welcoming and growing community of believers that celebrates through worship the transforming power of Jesus Christ. The community connects through biblically-based small groups, provides Christian nurture through dynamic opportunities for children, youth, and families, and shares God's love through service in Oklahoma City and beyond.

The Team identified the key themes or commitments in this Vision 2013 as follows:

- **REACHING** out and becoming a **WELCOMING & INVITING** church
- **WORSHIP** and faithful stewardship.
- **SMALL GROUPS** for prayer, study, fellowship, & mission
- Focusing on the **WHOLE FAMILY** & creating programs that support them in their faith journey
- Hands-on **MISSION SERVICE** participation for all our members

This "Vision 2013" and five commitments were conceptually approved by the Session on March 23, 2010.

Following approval by the Session, "Big Picture Team" members and Church staff coordinated a series of meetings with members of the congregation to develop a strategic plan for WPC. As an initial step, all members were invited to attend a briefing on the Vision and then subsequently to work with Commitment Teams composed of staff and lay leadership to develop the details of the strategic action plan that we will call "Vision 2013." This plan includes strategies and action plans to achieve each of the five Commitments & is depicted graphically on the following page. "Vision 2013" is outlined in the following sections and attached appendices and is submitted to the Session at the August 17, 2010 meeting.

The Team projects the financial impact of "Vision 2013" will be limited in the near term. Additional work, in joint meetings with representatives of the Vision and Operations teams, needs to be done to determine the cost of implementing the Commitment Action Plans and to be included in the 2011 and subsequent year budgets.

"Vision 2013" comes with a strong implementation recommendation from the Big Picture Team. A new "Living the Vision" implementation team of 7-9 members with representation from senior staff, Session, and the current vision team is needed to move the plan forward – to educate, delegate, monitor, support, and evaluate.

A BRIEF HISTORY OF WESTMINSTER PRESBYTERIAN CHURCH

In 1943, several members of First Presbyterian Church saw the need for a new church further northwest as Oklahoma City grew. Land was purchased and Presbytery approval was obtained for establishing WPC in June, 1945. The first worship service was held in a dance studio on February 10, 1946. At that time there were 273 charter members. From that point, WPC grew rapidly in facilities and numbers of members. The Chapel was dedicated in May, 1947 and the Sanctuary and West Educational Wing opened in April, 1953. Church membership had grown to 1,043 by 1951, or five years after that first worship service. The East Educational Wing was dedicated in 1957. The Michael D. Anderson Complex and Garden Court were dedicated December 20, 1987.

The Church's first pastor, G. Raymond Campbell served from 1945 to 1976. He was followed by Mike Anderson who was Senior Pastor until 2000. At the end of 1999 the Church had become one of the largest Presbyterian Churches in Oklahoma. In early 2000, Church membership was 2,660 with staff of thirty-one and ten teachers in the Child Development Center (CDC). The total annual operating budget for that year was \$2,264,893 with \$330,000 designated for the CDC. In the years 1999 through 2006 WPC faced a number of difficult situations that tested its foundations. Membership declined and finances were challenged. In 2006 Bryan Eckelman became the Senior Pastor. Since that time WPC has stabilized and membership has started to grow to 1,700 at 2010. The Annual Operating budget for 2010 is \$3,309,057 with \$541,000 identified for the Child Development Center; WPC has a staff of twenty-five and fifteen teachers in the CDC.

Given this stability and renewed hope, it is time to look to the future and to formulate a Vision to move WPC forward.

BACKGROUND

Vision 2013 represents the work effort of a group of nine committed members of WPC together with two from staff leadership who love God and his church and generously have given their time and talents to this effort. The "Big Picture Team" has met at least monthly since August 2009. They have all served on subgroups/work teams, and have completed numerous projects outside our group meetings. Members of the "Big Picture Team" include:

Susie Graves, Chair	Anita Hartwig	Barb Mize	JoAnn McFarlin
Sue Cappadona	Wentz Miller	Chad Vesper	Bryan Eckelmann
Mark Carlin	Gil Mitchell	Richard Zahn	

They (excluding JoAnn & Bryan) have a combined 180+ years at WPC, and are active members, coming to programs and services more than 60 times a month (collectively). Most live at least 12 miles from our church home. Several have children in programs here, one grew up in this church, and almost all have served on Session; but more importantly, they are grounded in their faith and committed to seeing WPC grow and thrive.

The work effort of this team is a continuation of the work that began in the spring of 2008 with the Vision Path process. The milestones in this process are outlined in the attached in the Strategic Planning Timeline in Appendix A. Prior to the formation of the Big Picture Team, the Session adopted the following Westminster's mission statement on June 17, 2008:

Our Mission

***To invite one and all to become complete disciples of Jesus Christ,
released by grace to serve a broken world.***

This mission statement is the foundation on which Vision 2013 was built. This statement expresses our beliefs as to why we exist and articulates what we are called by God to do as a church. It personalizes the Great Commission for our church. It should have permanence across generations.

Next a group worked diligently to craft the Core Values for WPC. These core values are:

- What we believe in and how we behave;
- They are a set of unchanging beliefs & principles that guide and govern us,
- Principles that shape us and drive us & make us who we are;

The Core Values and Marks of a Complete Disciple document were adopted by Session on August 18, 2009 and is presented in Appendix B. These core values are:

- **Center on Christ**
With passion and innovation we will follow Christ's example in our service, worship, leadership and daily life. Reliant upon Biblical truth, we put the Good News of Jesus Christ as our first core value, and will learn it, love it, teach it, live it and proclaim it.
- **Serve with Grace**
Confident of the Spirit's power and believing that church is not something we attend but who we are called to be we respond sacrificially to love and serve all who are in physical and spiritual need.
- **Celebrate Community**
In celebration of God's extravagant love, we aspire to risk boldly, living in authentic Christian community with one another.
- **Excel in Leadership**
To fulfill God's plans for our community and beyond, we cultivate courageous and faithful leadership from laity and clergy that strives to be relevant while embracing our history.
- **Embrace Transformation**
Changing us from the inside out, the Holy Spirit breathes into us a completely new identity, breaking the bondage of things that once drove us and freeing us from self-righteousness and self-condemnation. We thus commit ourselves to the everyday discipline of conforming our thoughts, behaviors and relationships into the likeness of Jesus Christ.

DEVELOPING THE VISION

These documents were the foundation of the Big Picture Team's work that began on August 20, 2009. By definition, a strategic plan looks to develop a course composed of steps and plans to attain the organization's vision at a future point in time. The task of this Team was to help our church address two key questions:

- What kind of church does God want us to be in the next decade? (and specifically within the next 3 years), and
- How will we draw others to God?

This Team operated under the guiding principal that scripture tells us "without a vision, people perish" and continued to work together across many meetings confident that God has strong, bold plans for our church and we kept Jeremiah 29:11 "For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future," on every meeting's agenda.

As there was no prior blueprint or strategic plan to serve as a foundation for the Team's effort, members forged ahead (last August) first dreaming & drawing word pictures of what WPC might look like at the end of 2013 and then continuing with SWOT (eg Strengths, Weaknesses, Opportunities, and Threats) analysis. Our strengths and challenges were many, but when the question was asked "Which of these strengths are the most important to leverage the future of WPC?" four rose to the top:

- Congregation care
- Children's programs
- Trying new things well
- A strong, stable staff

And when asked "Which of these challenges, if not addressed, will seriously impact WPC's future?" the Team's consensus was that this list included:

- Not attracting young families
- Being complacent in our existing groups & not real welcoming
- There are not enough givers giving sacrificially & many have limited experience with stewardship
- We are reluctant to drop anything, and in many areas, we lack focus

Knowing that, in order for people to be part of the dream, they need to be part of the process, the Team intentionally planned for increasing involvement of our program staff, our lay leadership, and many in our congregation in the development of the Plan. This was a two step process.

▶ The first step involved meeting with representatives from WPC ministry teams to hear their "broad brush" dreams and vision for the next several years.

▶ Next, members and non-members were surveyed electronically and with paper surveys to capture data about why they attend and what other programs would address their spiritual needs. The catalysts for this step were two-fold: Team discussion related to "who are we trying to reach?" and a belief that we could learn from what we do well at WPC. The Team thus decided to include members in the survey process who were involved in the programs/ministries that WPC is doing with great success and that included the people we are intentionally trying to reach. Members that participated in the following activities or groups were included:

- Men's Fraternity
- The Vine
- Child Development Center
- Stephen Ministry
- Girls of Grace
- Club 56
- Women's Retreat
- Two Sunday School groups that included young parents were added:
 - Cornerstone Sunday School
 - Legacy Sunday School

The survey response rate was very high. The Team believes that this was a strong indication of interest in WPC's future by a large number of individuals, many of whom indicated that they would be willing to be part of the planning process. At this point, based on both the responses and the individuals who volunteered, the Team determined to contact those who responded and offer to include them in future planning efforts which would include focus groups that would assist in providing direction to the program staff and lay leadership

From this point forward, Team efforts were focused on developing a Strategic Plan based on our strengths and building on those strengths.

Equipped with the WPC Mission and Core Values that lead to and are intended to shape a shared Vision, as well as a good amount of data coming from a large segment of those we serve, the Big Picture Team developed the next step in WPC's strategic directions planning process, which included a Vision Statement, Commitments, and Challenges. This vision was framed from the perspective of what WPC would look like at a future point, that is, in 2013. The Team believed it was important to select a point of reference for this

vision that was far enough in the future to allow members sufficient time to implement new ideas and programs, but not to be so far into the future as to be irrelevant to existing membership.

In conversations with members of the Session, our staff team, other members, and in reviewing over 200 survey responses, the major theme expressed has been one of GROWTH – growth in numbers, programs & structures, revenues, physically and spiritually. Input from staff and members were used to carefully construct the following language to describe WPC's:

VISION 2013

By 2013 Westminster Presbyterian Church (WPC) will be known as a welcoming and growing community of believers that celebrates through worship the transforming power of Jesus Christ. The community connects through biblically-based small groups, provides Christian nurture through dynamic opportunities for children, youth, and families, and shares God's love through service in Oklahoma City and beyond.

ESTABLISHING OUR GOALS OR COMMITMENTS

The Team identified the key themes or activities in this Vision 2013 as follows:

- **Reaching** out and becoming a **welcoming & inviting** church
- **Worship** and faithful stewardship
- **Small groups** for prayer, study, fellowship, & mission
- Focusing on the **whole family** & creating programs that support them in their faith journey
- **Mission service** participation for all our members

The Team further described these key themes using carefully chosen language to identify the goals or commitments to achieve our Vision as follows:

- **WELCOMING & INVITING**

As Westminster Presbyterian Church (WPC) we are committed to reaching out to invite others to join us on our faith journey and to support them as Christian brothers and sisters in their integration into our congregation and ministry.

- **WORSHIP**

Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk. As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to financial support of God's work and our ministry at WPC through faithful stewardship.

- **SMALL GROUPS**

We are committed to implement small group ministries within and outside of our congregation where lives are formed and transformed as the people of God and where we meet together to pray, to study, to engage in fellowship, and to participate in mission work.

- **WHOLE FAMILY FOCUS**

We are committed to create programs that focus on the whole family, to grow them spiritually, and to support them to evangelize with others in loving acts of reconciliation within and outside our spiritual community.

- **MISSION SERVICE**

We are committed to having all members of our congregation experience Christ's call to discipleship through participation in some distinct form of mission service and outreach. We are committed to discovering, through prayer and discernment, which of Westminster's unique opportunities for mission we will set as priorities and encourage all those in the Body of Christ to give heart and mind in those endeavors.

Finally, the Team translated these Commitments to communicate an expectation, challenging every member to:

- Reach outside our walls and invite regularly
- Find a service that inspires them to draw closer to God and worship faithfully
- Support God's work in our church and give sacrificially
- Experience the power and grow in small group community
- Bring their hands as they Serve personally

In a church where programs are created for the whole family & mission is focused for greater impact.

Vision 2013 closely parallels our mission statement, is shaped by our core values and translates the "What we are called by God to do" to a clear and challenging picture of "What Westminster Presbyterian Church will look like at the end of 2013." This preliminary work of the Team was presented to the Session for conceptual approval at the meeting of March 23, 2010 and included the following material which can be found in Appendix C:

The Session approved the Team's recommendation at that meeting. With approval of this process and direction, the Big Picture Team began the next step in the development of the Strategic Action Plan. To assist in the completion of the Plan, it was decided to convene a large group of individuals— staff & lay leadership and others who have indicated interest – to finish the Plan, identify the major ministry strategies to achieve the vision, identify action plans to accomplish these strategies, and define the markers or measurable outcomes that will be used in evaluating our progress going forward.

DEVELOPING STRATEGIES AND ACTION PLANS

The first step in this process was a general introduction of the Vision 2013 and the five Commitments to the congregation. On May 5, 2010, all members of the congregation were invited to attend a briefing of the work done to date on the Vision, which had been previously approved in concept by the Session. Approximately 100 attended this meeting. Following the general briefing including materials in Appendix D, attendees were asked to move to one of five rooms where Team leaders provided further information on one of the five Commitment areas. Each group brainstormed next steps in implementing their Commitment. At the close of this meeting, each member was asked to attend a series of subsequent meetings to complete the process of crafting the Strategic Plan through the development of strategies and action plans to implement the five Commitments. Subsequently, each of the five teams met on May 26, June 16, and June 26 to complete the development of their strategies and action plan for their respective Commitment. A common action plan format was used to document this work which provided the following information for each Commitment or goal:

- Strategies to attain the goal
- Action plans or recommendations to implement the strategy
- The expected impact of the action plan. How will we measure success?
- Who will be responsible for accomplishing the action plan?
- What is the time frame to implement the action plan?
- What is the financial impact or cost, if any, of implementing the action plan?

The work product of these groups of WPC members was then reviewed by the Big Picture Team, edited, and combined to form our Strategic Plan or Vision 2013. The remaining sections of this document will provide an overview of WPC plan to address each goal or commitment. Complete Commitment team strategies and action plans are included in Appendix E.

COMMITMENT I: WELCOMING AND INVITING

As Westminster Presbyterian Church (WPC) we are committed to reaching out to invite others to join us on our faith journey and to support them as Christian brothers and sisters in their integration into our congregation and ministry.

WPC has a long history and has a membership that represents multiple generations of families as well as established small groups. This has served us well in surviving the challenges of recent years but it can be a barrier to new people entering our community. WPC can be viewed as “stuffy and unfriendly.” The church is aware of this and is committed to fulfilling its mission to “invite all” to join us in our faith journey. To accomplish this goal, the following strategies and action plans were developed by the congregational team:

- **Encourage individuals in our congregation to be more reflective of their personal faith journey as well as to foster an environment of openness so that those stories of faith and transformation can be shared with others. Celebrate the diversity of stories and personal experiences.**
 - Engage in a four Sunday sermon series on “Sharing Our Story
 - Identify a group of members who would be willing to share their faith story with others in the congregation and develop others over time who would be willing to do the same.
 - Create opportunities for people to explore their own faith journey and to develop a language for communicating and sharing that story with others.
 - Highlight a personal faith journey in each monthly newsletter.
 - Include a section on the church web site for personal testimonies.
 - Use available media to build a social network for sharing (Facebook, videos for the church website, videos for worship, etc.).
- **Encourage congregational members to invite others to join them wherever WPC is making a difference in their lives.**
 - Work to raise the consciousness of members to invite others to join them in WPC activities which they find particularly meaningful
 - Build momentum to a “Presbyterian Revival” at WPC in 2012
- **Use our facility to create a friendlier and more engaging environment for our members and guests. Implement the recommendations of the “WPC Greeting and Hospitality Report”** which is attached in Appendix F. This report was developed by a task force that set out to take a step back and look at the church through the eyes of a first time guest and to pay particular attention to their initial impressions of the Church. Specifically, the goal is to make the guests first seven minutes welcoming, pleasant, and as stress free as possible. There are four components of these first seven minutes:
 - How a guest is greeted from the moment he or she drives up to the church.
 - How a guest is directed once he or she arrives at the church.
 - How a guest is treated when he or she is in the church.
 - How a guest is shown where to go.

This proposal provided a critical evaluation of how we as a church address these four components and then gave details, to include action plans, on how we can better meet the needs of our guests.

We would hope that the results of our focus on this commitment would be to:

- Help members to be aware of the importance of and to deepen their relationship with Jesus Christ in their lives.
- Foster an environment where we are willing to share this joy and significance with others in hopes that they can see how this would be important to them and attract them to a more active faith
- Grow the number of members and guests who are involved in our worship, study and mission programs

COMMITMENT II: WORSHIP

Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk. As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to financial support of God's work and our ministry at WPC through faithful stewardship.

This commitment has two sentences and two interconnected themes, participation in worship services and financial support or giving as an expression of worship. The congregational team separated these two themes and developed strategies and action plans for each.

Strategies for increasing participation in worship services include the following:

- **Implement Worship Opportunity Team (ie S.W.O.T) recommendations (Appendix G) for three different Sunday services.** Focus initial attention on the development of the new 10:50am service. Action plans include:
 - Develop specific tags or “brand names” for each of the three services.
 - Music staff and pastors will develop the style and content details of the new 10:50 a.m. family service with an initial target date for implementation by the second Sunday in November.
 - Develop marketing plans for each of the three services using internal resources to reach out to targeted members with a particular focus on inactive members and visitors.
- **Reach out to inactive members.** Increase attendance at all three services by implementing focused plans to reach out to inactive members to encourage them return to attending services at WPC.
- **Invite new members.** Grow attendance at worship services by implementing marketing plans to introduce our Vision 2013 to the community and encourage visitors to attend services at WPC and ultimately join the Church. Focus on the following themes:
 - New worship services
 - Whole family focus
 - Small group fellowship
 - Opportunities for involvement in mission activities
- **Emphasize television ministry.** Refocus our vision for televising church services to make television ministry a more significant strategy to achieve our Vision 2013. Actively invite viewers to visit and worship at WPC and to financially support the broadcast, programs and mission activities of WPC.

We would hope that the results of our focus on this commitment would be to grow worship service attendance. Average attendance at all services is below desired levels and has not shown significant growth in recent years. Specific goals include the following:

- Increase attendance at all services with a target of a 10% growth annually through 2013.
- Grow Church membership by 5% (of 1700) each year net of members leaving the Church.
- Return 50 inactive members to active participation each year.

The **second theme of the worship commitment** was to grow financial support or giving as an expression of worship. Strategies for increasing giving include the following:

- **Create a culture of giving** that celebrates giving and the sharing the financial responsibility to fund the programs of WPC. Action plans include:
 - Develop and present a Biblically-based teaching unit on giving back to the Lord. This Giving Training needs to be presented to all members through New Member Classes, Sunday School Classes of all ages, Session and Deacon meeting, from the pulpit and in print.
 - Those coming into membership should understand that you pledge financial support if you are to be a member. This expectation should be communicated.
 - Communicate to members who are active in providing Church programs, to include Elders, Deacons and Trustees, that pledging is expected.

- **Increase giving to WPC** by focusing on key themes in the 2011 to 2013 Stewardship campaigns to include:
 - Increase the number of givers. Focus Stewardship efforts on members who are active participants in Church programs or who attend worship services but do not regularly pledge.
 - Increase the average pledge amount by a target of 5 percent each year in recognition that the Church's costs go up every year. This should be a key communication theme of the Stewardship campaigns.
 - Increase the number of large givers. Identify members who should be able to reach this giving level and contact them to increase their pledge to this level either immediately or by 2013.

- **Use "special offerings"** for specific (under-funded or unbudgeted) WPC programs. This should be communicated as a gift over and above the member's pledge commitment. Target areas of operating or capital need

- **Increase transparency.** Enhance member commitment to the mission and vision of WPC by being more transparent about the financial condition of Westminster:
 - Provide quarterly presentations during worship services that briefly highlight our financial results to include updates on stewardship and giving. Discuss other operational or program issues as appropriate.
 - Provide regular updates on stewardship and giving as a part of worship services both verbally and in the printed bulletin. Stewardship should not be a one time a year event.
 - Continue to hold "town hall" meetings to provide members an opportunity to stay informed.

We expect that the results of our focus on this commitment would increase member commitment to WPC. This will be demonstrated through an increase number of members who pledge and through an increase in the average size of member's gifts as follows:

- Members pledging will grow by 50 per year through 2013
- The average pledge will increase by 5% per year through 2013.
- Increase the number of large givers by 20 each year.

COMMITMENT III: "SMALL GROUPS"

We are committed to implement small group ministries within and outside of our congregation where lives are formed and transformed as the people of God and where we meet together to pray, to study, to engage in fellowship, and to participate in mission work.

Strategies for increasing participation in "small group activities" include the following:

- Define and celebrate "small groups". A small group is an intentional, face-to-face gathering of 4-12 people on a regular time schedule with a common purpose of discovering and growing in the possibilities of the abundant life in Christ.
- Invite everyone to join a small group.
- Identify needs/passions within & outside our community.
- Create an environment that fosters the formation of small groups.
- Provide regular/ongoing support/nurture/training for trained small group leaders.

Action Plan or recommendations to implement strategies include:

- Invite 80 leaders to be trained in August/September 2010
 - Bryan and Carl will send an invitation letter to prospective leaders
 - The Adult Discipleship team has identified 15 leaders and is waiting to hear back from several other people
- Train 40-50 leaders to begin 20 groups for Fall, 2010
 - 2 hour training sessions to be held August 22 and 29 from 12:00-1:00 pm, or Wed. Sept. 1 from 6-8 pm.
- An 8 week church-wide small group emphasis/sermon series on the Parables of Jesus (or similar topics) will be presented from Sept. 19-Nov. 7, 2010.
- Hold a 3-week worship series (sermon & testimony, etc) describing value of small group experiences.
- January planning/advertising - Wednesday night "Small Group Fair". Then again in the Spring.
- Offer a small group leadership training session. (Spring and Fall)
- Continue to encourage members to invite non-members to join WPC small groups.
- Evaluate the staff needs after 12 months to decide of increase if small groups is too great of a load.
- Conduct a 12 month evaluation survey of all groups (self-assessments).
- Registration tables in the courtyard to promote individual small groups. (Spring and Fall)

We expect that the results of our focus on this commitment would accomplish the following:

- Congregation becomes more receptive to joining small groups.
- Overall mission work increases
- Growth of congregation in size and health.
- Uncover unidentified passions and strengths.
- Deepen relationships.
- Greater involvement in ministry outside of ourselves.
- 50% continue with that group or another into the next semester.
- 25% of small groups continue through the next semester.

COMMITMENT IV: “WHOLE FAMILY FOCUS”

We are committed to create programs that focus on the whole family, to grow them spiritually, and to support them to evangelize with others in loving acts of reconciliation within and outside our spiritual community.

Strategies to meet this commitment include:

- **Worship as a family**
 - Enlarge 10:50 service planning team to include representation of WPC families, worship team, & Treb Praytor
 - Enlist internal and external expertise to help make it family friendly and determine the best way to administer the modifications of the new format

- **Integrated Family Ministry** – uniting the church and family in a seamless, integrated ministry effort in spiritual formation to fuel faith from birth through adulthood
 - Educate staff, session, and lay leaders about “orange” methodology and explore other programs to unite the family and the church
 - Select a program to serve as the core focus
 - Restructure staff and programs to focus on creating the paradigm shift to an integrated family focus
 - Initiate annual children & youth teams combined retreat (with all pastors participating if possible) to start modifying the status quo
 - Visit and network with other churches that use the “orange” and/or similar models

- **Create family focused small group opportunities**
 - Utilize designated staff to coordinate with small group leaders and Church staff
 - Include fellowship opportunities that involve families sharing a meal and/or doing mission work together
 - Provide structure where children, youth, and families study the same theme in Sunday School, in small groups, and in worship service

- **Provide family focused special events**
 - Initiate quarterly or semi-annual events that are “grand” and fun for whole family. Examples: family retreat, lock-in/campout at church, expansion of church picnic & concerts. Recognition & participation encouragement will be provided from the pulpit
 - Establish planning committees that include family members working toward a common goal.
 - Leverage events’ success to start 3-4 week series (examples: advent curriculum, teen issues) to include a Wed. evening discipleship group (Carl & Sarah Hamilton)

We expect that the results of our focus on this commitment would accomplish the following:

- Encourage deeper spirituality of children, youth, & families
- Increase communication of the gospel at church, home, & everyday life
- Grow church attendance, especially new families. Families will spend more time on Sunday at church or in church related activities

COMMITMENT V: MISSIONS

We are committed to having all members of our congregation experience Christ's call to discipleship through participation in some distinct form of mission service and outreach. We are committed to discovering, through prayer and discernment, which of Westminster's unique opportunities for mission we will set as priorities and encourage all those in the body of Christ to give heart and mind in those endeavors.

Strategies for this commitment include:

- **Establish a framework for sponsoring and managing mission activities at WPC.** Define the meaning of "Westminster Presbyterian Church Mission". This definition will enable us to set priorities in activity and in funding." This will be accomplished by the "WPC Missions' Request Task Force" with responsibilities to recommend guidelines of which mission programs WPC will support/sponsor. This task force will:
 - Develop Mission Guidelines by January 1, 2011
 - Evaluate current mission programs to see if each one follows the guidelines.
 - Notify organizations of our continued support or that we will no longer be able to support them
 - Evaluate missions on a yearly basis and inform congregation of WPC's Missions
 - Evaluate fund raising opportunities which should also be in accordance with the guidelines.
 - Research potential joint mission efforts with other organizations.
 - Verify that there is a balance of mission opportunities: Global/Local, Intergenerational, Short term/Long term, opportunities for families

These activities will ensure that Missions will be focused for greater impact within the community, nationally and globally. There will be an excitement and numerous opportunities to welcome and invite others to participate in the life of WPC through its Missions Programs.

- **All members will make a commitment to participate in mission giving and service through time, talents and treasures.**
 - Develop mission opportunities with various time and talent commitments enabling each member to have "hands on" involvement in missions at least twice a year.
 - Develop and implement a volunteer/opportunity ministry that would communicate mission opportunities. Use a questionnaire to help determine where people would like to serve.
 - Track our number of members involved in missions. Use focus groups, interviews, questionnaires in with quarterly contribution statements.

This will result in transformed lives, more people hearing the gospel, increase WPC member participation in Missions that will be focused for greater impact within the community, nationally and globally

Appendix A
Strategic Planning Timeline

WPC STRATEGIC DIRECTIONS PROCESS TIMELINE

June 17, 2008 -- Mission approved by Session

August 18, 2009 – Core Values & Marks of a Complete Disciple approved by Session

August 20, 2009 – 1st meeting of Vision Task Force (review of mission, core values, strategy for becoming & marks of complete disciples)

October 1, 2009 – 2nd full team meeting (SWOT Analysis)

November 5, 2009 – 3rd full team meeting (visioning exercises & work team assignments)

During November – Task Force work teams met with ministry team representatives

December 6, 2009 – 4th full team meeting (ministry team work group reports)

January 11, 2010 – Vision analysis work group (reviews other church plans & develops vision draft)

January 17, 2010 – 5th full team meeting (review draft vision statements)

January 24, 2010 – 6th full team meeting (meeting with Worship SWOT Team & target population/data discussion)

February 3, 2010 – 7th full meeting (finalize vision statements & begin church-wide strategic initiatives)

February 22, 2010 – Strategic initiatives work group (review 2/3/10 input & develop drafts)

March 4, 2010 -- 8th full team meeting (revise strategic initiatives)

March 11, 2010 – 9th full team meeting (finalize strategic initiatives into commitments and challenges)

March 23, 2010 – Vision, Commitments & Challenges Presentation to Session

March 31, 2010 – 10th full team meeting (reviewing survey reports & next steps)

April 18, 2010 – 11th full team meeting (planning congregational dinner presentation)

May 5, 2010 – 12th meeting (congregational dinner meeting with ministry teams & lay leadership to introduce vision, commitments & challenges & begin development of commitment team priorities & action plans; attended by approximately 100 with over 80 participating in commitment teams)

May 17, 2010 – 13th meeting (action plan training)

May 26, 2010 – 14th meeting (working dinner with commitment teams)

June 9, 2010 – 15th meeting (review progress of commitment teams)

June 16, 2010 – 16th meeting (third commitment team work night)

June 23, 2010 – 17th meeting (fourth commitment team work night)

Summer 2010 – work teams and full team meetings (to review action plans & prepare final report)

August 17, 2010 – Submit *Vision 2013* Strategic Planning document to Session

Appendix B
Our Core Values

Our Core Values

Center on Christ

With passion and innovation we will follow Christ's example in our service, worship, leadership and daily life. Reliant upon Biblical truth, we put the Good News of Jesus Christ as our first core value, and will learn it, love it, teach it, live it and proclaim it.

Serve with Grace

Confident of the Spirit's power and believing that church is not something we attend but who we are called to be we respond sacrificially to love and serve all who are in physical and spiritual need.

Celebrate Community

In celebration of God's extravagant love, we aspire to risk boldly, living in authentic Christian community with one another.

Excel in Leadership

To fulfill God's plans for our community and beyond, we cultivate courageous and faithful leadership from laity and clergy that strives to be relevant while embracing our history.

Embrace Transformation

Changing us from the inside out, the Holy Spirit breathes into us a completely new identity, breaking the bondage of things that once drove us and freeing us from self-righteousness and self-condemnation. We thus commit ourselves to the everyday discipline of conforming our thoughts, behaviors and relationships into the likeness of Jesus Christ.

Our Strategy for becoming Complete Disciples

Worship as God's People, forgiven through grace

Grow in Faith, Love and Knowledge

Serve in Christ's name

The Marks of a Complete Disciple of Jesus Christ

A Heart for Christ Alone

A Mind Transformed by the Word

Arms to Love

Knees for Prayer

A Voice to Share the Good News

Appendix C

March 23, 2010 – Interim Report to Session

**Excerpt from the March 23, 2010 Session Meeting Minutes:
Report of the Vision Planning Team**

The “Big Picture Team” was introduced by chair, Susie Graves. Sue Cappadona, Mark Carlin, Anita Hartwig, Wentz Miller, Gil Mitchell, Barbara Mize, Chad Vesper, Richard Zahn, JoAnn McFarland, Bryan Eckelmann Graves reviewed the process begun with the development of the Mission Statement in June, 2008, followed by the formation of Core Values and Marks of a Complete Disciple in August, 2009. Following interviews with program staff, lay leadership, and surveying members concerning “broad brush” dreams for the next few years, the team compiled lists of strengths and challenges of our church. The team presented next steps in the strategic directions planning process – a Vision statement, Commitments, and Challenges and a process for accomplishing these tasks. The Session was given opportunity to question team members present.

Motion: Lisa Shinn moved the Session approve the process and the direction offered by the “Big Picture” team so they can continue to work on the fine lines and details of development of a Vision plan for Westminster Presbyterian Church. The motion was seconded and approved by the Session.

Thanks were expressed to the members of the team for their work and development of the plan.

**WPC VISION TASK FORCE
INTERIM REPORT TO SESSION 3-23-10**

Thank you for the opportunity to work with eight other WPC members and two from staff leadership who love God and his church and generously have given their time and talents to the “Big Picture Team” meeting at least monthly since August 2009. They have all served on subgroups/work teams, and have completed all the homework tasks I assigned. Most of them are here tonight:

Sue Cappadona	Anita Hartwig	Gil Mitchell	Chad Vesper	JoAnn McFarlin
Mark Carlin	Wentz Miller	Barb Mize	Richard Zahn	Bryan Eckelmann

They (excluding JoAnn & Bryan) have a combined 180+ years at WPC, come to programs and services more than 60 times a month and but most live at least 12 miles from our church home. Several have children in programs here, one grew up in this church, and almost all have served on Session; but more importantly, they are grounded in their faith and committed to seeing WPC grow and thrive.

Let me first bring your attention to the Strategic Directions Process Timeline; and for those of you who were not on Session or involved in the Vision Path process when it began in the spring of 2008, I'll provide a quick summary of the work prior to the formation of our Big Picture Team. Westminster's mission statement was adopted by Session on June 17, 2008 (it is listed on the next page in your report packet). This mission is:

- Why we exist,
- What we are called by God to do as a church articulated in one sentence;
- It personalizes the Great Commission for our church, and
- It shouldn't change from Session to Session or generation to generation

Next a group worked diligently to craft the Core Values and Marks of a Complete Disciple document that was adopted by Session on August 18, 2009. These core values are:

- What we believe in and how we behave;
- They are a set of unchanging beliefs & principles that guide and govern us,
- Things that shape us and drive us & make us who we are;
- And we are told that without the right values, we won't get where we want to go

These documents were the foundation of our work that began on August 20, 2009.

Our team understood our task as helping our church address two key questions:

- What kind of church does God want us to be in the next decade? (and specifically within the next 3 years), and
- How will we draw others to God?

Bryan reminded us at our very first meeting that scripture tells us “without a vision, people perish” and we have continued our work together confident that God has strong, bold plans for our church and we keep Jeremiah 29:11 ***“For I know the plans I have for you,” declares the LORD, “plans to prosper you and not to harm you, plans to give you hope and a future,”*** on every meeting’s agenda.

Much that we have read also confirmed the fact that churches often do not respond in a way that is reflective of today’s culture and needs. Just recently a study showed that PC USA has experienced the greatest loss in membership among the top 10 denominations – down 3.3% to 2.8 million members. This only confirmed what we see each Sunday as so many of our pews are empty.

I’d like to tell you that we began our work together in reviewing WPC’s last strategic plan but we still haven’t located one – actually we quit looking because no one knew that one ever existed – so instead we forged ahead (last August) first dreaming & drawing word pictures of what WPC might look like at the end of 2013 and then continuing with the standard SWOT analysis – I’ve included bullet points of these discussions so you can see our “mental pictures.” Our strengths and challenges were many, but when the question was asked “Which of these strengths are the most important to leverage the future of WPC?” four rose to the top:

- congregation care
- children’s programs
- trying new things well
- a strong, stable staff

And when asked “Which of these challenges, if not addressed, will seriously impact WPC’s future?” we were not shocked by the list that included:

- not attracting young families
- being complacent in our existing groups & not real welcoming
- there are not enough givers giving sacrificially & many have limited experience with stewardship
- we are reluctant to drop anything, and in many areas, we lack focus

Knowing that, in order for people to be part of the dream, they need to be part of the process, we have intentionally planned for increasing involvement of our program staff, our lay leadership, and many in our congregation – and some not yet on our rolls – taking small steps as we felt equipped and ready.

► Our first step involved meeting with representatives from our ministry teams to hear their “broad brush” dreams and vision for the next several years.

► Next we surveyed members and non-members electronically and with paper surveys to capture data about why they attend and what other programs would address their spiritual needs. The catalysts for this step were two-fold: our discussion related to “who are we trying to reach?” and a report Gil shared with our group relating the experience of a man assigned with the task of addressing malnutrition in Viet Nameese children with limited resources in a very short timeframe. Many of you are familiar with this approach but I feel it is so important to our philosophy in approaching WPC’s vision, commitments and challenges, that I’d like to share a quick summary with you. This man – again limited resources and short timeframe to effect monumental change – observed all the malnourished children in the area and asked “Are there any that do not look like all the rest?” – “Any who are thriving?” When it was confirmed that there were indeed some healthy children, he said, “Then let’s go to their homes and see what they’re doing?” This story led us to listing some of the programs/ministries that WPC is doing with great success and that included the people we are intentionally trying to reach, and we came up with the following list (which is included on the survey report in your packet):

- Men’s Fraternity
- The Vine
- Child Development Center
- Stephen Ministry
- Girls of Grace
- Club 56
- Women’s Retreat
- Two Sunday School groups that included young parents were added:
 - Cornerstone Sunday School
 - Legacy Sunday School

From this point forward, our efforts were focused on forwarding a plan based on our strengths and building on those strengths.

Equipped with the WPC Mission and Core Values that lead to and are intended to shape a shared Vision, as well as a good amount of data coming from a large segment of those we serve, the Big Picture Team was ready to frame Vision Statements that could then drive primary ministry goals and future action plans. This is when we entered what Bryan politely call “the tunnel of creative chaos” and at this point it would have been easier to look to our Senior Pastor and just let him craft those Vision Statements – after all, he is our head of staff and will be charged – with our program team -- to provide strong leadership in moving the Vision, Commitments, & Challenges forward. BUT to be a “shared” vision, it can’t be one man’s vision and we, a team of 9 church members and 2 staff, are committed to decision making by many, not few.

We were overwhelmed with the survey response rate, and we feel this is a strong indication of interest in WPC's future by a large number of individuals, many of whom indicated that they would be willing to be part of the planning process. It is our hope that both the responses and the individuals who volunteered will be contacted and included in future planning and invited to participate in focus groups to assist in providing direction to the program staff and lay leadership.

The Big Picture Team brings to you tonight the next step in WPC's strategic directions planning process -- a Vision Statement, Commitments, and Challenges that are listed next in your packet., and we would like to discuss these with you and are seeking your approval of the PROCESS, not the individual words in each section.

We have also included a draft mapping of this process and you will see that the specifics – what others call the “meat” or “teeth” – of the plan are the next step. With your approval, it is our intent to now convene a large group of individuals – staff & lay leadership and others who have indicated interest – to finish the plan, identify the major ministry goals to achieve the vision, and define the markers or measurable outcomes that will be used in implementing and evaluating our future work together. That full plan can be presented to you in the fall for adoption and implementation.

In talking to several of you, our staff team, other members, and in reviewing the over 200 survey responses, the major theme expressed has been one of GROWTH – growth in numbers, programs & structures, revenues, physically and spiritually; and all we've heard confirms our vision that:

.... by 2013 Westminster Presbyterian Church (WPC) will be known as a **welcoming** and **growing** community of believers that **celebrates through worship** the transforming power of Jesus Christ. The community connects through biblically-based **small groups**, provides Christian nurture through dynamic opportunities for **children, youth, and families**, and shares God's love through **service** in Oklahoma City and beyond.

We contend that Westminster must be committed church wide to:

REACHing out and becoming a WELCOMING & INVITING church
WORSHIP and faithful stewardship
SMALL GROUPS for prayer, study, fellowship, & mission
Focusing on the WHOLE FAMILY & creating programs that support them in their faith journey
MISSION SERVICE participation for all our members

And we are very intentional in **Challenging Every Member to:**

- Reach outside our walls and **Invite regularly**
- Find a service that inspires them to draw closer to God and **Worship faithfully**
- Support God's work in our church and **Give Sacrificially**
- Experience the power and **Grow in small group community**
- Bring their hands as they **Serve personally**

In a church where

Programs are created for the whole family & Mission is focused for greater impact

Vision 2013 closely parallels our mission statement, is shaped by our core values and translates the “What we are called by God to do” to a clear and challenging picture of “What Westminster Presbyterian Church will look like at the end of 2013.” With your approval of our process and direction, your Big Picture Team is now ready and equipped to work on the fine lines and details.

VISION 2013

By 2013 Westminster Presbyterian Church (WPC) will be known as a welcoming and growing community of believers that celebrates through worship the transforming power of Jesus Christ. The community connects through biblically-based small groups, provides Christian nurture through dynamic opportunities for children, youth, and families, and shares God's love through service in Oklahoma City and beyond.

Commitments to Achieve Our Vision

WELCOMING & INVITING

As Westminster Presbyterian Church (WPC) we are committed to reaching out to invite others to join us on our faith journey and to support them as Christian brothers and sisters in their integration into our congregation and ministry.

WORSHIP

Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk. As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to financial support of God's work and our ministry at WPC through faithful stewardship.

SMALL GROUPS

We are committed to implement small group ministries within and outside of our congregation where lives are formed and transformed as the people of God and where we meet together to pray, to study, to engage in fellowship, and to participate in mission work.

WHOLE FAMILY FOCUS

We are committed to create programs that focus on the whole family, to grow them spiritually, and to support them to evangelize with others in loving acts of reconciliation within and outside our spiritual community.

MISSION SERVICE

We are committed to having all members of our congregation experience Christ's call to discipleship through participation in some distinct form of mission service and outreach. We are committed to discovering, through prayer and discernment, which of Westminster's unique opportunities for mission we will set as priorities and encourage all those in the Body of Christ to give heart and mind in those endeavors.

Our Challenges to Every Member

Invite regularly
Worship faithfully
Give sacrificially
Grow in small group community
Serve personally
with WPC where
Programs are created for the whole family
&
Mission is focused for greater impact

Appendix D
Informational Meeting Materials

Appendix E
Commitment Team Strategies and Actions Plans

Strategy & Action Plan

Welcoming and Inviting

Goal: As Westminster Presbyterian Church (WPC) we are committed to reaching out to invite others to join us on our faith journey and to support them as Christian brothers and sisters in their integration into our congregation and ministry.

Strategies to attain Goal:

- Encourage individuals in our congregation to be more reflective of their personal faith journey as well as to foster an environment of openness so that those stories of faith and transformation can be shared with others.
- Encourage congregational members to invite others to join them wherever WPC is making a difference in their lives.
- Use our facility to create a friendlier and more engaging environment for our members and guests.

Action Plan or recommendations to implement strategy:

- Encourage individuals in our congregation to be more reflective of their personal faith journey as well as to foster an environment of openness so that those stories of faith and transformation can be shared with others. Celebrate the diversity of stories and personal experiences.
 - Personal stories include:
 - How has my encounter with Christ changed my life and relationships?
 - What my life was like before...
 - What my life was like when I encountered Christ...
 - What my life is like now....
 - Engage in a four Sunday sermon series on “Sharing Our Story”
 - Identify a group of members who would be willing to share their faith story with others in the congregation and develop others over time who would be willing to do the same.
 - Create opportunities for people to explore their own faith journey and to develop a language for communicating and sharing that story with others.
 - Highlight a personal faith journey in each monthly newsletter.
 - Include a section on the church web site for personal testimonies.
 - Use available media to build a social network for sharing (Facebook, videos for the church website, videos for worship, etc.).
- Encourage congregational members to invite others to join them wherever WPC is making a difference in their lives.
 - Work to raise the consciousness of members to invite others to join them in WPC activities which they find particularly meaningful

- Build momentum to a “Presbyterian Revival” at WPC in 2012
- Use our facility to create a friendlier and more engaging environment for our members and guests.
 - Implement the recommendations of the “WPC Greeting and Hospitality Report”

Current Program Summary:

WPC has a long history and has a membership that represents multiple generations of families as well as established small groups. This has served us well in surviving the challenges of recent years but it can be a barrier to new people entering our community. WPC can be viewed as “stuffy and unfriendly.” The church is aware of this and is committed to fulfilling its mission to “invite all” to join us in our faith journey.

Expected impact of the action plan:

We would hope that the results of this commitment would be to:

- Help members to be aware of the importance of and to deepen their relationship with Jesus Christ in their lives.
- Foster an environment where we are willing to share this joy and significance with others in hopes that they can see how this would be important to them and attract them to a more active faith
- Grow the number of members and guests who are involved in our worship, study and mission programs

We would measure our progress by these:

- # of members who go through training in sharing their story
- # of baptisms (infant and adult) as well as Confessions of Faith
- # or % of guests who attend worship or other programs because they were invited by a member
- Surveys of guests and their experience at WPC

Who is going to accomplish the action plan?

- Need a staff member to oversee
- Most of the work can be done by church members
- Instead of assigning implementation to an existing session team, identify a group of people in the congregation who have a natural passion for personal engagement and sharing (this group could include leadership from existing teams)

What is the time frame to implement this action plan?

- Initial recruiting and training of models would occur in the fall
- Rollout to classes and groups would occur toward the end of 2010 or early 2011
- A major event would be held in 2012

What additional resources will be required to implement the plan?

- See Greeting & Hospitality for the physical needs
- Materials to support training on “telling my story”

Strategy & Action Plan Proposal

Worship: SWOT Recommendations

Commitment (Goal): Worship: Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk.

Strategy (describe) to attain Goal: Implement S.W.O.T recommendations for three different Sunday services. Focus initial attention on the development of the new 10:50am service.

Action Plan or recommendations to implement strategy:

- Develop specific tags or “brand names” for each of the three services. These should be brief and descriptive, but not exclusionary. Consider using members who have marketing expertise in developing this.
- Music staff and pastors will develop the style and content details of the new 10:50 a.m. family service with an initial target date for implementation by the second Sunday in November.
- Develop marketing plans for each of the three services using internal resources to reach out to targeted members with a particular focus on inactive members and visitors. Communicate new Sunday opportunities for worship to attendees in many ways to include verbally (from pastors, teachers, and members), website, mailing, in-church signage, bulletin inserts, monthly newsletter, newspaper, and announcement on our televised services.
- Implement the new 10:50 service and marketing plans with an initial target date of the second Sunday in November
- Use surveys for feedback to monitor the success at 6 months and at 1 year of the family service (10:50am) especially - (i.e. how many new visitors or new members were invited by a member?; how are lives impacted? Youth involvement even after confirmation?) Stewardship Sunday. Consider the use of member focus groups as needed.

Current Program/ Situation: Brief summary: (if appropriate): Average attendance at all services is below desired levels and has not shown significant growth in recent years. Expected impact of the action plan:

- Increase attendance at all services with a target of a 10% growth annually through 2013.
- Grow Church membership by 5% (of 1700) each year net of members leaving the Church.
- Increase the number of Confession of Faith new members
- Return 50 inactive members to active participation each year.

What is the time frame to implement this action plan? Six months

Strategy & Action Plan Proposal

Worship: Inactive Members

Commitment (Goal): Worship: Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk.

Strategy (describe) to attain Goal: Inactive Members: Grow attendance at all three services by implementing focused plans to reach out to inactive members to encourage them return to attending services at WPC.

Action Plan or recommendations to implement strategy:

- Using internal members and staff resources review and refine the Church's current list of inactive members and identify possible reasons for their current inactive status.
- Develop targeted approaches for inactive members based on their personal situation to invite them to return to active participation in worship services that meet their needs.
- Contact inactive members using the most appropriate method which may include a telephone call or a "we miss you" letter from a representative of the congregation with an invitation and a sheet detailing the new Sunday worship and program opportunities.
- Conduct a focused follow up program with these inactive members over a period of 90 days. This may include multiple contacts with the members.
- Review the success of this program at 3 and 6 months and modify this approach as appropriate.

Current Program/ Situation: Brief summary: (if appropriate): Average attendance at all services is below desired levels and has not shown significant growth in recent years. Expected impact of the action plan:

- Return 50 inactive members to active participation each year.
- Increase attendance at all services with a target of a 10% growth annually through 2013.
- Grow Church membership by 5% (of 1700) each year net of members leaving the Church.
- Increase the number of Confession of Faith new members

What is the time frame to implement this action plan? 180 days

Strategy & Action Plan Proposal

Worship: New Members

Commitment (Goal): Worship: Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk.

Strategy (describe) to attain Goal: New Members: Grow attendance at all three services by implementing focused plans to reach out to the community to encourage non members to attend services at WPC and ultimately join the Church.

Action Plan or recommendations to implement strategy:

- Using internal members with expertise in marketing and staff resources, develop marketing materials to introduce the Vision 2013 to our communities focusing on the following key themes:
 - New worship services
 - Whole family focus
 - Small group fellowship
 - Opportunities for involvement in mission activities
- Communicate this new message in various ways to include targeted mailings to local communities and posting on our website.
- Introduce our Vision 2013 and new worship services during weekly televised services. Introduce opportunities for small group fellowship and mission involvement. Mention this regularly during the first three months after the new 10:50am service is introduced.
- Encourage members to invite non-member friends and neighbors to a worship service or any specific WPC event, study, class as a way to introduce them into our community.
- Identify visitors during worship services through personal interaction with members or the attendance register.
- Conduct a focused follow up program with these visitors over a period of 90 days to encourage them to return to our worship services and become involved in other church activities.
- Review the success of this program at 3 and 6 months and modify this approach as appropriate.

Current Program/ Situation: Brief summary: (if appropriate): Average attendance at all services is below desired levels and has not shown significant growth in recent years. Expected impact of the action plan:

- Increase attendance at all services with a target of a 10% growth annually through 2013.
- Grow Church membership by 5% (of 1700) each year net of members leaving the Church.
- Grow new members by 100 per year through 2013.
- Increase the number of Confession of Faith new members
- Return 50 inactive members to active participation each year.

What is the time frame to implement this action plan? 180 days to implement plan.

Strategy & Action Plan Proposal

Worship: Television Ministry

Commitment (Goal): Worship: Out of our love and fidelity to Christ, we are committed to supporting all in our congregation to regularly participate in a worship service that inspires them to draw closer to God in their daily walk.

Strategy (describe) to attain Goal: Television Ministry: Refocus our vision for televising church services to make television ministry a more significant strategy to achieve our Vision 2013. .

- During the development of the style and content of the new 10:50 a.m. family service, consider the preferences and desires of the television audience.
- Alternate broadcasting the 9:30 or traditional service and the 10:50am family service. Get feedback from the television audience on their preferences in service style and specific worship activities or music.
- Actively invite viewers to visit and worship at WPC and to participate in other church activities and programs. This should be communicated by the pastor during the service and at the close of the broadcast.
- Actively invite viewers to financially support the broadcast, programs and mission activities of WPC. Again, this should be communicated by the pastor during the service and at the close of the broadcast.
- Monitor the success of the program changes to our television ministry on a real time basis consider modification at 6 months and at 1 year

Current Program/ Situation: Brief summary: (if appropriate): Average attendance at all services is below desired levels and has not shown significant growth in recent years.

Expected impact of the action plan:

- Increase attendance at all services with a target of a 10% growth annually through 2013.
- Grow Church membership by 5% (of 1700) each year net of members leaving the Church.
- Increase the number of Confession of Faith new members
- Return 50 inactive members to active participation each year.

What is the time frame to implement this action plan? One year

Strategy & Action Plan

Worship: Culture of Giving

Commitment (Goal): Worship: As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to the financial support of God's work and our ministry at WPC through faithful stewardship.

Strategy (describe) to attain Goal: Create a culture of giving, that celebrates giving and the sharing the financial responsibility to fund the programs of WPC

Action Plan or recommendations to implement strategy:

- Develop and present a Biblically-based teaching unit on giving back to the Lord. This could include personal testimony, and the practical financial issues of needing a budget to run a church. (A family knows its expected income & budgets accordingly, so must this church have member's financial pledges to plan a budget & its programs). This Giving Training needs to be presented to all members through New Member Classes, Sunday School Classes of all ages, Session and Deacon meeting, from the pulpit and in print.
- Enlist the help of young parents, youth in different age groups, & others who do understand this, to help with creating this culture.
- Those coming into membership should understand that you pledge financial support if you are to be a member. This expectation should be communicated.
- Re-examine the feasibility of using an "offering envelope" for weekly giving by children and youth to create the tradition of giving in these groups and reinforce the expectation for parents/families to give.
- Communicate to members who are active in providing Church programs that pledging is expected. All those who are currently or who have held office, to include Elders, Deacons and Trustees, who actively serve as Sunday school teachers, or who volunteer in other capacities should understand that pledging financial support to the church is part of that service.

Current Program/ Situation: Brief summary: We have a culture of relying on a small number of large givers, and of being considered a "rich church". This must change.

Expected impact of the action plan: Increase member commitment to WPC. This will be demonstrated through an increase number of members who pledge and through an increase in the average size of member's gifts as follows:

- Members pledging will grow by 50 per year through 2013
- Increase the number of givers pledging more than \$2,500 each year.
- The average pledge will increase by 5% per year through 2013.

Who is going to accomplish the action plan? Pastors, officers, Stewardship Team

Strategy & Action Plan

Worship: Increase Giving

Commitment (Goal): Worship: As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to the financial support of God's work and our ministry at WPC through faithful stewardship.

Strategy (describe) to attain Goal: Increase giving to WPC by focusing on key themes in the 2011 to 2013 Stewardship campaigns.

Action Plan or recommendations to implement strategy:

- Increase the number of givers. Focus Stewardship efforts on members who are active participants in Church programs or who attend worship services but do not regularly pledge.
- Increase the average pledge amount by a target of 5 percent each year in recognition that the Church's costs go up every year. This should be a key communication theme of the Stewardship campaigns.
- Increase the number of large givers. Identify members who should be able to reach this giving level and contact them to increase their pledge to this level either immediately or by 2013.

Current Program/ Situation: Brief summary: (if appropriate) The number of members pledging, the size of the average pledge, and the number of larger givers has been declining over the last several years. Expected impact of the action plan: Increase member commitment to WPC. This will be demonstrated through an increase number of members who pledge and through an increase in the average size of member's gifts as follows:

- Members pledging will grow by 50 per year through 2013
- The average pledge will increase by 5% per year through 2013.
- Increase the number of large givers by 20 each year.

Who is going to accomplish the action plan? Stewardship Team

Strategy & Action Plan

Worship: Special Offerings

Commitment (Goal): Worship: As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to the financial support of God's work and our ministry at WPC through faithful stewardship.

Strategy (describe) to attain Goal: Use "special offerings" for specific (under-funded or unbudgeted) WPC programs. This should be communicated as a gift over and above the member's pledge commitment.

Action Plan or recommendations to implement strategy:

- Target areas of operating or capital need
- Identify members with specific interests in these areas
- Develop regular program of requesting special gifts to fund targeted operating needs or retirement of debt

Current Program/ Situation: Brief summary: Special offerings have typically been targeted for external and mission oriented programs. An opportunity exists to fund WPC through the identification of regular request to fund high profile church needs.

Expected impact of the action plan: To be developed

Who is going to accomplish the action plan? Trustees and Westminster Foundation

Strategy & Action Plan

Worship: Transparency

Commitment (Goal): Worship: As a reflection and expression of our worship and the adoration of the One who has given us life, we commit to the financial support of God's work and our ministry at WPC through faithful stewardship.

Strategy (describe) to attain Goal: Increase transparency. Enhance member commitment to the mission and vision of WPC by being more transparent about the financial condition of Westminster.

Action Plan or recommendations to implement strategy:

- Provide quarterly presentations during worship services that briefly highlight our financial results to include updates on stewardship and giving. Discuss other operational or program issues as appropriate.
- Provide regular updates on stewardship and giving as a part of worship services both verbally and in the printed bulletin. Stewardship should not be a one time a year event.
- Continue to hold "town hall" meetings to provide members an opportunity to stay informed. This also provides a chance to communicate expectations regarding giving, worship attendance etc.

Current Program/ Situation: Brief summary: Members may not understand the financial condition of the Church's operations. They may also be surprised and upset if they believe that are not being kept updated on their Church. A member who is informed is more likely to be involved and committed to the financial support of the WPC.

Expected impact of the action plan: Increase member commitment to WPC. This will be demonstrated through an increase number of members who pledge and through an increase in the average size of member's gifts as follows:

- Members pledging will grow by 50 per year through 2013
- The average pledge will increase by 5% per year through 2013.
- Increase the number of large givers by 20 each year.

Who is going to accomplish the action plan? Church officers, staff and Stewardship Team

Strategy & Action Plan Proposal

Small Groups

Commitment (Goal): We are committed to implement small group ministries within and outside of our congregation where lives are formed and transformed as the people of God and where we meet together to pray, to study, to engage in fellowship, and to participate in mission work.

Strategy & Action Plans to attain Goal:

▶ **Define/ celebrate what a “small group” is.**

A small group is an intentional, face-to-face gathering of 4-12 people on a regular time schedule with a common purpose of discovering and growing in the possibilities of the abundant life in Christ.

▶ **Invite everyone to join a small group.**

- An 8 week church-wide small group emphasis/sermon series on the Parables of Jesus (or similar topics) will be presented from Sept. 19 – Nov. 7, 2010.
- Hold a 3 week worship series (sermon and testimony, etc.) describing value of small group experiences.
- Continue to encourage members to invite non-members to join WPC small groups.
- Registration tables in the courtyard to promote individual small groups. (Spring and Fall).

▶ **Identify needs/passions within and outside our community.**

January planning/advertising – Wednesday night “Small Group Fair”. Then again in the Spring.

▶ **Create an environment that fosters the formation of small groups.**

Evaluate the staff needs after 12 months to decide if increase in small groups is too great a load.

▶ **Provide regular/ongoing support/nurture/training for trained small group leaders.**

- Invite 80 leaders to be trained in August/September 2010
 - Bryan and Carl will send an invitation letter to prospective leaders
 - The Adult Discipleship team has identified 15 leaders & waiting to hear back from several others
- Train 40-50 leaders to begin 20 groups for Fall, 2010.
 - 2 hour training sessions to be held August 22 & 29 from 12:00 – 1:00 PM or Wed. Sept. 1 from 6-8 PM.
- Offer a small group leadership training (Spring and Fall).
- Conduct a 12 month evaluation survey of all groups (self-assessments)

Current Program/ Situation: Brief summary: (if appropriate)

The group identified numerous small groups already in existence, including:

- Friday morning group, 6-8 people (Mike Brewer)
- Women's Bible study group (Alison Taylor)
- Couples' group (Ed & Beth Wells)
- Wed. evening discipleship group (Carl & Sarah Hamilton)
- Tuesday morning men's breakfast
- Thursday morning Men's Fraternity
- Thursday noon men's Bible study (Tom Toperzer)
- Wednesday noon prayer group
- Moms' Morning
- Stephen Ministry
- Bruce Brown has formed 2 small groups
- Yoga, led by Laurel Hall Mon & Wed.
- Mobile Meals
- Women's Circles
- Club 56 Girls' Bible Study this summer
- Singles Connecting Sunday school group

(There may be others; not everyone responded to the email)

Expected impact of the action plan:

- Congregation becomes more receptive to joining small groups.
- Overall mission work increases
- Growth of congregation in size and health.
- Uncover unidentified passions and strengths.
- Deepen relationships.
- Greater involvement in ministry outside of ourselves.
- 50% continue with that group or another into the next semester.
- 25% of small groups continue through the next semester.

Who is going to accomplish the action plan?

Pastoral staff, Adult Discipleship Team and Small Group Commitment Team for the short Term (fall, 2010)

What is the time frame to implement this action plan?

The action plan to select initial leaders for the fall timeframe has already begun.

Strategy & Action Plan Proposal

"Whole Family Focus"

Commitment (Goal): We are committed to create opportunities that focus on the whole family, to grow them spiritually, and to support them to evangelize with others in loving acts of reconciliation within and outside our spiritual community.

Strategies & Action Plans to attain goal:

- **Worship as a family**
 - Enlarge 10:50 service planning team to include representation of WPC families, worship team, & Treb Praytor
 - Enlist internal and external expertise to help make it family friendly and determine the best way to administer the modifications of the new format

- **Integrated Family Ministry** – uniting the church and family in a seamless, integrated ministry effort in spiritual formation to fuel faith from birth through adulthood
 - Educate staff, session, and lay leaders about “orange” methodology (educational videos & info from www.whatisorange.org) and explore other programs to unite the family and the church
 - Select a program to serve as the core focus
 - Restructure staff and programs to focus on creating the paradigm shift to an integrated family focus
 - Initiate annual children & youth teams combined retreat (with all pastors participating if possible) to start modifying the status quo
 - Visit and network with other churches that use the “orange” and/or similar models

- **Create family focused small group opportunities**
 - Utilize designated staff to coordinate with small group leaders and Church staff
 - Include fellowship opportunities that involve families sharing a meal and/or doing mission work together
 - Provide structure where children, youth, and families study the same theme in Sunday School, in small groups, and in worship service

- **Provide family focused special events**
 - Initiate quarterly or semi-annual events that are “grand” and fun for whole family. Examples: family retreat, lock-in/campout at church, expansion of church picnic & concerts. Recognition & participation encouragement will be provided from the pulpit
 - Establish planning committees that include family members working toward a common goal.
 - Leverage events’ success to start 3-4 week series (examples: advent curriculum, teen issues) to include a Wed. evening discipleship group (Carl & Sarah Hamilton)

Current Program/ Situation: Brief summary: (if appropriate)

Currently there are silos of ministry, with each group trying to be successful, often at the expense of family time and/or families worshipping together. There is competition for budget dollars and calendar conflicts.

We expect that the results of our focus on this commitment would accomplish the following:

- Encourage deeper spirituality of children, youth, & families
- Increase communication of the gospel at church, home, & everyday life

Expected impact of the action plan:

- Encourage deeper spirituality of children, youth, & families
- Increasing communication of the gospel at church, home, & everyday life

Success targets:

- Attendance grows
- New families membership growth
- Families spend more time on Sunday at church or in church related activities

Who is going to accomplish the action plan?

Existing staff & ministry teams with leadership and support from Sr. Pastor; possible new staff and/or restructured program team assignments

What is the time frame to implement this action plan?

2011 – Family focused “orange” concept becomes priority for staff and teams

2012 – WPC families familiar with “orange” and are becoming integral part of family focused concept

2013 – Family focused “orange” concept infused seamlessly in ministry for families with children from birth through college.

Revenue and Costs to implement the action plans:

Revenue:	2011	2012	2013
Expenses:			
Consultant fees; training & travel;	X		
Possible new staff		X	
Annual retreat expenses	X	X	X
Travel/training (Orange tour or conference)	X	X	X

Examples of other small group and special event possibilities: (provided in email from Jill Galvin)

Here’s my idea: All Hands on Deck: Building our Legacy Church

We involve the Adventurer’s Class by teaching 2 weeks on Godly Grand parenting both inside and outside the church. Get them to buy in both to how they minister to their own grand-children but also the children that are the ages of their grandchildren here in the church.

We involve the Youth by doing a Techno Teens ministry to the mature generation of our church.

The Legacy Class works on community building by offering parenting classes, how to share your faith with your child, how to pray for and with your kids, bi-annual small groups that gather in homes for 4 weeks; share a meal; study and work on a service project together. This could be multi-generational. The goal is to get to know those in your church family outside of your little world.

Children’s starts an adopt a grandparent program. A family visits a homebound or just older member at least 2x a month.

Grow the Library in Biblelinks to have useful resources for families of all ages, stages, and make ups.

Women’s holds classes twice a year to teach girls how to sew, knit, cook.

Men’s has woodworking and fishing/camping days.

Commitments (Goals): We are committed to having all members of our congregation experience Christ's call to discipleship through participation in some distinct form of mission service and outreach. We are committed to discovering, through prayer and discernment, which of Westminster's unique opportunities for mission we will set as priorities and encourage all those in the body of Christ to give heart and mind in those endeavors.

Strategies (describe) to attain Goal:

- Define the meaning of "Westminster Presbyterian Church Mission". This definition will enable us to set priorities in activity and in funding.
 - Possible Key components are: opportunities to evangelize, focus on the greatness need, impact on the community and their needs, long-term and financial sustainability, ability to touch the hearts of WPC members which will cause them to participate financially and "hands on".
- Develop a "WPC Missions' Request Task Force" with responsibilities to recommend guidelines of which mission programs WPC will support/sponsor.

Action Plan or recommendation to implement strategy #1:

- Form Task Force with no more than 10 members. The task force should be made up of mission team members and members at large from different "walks of life". Each member also needs to be available and committed for a short time.
 - They will develop Mission Guidelines by January 1, 2011
- Evaluate current mission programs to see if each one follows the guidelines.
 - Notify organizations of our continued support or that we will no longer be able to support them
 - Evaluate missions on a yearly basis and inform congregation of WPC's Missions
 - Evaluate fund raising opportunities which should also be in accordance with the guidelines.
- Research potential joint mission efforts with other organizations.
- Verify that there is a balance of mission opportunities: Global/Local, Intergenerational, Short term/Long term, opportunities for families

Current Program/Situation: Brief Summary: (if possible)

Blood Drive	City Rescue Mission	Garden	Global Missions
Goodland Academy	Habitat for Humanity	Indian Nations Presbytery	Individual Benevolent
Infant Crisis Center	Kids Hope	Mobile Meals	Operation Christmas Child
Other Missions	PUM	Saturday School	School Supplies
Sharefest	Souper Bowl of Caring	Spark	The Vine
TV Ministry	Undie Sunday	Wee Kirk Conference	Young Life
FUND RAISERS:	Easter Lily	Loaves & Fishes	Poinsettia Plants
MISSION TRIPS:	Guatemala	Uganda	Youth Mission Trips

Expected impact of the action plan:

Missions will be focused for greater impact within the community, nationally and globally. There will be an excitement and numerous opportunities to welcome and invite others to participate in the life of WPC through its Missions Programs and Service.

Who is going to accomplish the action plan? Mission Team with staff support

What is the time frame to implement this action plan? Completed by January 1, 2011

Missions
Strategy & Action Plan #2

Commitments (Goals): We are committed to having all members of our congregation experience Christ's call to discipleship through participation in some distinct form of mission service and outreach. We are committed to discovering, through prayer and discernment, which of Westminster's unique opportunities for mission we will set as priorities and encourage all those in the body of Christ to give heart and mind in those endeavors.

Strategies to attain Goal:

- To have all members make a commitment to participate in mission giving and service through time, talents and treasurers.
- Develop a way to track participation in WPC Missions.
- Develop mission opportunities with various time and talent commitments enabling each member to have "hands on" involvement in missions at least twice a year.

Action Plan or recommendation to implement strategy #2:

Church leadership continually challenges congregation to participate through various communication and media modes:

- Develop and implement a volunteer/opportunity ministry that would communicate mission opportunities.
 - Use a questionnaire to help determine where people would like to serve.
- Track our number of members involved in missions.
 - Use focus groups, interviews, questionnaires in with quarterly contribution statements.
- COMMUNICATE mission opportunities through various methods.
 - Possible venues could be web-site, bulletin, newsletter, sign- up tables in Garden court, Minute for Mission at Worship service scheduled on a regular basis, Web-site articles, highlight one or two
 - Missions monthly with info in the pews, information on TV's, new member's class
- Develop prayer support for each mission project

Current Program/Situation: Brief Summary: (if possible)

Blood Drive	City Rescue Mission	Garden	Global Missions
Goodland Academy	Habitat for Humanity	Indian Nations Presbytery	Individual Benevolent
Infant Crisis Center	Kids Hope	Mobile Meals	Operation Christmas Child
Other Missions	PUM	Saturday School	School Supplies
Sharefest	Souper Bowl of Caring	Spark	The Vine
TV Ministry	Undie Sunday	Wee Kirk Conference	Young Life
FUND RAISERS:	Easter Lily	Loaves & Fishes	Poinsettia Plants
MISSION TRIPS:	Guatemala	Uganda	Youth Mission Trips

Expected impact of the action plan:

Lives transformed, more people hearing the gospel, increase WPC member participation in missions, increased financial giving to missions

Who is going to accomplish the action plan? Mission Team with staff support

What is the time frame to implement this action plan? Begin January 1, 2011

Appendix F
WPC Greeting and Hospitality Proposal

WPC Greeting and Hospitality Proposal

Our church's values are to center on Christ, serve with grace, celebrate community, excel in leadership, and embrace transformation. In keeping with our values, we have put together a task force to explore our need to serve Christ and our community by transforming the way we take care of a first time guest. Inspired by Nelson Searcy's book Fusion, we have come to you with ideas and excitement for what our church can do.

"Next Sunday the Spirit of God will prompt hundreds of thousands of people in the US and millions around the world to visit a church for the first time. The Sunday after that, He will do it again. God is consistently blessing His Church with regular guests. Are we doing all we can to accept and honor his blessing?" –Searcy

This is the opening paragraph of a book brought to a task force assembled by Treb Praytor. This book has enlightened us to a great opportunity that Westminster Presbyterian of OKC has lying in front of us. The book explains to us that every week we are given a gift, a gift of new faces that want to assimilate into our congregation. What we do with this gift from God is up to us. We need to make sure guests of our church have a great experience. In fact we would argue how we treat and greet our guests is an expression of our worship.

Searcy goes on to explain that in the first seven minutes of contact with our church, a first time guest will know whether or not they are coming back. *"First time guests are not making a judgment call based on the preaching, worship styles, or doctrine. Instead, they are subconsciously taking in clues about the church's atmosphere and the people's friendliness on a much more rudimentary level."* Our task force has set out to make those first seven minutes welcoming, pleasant, and as stress free as possible for our guests. There are four components of these first seven minutes:

1. How a guest is greeted from the moment he or she drives up to the church.
2. How a guest is directed once he or she arrives at the church.
3. How a guest is treated when he or she is in the church.
4. How a guest is shown where to go.

As a task force we took a step back and looked at the church through the eyes of a first time guest and looked at these four areas. This proposal is going to go give a critical evaluation of how we as a church address these four components and then give details on how we can better serve God and use his gifts.

Greeted

"Everything speaks to first-time guests—Everything. From the moment a guest sees your property, they are receiving a message. The condition of your building, your sign, your grass, and your parking lot all speak to guests. Gut level judgments are already being made. Too often we are so familiar with the way our buildings and land look that we stop seeing them."- Searcy

Our task force took a step back and looked at our familiar surroundings to see what we could improve upon.

Parking Lots and Outdoor Directional Signs:

Our task force has identified that the main entrance of the church as the Northeast doors off of 44th St. A majority of our attendees already enter through these doors. Our hope is everyone will come through the "main entrance" as this will allow us to better identify a guest of our church. To do this we need signs. This can be done inexpensively with temporary signs at first; then we will add permanent signs in the future.

- Guest parking areas need signs that can be seen by a guest driving by on 44th St.
- There need to be directional signs directing guests from the 43rd St. parking lot to the main parking lot on 44th St.
- All entrances to the church need signs that describe the entrance "Main Entrance, Nursery Entrance, Sanctuary Entrance, etc"
- 44th St. parking lot needs 20 clearly marked guest spaces

Church Grounds

- We need to make our church facility up to date by identifying areas that are not aesthetically pleasing. The recent change to the portico is a great example of a change that made a huge impact.

Greeters

- Greeters will be completely separate from ushers
- A group of greeters will be established and maintained, separate from the ushers and deacons. This group of greeters will have separate training and operate on a separate schedule from the ushers. Every Sunday there will be a designated group of greeters similar to ushers that will help greet and a representative from the youth, childrens, and adult ministries will be there to take the guest to his or her desired location.
- Greeting will involve a smile, a handshake, and information for guests. We will have a handout that contains current information about Sunday School classes, service times, and other events that occurring in the life of Westminster Presbyterian Church.
- As a result of the findings of this task force, the deacons have changed the way we will do ushering and greeting at Westminster. Please see appendix for details.

Directed

“The second step in a successful pre-service contact is to make sure your guests are quickly, simply and politely shown where they need to go, either by a sign or a volunteer -- preferably by both.” – Searcy

Signage (As a temporary solution to a broader, more financially significant issue, temporary signs can be used.)

- There needs to be immediately visible, directional signs within the entrance of the church that make it very clear how to locate the sanctuary, information, restrooms, nursery, children’s area, and youth area.
- A permanent fixture more visible for information closer to the main doors would not only attract, but make our first time guests feel welcomed and informed. The current location of the mirrors could be utilized to give a guest an idea about what is going on at the church as well as give our greeters an opportunity to introduce themselves.
- A long term plan would include utilizing the space that is currently used by the information desk and accompanying wall to the south as a place for food and beverages. The current location is not utilized as efficiently as possible from the perspective of hospitality for our guests.

Greeters

- The greeters will be knowledgeable about what is happening in the church and where it is happening. They will have both verbal and written information available to be helpful in guiding guests where they want to go.
- Greeters will be available to personally take the guest to their destination (sanctuary, youth area, food and beverage area, nursery, etc)
- There will be a total of 9 greeters covering all the entrances to make sure we do not miss any guests.

Treated

“What do first-time guests want to feel? Respected and welcomed. The way, you your team and your regular attenders treat guests and their families will tell them most of what they need to know. Food provides a welcome, comforting treat in any situation” – Searcy

The task force believes that serving our guests food can be used as a tool to make guests more comfortable. At Westminster we want our guests to have this same feeling of respect and open arms.

Food and Beverage

- A goal of this task force is to not add expenses
- We recognize this could be a large expense every week. So to expand this area at no cost, we will add “host” groups to bring treats for the congregation to enjoy. This could include more diverse and healthier options for our members and guests to enjoy. This will serve as an opportunity for various groups of the church to talk about their part in the church. See Appendix
- These hosts will also replenish the food and beverage on their respective day.
- We plan on adding a choice of coffee creamers to add flavor to their coffee and offer water to those who do not want coffee or orange juice
- We will have separate tables for the children and adults to get their food and beverages. This will include adding a shorter table that has doughnut holes and non-spillable beverages. The adults table will be next to the children’s table and will have a more diverse selection of food and beverage.

Seated

“When it comes to providing service to our first time guests, we need to be continually aware that our goal is to make them as comfortable and happy as possible.” – Searcy

Working with the deacons, there has been a change of usher training. There is now an emphasis on the fact that ushers are a part of the worship service. The job done by an usher is just as important as a liturgist and has an impact on a guest’s overall worship experience.

Assisting Guests

- Greeters will personally take guests to their chosen destination.
- When taken to the sanctuary, the guest will be introduced to an usher.
- When taken to a classroom/nursery the guest will be introduced to a teacher for the group.

We have compiled a “to do list” (See appendix). We put together items that can be accomplished with little out of pocket expense and we can call upon the resources at the church to implement these soon.

In keeping with our church’s mission, we respectfully submit this to you as God will give us the gifts of guests in the future. With your open hearts and minds we can honor God by making WPC as hospitable as possible.

- WPC Greeting and Hospitality Task Force

Appendix G
SWOT Recommendations

WPC's Worship Opportunities Proposal to Session

A team of lay members and staff was formed to look at WPC's current Sunday morning schedule and propose a new schedule that would accomplish the following:

- Invite one and all to become complete disciples of Jesus Christ.
- Encourage current attendees to experience *both* a discipleship experience *and* a worship experience on Sunday mornings.
- Offer a worship experience that would reach out to those that do not currently attend a worship service; both members and the unchurched in our community.

The team met weekly for the past six months. Through a church survey; interviews with staff and lay people; reading materials; a desire to respond to the vision of the church; and prayer we propose the following:

8:30 – Early Worship Service (chapel)

- Meditative, “morning vespers”
 - introspective, personal, consistent
 - perhaps regular or weekly Lord's Supper
 - musical: keyboardist leading hymns, solo or ensemble music
 - spoken: meditation & liturgical leadership

9:30 Sunday School (children, youth, adults)

- deliberately reach out to parents of children & youth to attend Sunday School
- Strengthen current Adult SS programs with classes like Wed. pm programs in the past

9:30 Worship Service (sanctuary)

- style: from traditional worship with blended elements to (purer) traditional worship
- “classic” service, (more) liturgical, but not lifeless; with gravitas, but not somber; grand and joyful
- musical: full choir (in robes), organ, piano
- spoken: full sermon, pastor(s) robed

10:30-10:50 – Fellowship/Social Time

- shorter time span encourages all to stay and participate in two Sunday am offerings

10:50 Sunday School (FORUM class, Sojourners, other adult SS classes)

10:50 Worship Service (sanctuary)

- style: convergent, contemporary
- decidedly intergenerational; less formal, but not structure-less;
- repetitive but not rote; engagement of all senses
- “The best of the old, the best of the new”
- Children (noisy, wiggles) welcome, youth can sit together
- More participation from families, children, youth

The Vine (11:00)

- unaffected through 2010