Vision Prayer

Lord God we come into your presence thanking you for Calvary Baptist Church. As we lift our voices in one accord, we recognize that you are the one and only Holy God of Israel and everything was made by you and for you. We call those things that are not as though they already were.

We seek as members and as one body, the Body of Christ, to know your vision for this church. Let there be no division among us; let us be perfectly joined together in the same mind and spirit.

Grant to us, your representatives here, a boldness to speak from your word, the courage to articulate our hearts, and the sight to recognize the signs to follow. We pray that we use this time to seek solely after you and your will for our church.

We have in our midst the ministry gifts and talents for the edifying of this fellowship in perfect alignment with the specific calling of your anointing.

We ask for your wisdom in meeting the needs of this congregation. We recognize that there are people who you are already preparing to meet the ministry to which you have called us.

We express gratitude for the love we share in our hearts from the Holy Spirit, the gift of salvation from our Savior Jesus the Christ, and the Word of God that is living in each of us.

We are a supernatural church composed of supernatural people doing supernatural things, for we are laborers together with Christ. Indeed, we are his hands and feet.

We give you the glory for all that will be done in your name.

Amen.
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Introduction

In September 2012 the Vision Team of Calvary Baptist Church was formed to chart a course for growth and revival among our fellowship. Given the previous five years of unrest and conflict, our new Pastor Jeff Hayes called for the formation of this team to lead the church in fulfilling her mission of sharing the Gospel of Jesus Christ. A shift in focus was needed to help the church move from the “business” of church to the utilization of ministry as we seek to be the presence of Christ in the 21st century.

Charged by our Pastor, Calvary’s Vision Team was given the task of discerning God’s mission and vision for our church. This would be accomplished by fulfilling five tasks:

1. To evaluate who we are as a church by identifying our past and present as well as our gifts and potential for the future.
2. Through study and prayer, to define the God-given mission and vision for our church.
3. Using our mission and vision as a benchmark, to eradicate those things that are not in line with where God is calling us to move as a fellowship.
4. Through strategic planning, to create goals that are in line with our vision, to create action steps for achieving these goals, and to create a timeline for when they should be accomplished.
5. To present a formal report of recommendation to the church stating our mission, vision, and goals for the future of Calvary Baptist Church.

The team met from September 2012 to September 2013. The team members were selected to be representative of each populace and facet of our diverse church congregation.

The first task before us became to educate ourselves by having everyone in the congregation read and pray based on Scripture passages. With the church praying for God’s will for Calvary, the Vision Team was given a list of books on church growth and revitalization. We first studied and read *Simple Church* by Thom Rainer and Eric Geiger, along with *Comeback Churches* by Ed Stetzer and Mike Dodson. Deacons and other members also read these books after which Pastor Jeff gave a comprehensive presentation combining both books. The presentation was given on three different days to afford each member the opportunity to know what we were reading and discussing. Individual team members read other texts as widely as possible, including *Deep and Wide* by Andy Stanley.

During the summer of 2013 the team took an unintentional sabbatical. A number of occurrences contributed to this time away; however, it is sufficient to say God provided this time for us to reflect on the state of our church and the potential outcome many of these recommendations would produce.

Over the past months, the Vision Team has grown tremendously in their shared thoughts for the future of Calvary. Each meeting was bathed in prayer from both within the Vision Team and the church body. It was agreed that our church will benefit from adopting a simple church process as our benchmark for reaching the world for Christ. Rather than adopting a “mission statement,” we believe having a process for developing disciples of Christ will have a significant impact on our church’s work for the Kingdom of God. The subsequent report reflects that process and the recommendations needed to get us there. Please read this report with an open heart as well as an open mind. The recommendations presented are intended to help Calvary Baptist Church become a beacon of hope grounded in the Gospel to our members, our community, and the world.
Discovering: Where We Have Been and Where We Are

The first two meetings of Our Vision Team (Sept 09 and Sept 23, 2012) gave us much to consider as we began our work. As we discovered in our first meeting, each of us could express a mission for Calvary, but we had no shared vision or direction for our church.

At our second meeting we produced a time line of Calvary’s history, linking not only what was happening at Calvary at a particular time, but also in the larger community and in the rest of the world. As one would expect, we saw periods of growth and decline in our church, some of which could be attributed to excellent pastoral leadership or lack of leadership. In addition, we recognized cultural trends that have had and continue to have a tremendous impact on our society and church as well. The highlights of the timeline are represented below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Society/West Asheville</th>
<th>Calvary Baptist</th>
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</thead>
<tbody>
<tr>
<td>1950’s</td>
<td>Post War period</td>
<td>Youth met on Saturday nights</td>
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<td></td>
<td>Korean War</td>
<td>Sunday School classes met across street</td>
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<td></td>
<td></td>
<td>Education building built</td>
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<td></td>
<td></td>
<td>Local families came to Calvary in one car</td>
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<tr>
<td>1960’s</td>
<td>Vietnam War began</td>
<td>John Knight called as Pastor</td>
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<td></td>
<td>President Kennedy assassinated</td>
<td>Don Welborn called as Minister of Music</td>
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<td></td>
<td>Segregation/Race Relations</td>
<td>Race Relations Day held</td>
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<td></td>
<td>No freedom of expression</td>
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<tr>
<td>1970’s</td>
<td>Vietnam War ended</td>
<td>Coffee House across street where youth met on Saturday nights</td>
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<td></td>
<td></td>
<td>Youth Choir Tours</td>
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<td></td>
<td></td>
<td>Calvary considered “The Big Church on Haywood”</td>
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<tr>
<td>1980’s</td>
<td>People began moving away from West Asheville</td>
<td>Discussion about Calvary relocating</td>
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<td></td>
<td>Challenger explosion</td>
<td>Stopped being a community church and became a regional church</td>
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<td></td>
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<td>Discussed closing the church</td>
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<td>Home Mission Team established</td>
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<tr>
<td>1990’s</td>
<td>Operation Desert Storm</td>
<td>Buddy Corbin called as Pastor</td>
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<td></td>
<td>OJ Simpson Trial</td>
<td>“The difference is worth the distance.”</td>
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<td></td>
<td>Oklahoma City Bombing</td>
<td>Election of female deacons</td>
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<td></td>
<td>President Clinton impeachment</td>
<td>Cooperative Baptist Fellowship/broke with SBC</td>
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<td></td>
<td></td>
<td>Autistic ministry established</td>
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<td></td>
<td></td>
<td>Worked alongside other churches</td>
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<td></td>
<td></td>
<td>David Simon called as Youth and Education Minister</td>
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<tr>
<td></td>
<td></td>
<td>Strong Sunday School/Small Groups</td>
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<td></td>
<td></td>
<td>Young Couples class disbanded</td>
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<td></td>
<td></td>
<td>“Church of second chances”</td>
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<tr>
<td>2000’s</td>
<td>September 11, 2001</td>
<td>Candler Center built</td>
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<td></td>
<td>Middle East turmoil</td>
<td>“Church without walls”</td>
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<tr>
<td></td>
<td>Small businesses established in West Asheville</td>
<td>Alternative lifestyle disagreement</td>
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<tr>
<td></td>
<td></td>
<td>Buddy Corbin resignation</td>
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<tr>
<td></td>
<td></td>
<td>Many young people left church</td>
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<td></td>
<td></td>
<td>“A Church of Grace”</td>
</tr>
</tbody>
</table>
Calvary’s recent history has been turbulent due to several events over the past few years. In 2007, Pastor Buddy Corbin resigned after 16 years, and his leaving was followed by a large number of our members also leaving. At that time, Calvary was experiencing a division over the role of homosexuals in church leadership. Subsequent efforts to resolve this issue resulted in more members leaving.

Following Buddy Corbin’s resignation, Dan Goodman was called as Interim Pastor where he remained until Bill McMahan was called as Pastor though his tenure only lasted three months, at which time he resigned. In 2009 Tom Sawyer was called as Interim Pastor while Calvary worked with The Center for Congregational Health to resolve conflict and allow time for healing before searching for a new Pastor.

The transition process led by Dr. Winford Hendrix took from 2010 until 2011 before Calvary was ready to move forward. This year of transition allowed us to confront our differences, strengths, beliefs, priorities, and showed us that we were a congregation marked by a wide range of differences and beliefs but also a group that has a significant tolerance for those differences.

We recognized several things about ourselves as we prepared to begin looking for Calvary’s next pastor. The remaining active membership consisted of an aging population (the average age was 60 + years) of approximately 100, with almost no teenagers, very few children, and only a few active young adults.

Armed with information from dialogues and surveys from the transition process, the pastor search team was formed and began looking for a pastor who would lead Calvary into the future. In the spring of 2012 Jeff Hayes was called as Calvary’s next Pastor. He assembled the current Vision Team.

Perhaps the most exciting discussion within the Vision Team gatherings were each member’s presentation of his/her vision for Calvary’s future. These presentations were markedly different from our initial view of Calvary’s vision. And although we did not agree on specifics at this point, we began to see how we agreed on almost all/most of the general elements of our vision for Calvary’s future.

CONGREGATIONAL DIALOGUE

In April of 2011, the church held a dialogue with the assistance of the Center for Congregational Health. Many of the themes present in the responses of that dialogue were considered pertinent as the Vision Team looked to the future of our church. Those themes are represented in the following statements taken directly from the dialogue minutes.

- “Be less structured.”
- “We must be willing to move out of our comfort zone.”
- “Center ourselves spiritually.”
- “Do not change our theology but change our methods.”
- “Realize things are different and we must take a different approach.”
- “Don’t say ‘this is how we always did it.’”
- “Offer Sunday School and Worship at different times.”
- “Discover new programs.”
- “Maybe we need to change the way we worship or add some things.”
- “A leader and a steering team.”
- “Search for ways to outreach and be involved with the community.”
- “Try new things.”
- “Be willing to change.”

“Are we here to run a church or make a difference in the lives of people?”

~Andy Stanley
“Deep and Wide”
The Vision Team formulated a “Church Health Survey” in the fall of 2012. The survey asked questions revolving around seven areas of emphasis: Worship, Evangelism, Discipleship, Prayer, Fellowship, Leadership, Ministry. There was also a section given to individual comments from the congregation.

The following areas were deemed significant and worth highlighting:

- 95% believe our worship is God-centered, Bible based, and relevant to daily living.
- 50% of respondents would be comfortable with a contemporary worship service.
- 67% believe we need a plan for reaching our neighbors by more evangelism.
- 35% believe no one would notice if our church closed her doors tomorrow.
- 73% believe we are giving a proper amount to missions.
- 60% are in favor of having small groups outside of the traditional Sunday School model.
- 90% support new programs designed to help people grow spiritually.
- 87% believe the leadership emphasizes the importance of prayer.
- 89% pray for the church regularly.
- 98% believe if they ask for prayer the church body will pray for them.
- 79% believe disagreement exists among members of our church.
- 50% believe our church is more interested in ourselves than in reaching other people.
- 51% believe our church is unified.
- 97% of respondents want to see the church grow beyond its current size in membership.
- 68% believe our deacons take seriously their role to be servants of the church.
- 69% are in favor of changing the structure of our committees.
- 89% believe our staff is deeply committed to seeing our church grow spiritually.
- 73% would support radical changes in our church if it brought more people into our church.
- 92% believe guests feel welcome when they visit our church.
- 84% believe our church is obedient to Scripture in our ministries.
- 80% are willing to serve more and give more in order to see our church succeed.
- 94% are willing to make personal sacrifices in time and money to see our church grow.
- 57% would describe the commitment level of our members as high.
- 85% believe the majority of ministry in our church is done by a small group of people.
- 35% would like to be asked for additional volunteer service in our church.
- 75% of respondents are excited to be a part of this church.

From those statistics one can observe the following:

Throughout our history we have been a church involved in MISSIONS and OUTREACH. We are BIBLE-BASED and strive to obey GOD’S COMMANDMENTS. The congregation believes strongly in PRAYER and sees it as an important part of our faith. Currently there is a sense of DISAGREEMENT among some of our members. We are ready to see CHANGE in order to grow spiritually and numerically. There is a DISCREPANCY between our desire to see our church grow and the WILLINGNESS of every member to CONTRIBUTE to that growth. The congregation is EXCITED to be a part of this church’s future.

Of course some of these results might have changed over the course of the last months. Nevertheless they serve as a good benchmark in considering the recommendations made for our future.
**SWOT ANALYSIS**

An analysis of our Strengths, Weaknesses, Opportunities, and Threats was conducted. Such an analysis is designed to help an organization understand how it relates to its environment. For a church organization, the SWOT analysis specifically addresses:

<table>
<thead>
<tr>
<th><strong>Strengths:</strong></th>
<th><strong>Opportunities:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>What is golden about your church?</td>
<td>What is the blue sky in our environment?</td>
</tr>
<tr>
<td>What do you do well?</td>
<td>What missional openings exist?</td>
</tr>
<tr>
<td>What are your assets?</td>
<td>What trends benefit us?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Weaknesses:</strong></th>
<th><strong>Threats:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>What looks rusty in our church?</td>
<td>Where are the red alerts around us?</td>
</tr>
<tr>
<td>What can we do better?</td>
<td>What is holding us back?</td>
</tr>
<tr>
<td>Where do we lack competence?</td>
<td>Where are we vulnerable?</td>
</tr>
</tbody>
</table>

The answers given to those questions in relation to Calvary are summarized as follows:

<table>
<thead>
<tr>
<th><strong>Strengths:</strong></th>
<th><strong>Opportunities:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>We care about people</td>
<td>Ministry to daycare families</td>
</tr>
<tr>
<td>We are friendly</td>
<td>Location with a growing population</td>
</tr>
<tr>
<td>Age of congregation provides wisdom</td>
<td>We are making a new start</td>
</tr>
<tr>
<td>Special needs ministry</td>
<td>Contact with many people through fall festival/events</td>
</tr>
<tr>
<td>Griefshare</td>
<td>CBF church in a progressive culture</td>
</tr>
<tr>
<td>Bible based church</td>
<td>Chance for change and new beginnings</td>
</tr>
<tr>
<td>Central location to community</td>
<td>Using people who are not currently serving</td>
</tr>
<tr>
<td>Excellent facilities</td>
<td>Using individual gifts to become a unified body</td>
</tr>
<tr>
<td>Pastor who is a leader and risk taker</td>
<td>Wisdom of older members as mentors for new</td>
</tr>
<tr>
<td>Financially secure/no debt</td>
<td></td>
</tr>
<tr>
<td>We want to do ministries</td>
<td></td>
</tr>
<tr>
<td>We love missions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Weaknesses:</strong></th>
<th><strong>Threats:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Worship style and look</td>
<td>Lack of confidence in ourselves</td>
</tr>
<tr>
<td>People unwilling to step up and serve</td>
<td>People feel uncertain in what and where they can serve</td>
</tr>
<tr>
<td>Age of members</td>
<td>We don’t use everyone in the church</td>
</tr>
<tr>
<td>Gossip</td>
<td>Exhaustion among members</td>
</tr>
<tr>
<td>Lack of young adults, children, and youth</td>
<td>Living in the past</td>
</tr>
<tr>
<td>Lack of children and youth programs</td>
<td>No commitment/laziness</td>
</tr>
<tr>
<td>Unwillingness to work together</td>
<td>Unwillingness to accept change</td>
</tr>
<tr>
<td>Do not know how to evangelize</td>
<td>Resistance to change</td>
</tr>
<tr>
<td>Afraid of change</td>
<td>Aging membership threatening our solvency</td>
</tr>
<tr>
<td>Looking like an old church</td>
<td>Unwillingness to reach community</td>
</tr>
<tr>
<td>Lack of respect and involvement with the CEC</td>
<td>Unwillingness to take risks</td>
</tr>
<tr>
<td>No outreach to the local community</td>
<td>Fear of change/future</td>
</tr>
<tr>
<td>Still focusing on past hurts</td>
<td>Goals can’t be achieved because of too much red tape</td>
</tr>
<tr>
<td>Lack of focus</td>
<td>We’re always in the building and not doing outreach</td>
</tr>
<tr>
<td>Lack of unity amongst congregation/too many cliques</td>
<td>Failure to dream</td>
</tr>
<tr>
<td>Not helping people serve in roles they are gifted</td>
<td>Unwilling to meet people where they are</td>
</tr>
<tr>
<td></td>
<td>The manner in which we conduct business</td>
</tr>
</tbody>
</table>
Vision: What A Church Needs to Have

In an article by the renowned author and church consultant Aubrey Malphurs he describes vision in the following way:

Vision is essential to a church. However, unlike core values, the vision is more subject to change. It is dynamic, not static. Over time, the vision must be renewed, adapted, and adjusted to the cultural context in which the congregation lives. The change takes place only at the margins of the vision, not at its core. The core—the Great Commission—does not change. The details of the vision and the words used to convey them will change. The vision provides us with a picture of what the mission will look like as it is realized in the community.

Malphurs goes on to give seven reasons why vision is important in the church.

- Vision encourages unity in the church.
- Vision creates energy among members of the church.
- Vision provides purpose for the church.
- Vision fosters risk taking within the church.
- Vision enhances the leadership of the church.
- Vision promotes excellence in the church.
- Vision sustains the ministries of the church.

Vision is something every church must have if they ever expect to move beyond their own program and onto God’s. The Lord has a plan for every church. God is not confused about where our church, or any church, should go in the next five years. The problem comes when we do not take time to seek God. In Jeremiah 33:3, the Lord said, “Call to me and I will answer you and tell you great and unsearchable things you do not know.”

Every church wants to be used by God and that starts by seeking the Lord with all our heart and discerning his purpose and not our own preferences. The vision for the church was set with the Great Commission, but as Malphurs described, “the details of that vision and the words used to convey them will change.”

With that said you will not find in this report a “statement” or “creed” for the vision of Calvary Baptist Church. Our vision is God’s vision set out in the words of Christ to “go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you” (Matthew 28:19-20). The ways in which we fulfill that commandment are always being fine-tuned in accordance to God’s leading.

It has been said, “God gives the vision and we provide good ideas to fulfill that vision.” Our prayer is that the recommendations made in this report are “good ideas” for helping Calvary reach her potential for leading others to a relationship with the Lord Jesus Christ.
Visioning: Where We Are Going

When asked to give their vision and dreams for Calvary Baptist Church, the Vision Team responses naturally fell into five categories: Worship, Discipleship, Ministry, Evangelism, Fellowship. As with any church, these are key areas of focus which need to be nurtured. They are also the areas that give way to the ideas of the Vision Team. Given the entirety of our prayers, thoughts, reflections, and dialogue, the Vision Team offers the following recommendations.

WORSHIP

- We strive to have celebratory worship that is genuine and authentic while being conducted in Spirit and Truth
- Every worship service will offer ways for people to meet and experience God.
- We will lead people into genuine communication with God.
- We will have high standards and exhibit excellence in whatever we do, no matter the style.
- Preaching will seek to be inspiring and will contain real world relevancy and application. Messages should draw people into the service and make them want to fall more in love with God.
- Freedom for the worship leaders to use a variety of methods, styles, and means to enhance worship. Examples of this include drama, art, technology, interactive testimonies, praise band/team, traditional/contemporary/liturgical orders as well as use of the Candler Center or other campus venues.
- The worship team will constantly evaluate services and make necessary adjustments to ensure that the quality of worship exhibits excellence.

DISCIPLESHP

- We will set a goal to start three (3) small groups at various times and locations before the spring of 2014.
- All Sunday School classes and small groups will fall under the name LifeGroups. These groups will seek to create relationships and mentoring opportunities. There will be no age brackets. LifeGroups will meet for topical Bible Studies over a certain time period (we discussed quarterly), at which time other topics would be offered and persons could change groups. (This is not a change in Sunday School classes but merely a name change and the addition of other Bible Study opportunities. Everyone is welcome to remain in the same class or change as different topics present themselves.) The LifeGroup concept will begin in the spring of 2014.
- We will offer intentional small group leadership training in order to form our groups.
- We will offer continual teacher preparation for various Bible Study offerings.
- The Pastor will always lead a LifeGroup that will vary in topic and meeting time.
- The formation of a new member mentor process that will connect new members with a seasoned member of Calvary for a one year mentorship.
MINISTRY

- Provide regular opportunities for people to discover their spiritual gifts and passions.
- Explore using the SHAPE model (Spiritual gifts, Heart, Ability, Personality, Experiences) to help match people with their ministry interest.
- Provide continual opportunities for people to make a difference through various ministry and mission options that fit their unique gifts and passions.
- Make a cognizant effort to welcome everyone to every ministry opportunity by educating members on the various opportunities in a time sensitive manner.
- Offer an annual ministry fair to present ministry opportunities. We will invite local organizations to showcase their ministry as part of the fair. We will also showcase ministry opportunities in worship through testimonies showing what God is doing through our members. The time for the ministry fair will be decided upon by the staff and will be thoroughly publicized through Crosspoints and other media outlets.
- Reactivate mission projects in Asheville, Western NC, and elsewhere. A foreign mission trip to be planned before the end of 2013.
- Open our facilities for other Christian groups to use.
- Seek to integrate diverse ministries that are multi-ethnic and intergenerational.
- Continue supporting the current ministries of the church and encourage new opportunities.
- Form a Prayerteam ministry.
- Form a support/volunteer ministry to assist with the week to week needs such as parking lot duty, greeters, et cetera.
- Elevate our Deacons to become more caregivers than administrators by reactivating a strong Stephen Ministry.
- Understand that ministry needs cannot be accomplished by the Pastor alone. Therefore develop lay leaders to help facilitate ministry opportunities and needs.

EVANGELISM

- Establish a strategic and intentional outreach effort.
- Create a welcoming program for new and prospective members, including a new member orientation class.
- Create a strong welcoming and orientation procedure for Sunday morning services.
- Study *Ignite: How to Spark Immediate Growth in Your Church* by Nelson Searcy through LifeGroups.
- Study *Deep and Wide: Creating a Church for the Unchurched* by Andy Stanley through LifeGroups.
- Offer evangelism and outreach training through LifeGroups.
- Explore opportunities for marketing through television, radio, print and internet advertising. Stewardship to make provisions for this in the 2014 budget.
FELLOWSHIP

- Provide meals and other good will gestures to our community with no agenda except creating relationships.
- Advertise use of our facilities to the community.
- Find ways to interact with the community and other churches, i.e. Thanksgiving service 2012, Seventh Day Adventist participation in Easter Sunday, Jazz concerts.
- Follow through with the renovation of the Library and classroom area making them more accessible for fellowship and other ministries.
- Conduct a Congregational Dialogue every quarter to allow for open discussion of church ministries. These dialogues will be facilitated by the Church Moderator and will be conducted in a productive manner.

Essential to the success of any church is to create a community where people encounter God. In a report by *Faith Communities Today*, “there is a strong relationship between growth and the sense a congregation is spiritually vital and alive.” The recommendations above are all aimed at growing the faith and vitality of our congregation. Without each of us desiring to grow deeper in our relationship with Christ, we will never fulfill our God-given potential.

“For more information on church growth, read the comprehensive study “Facts on Growth: 2010” by *Faith Communities Today*. The study can be found online at www.faithcommunitiestoday.org.

The following is a minor summary of the study statistics:

- 88% of congregations who have prayer groups are growing.
- 80% of congregations who are spiritually vital and alive are growing.
- 83% of congregations willing to change are growing.
- 77% of congregations with a purpose are growing.
- 98% of congregations that are different from other nearby are growing.
- 80% of congregations with no conflict are growing.
Restructuring For Revival

It is imperative to understand how these ideas and visions for the future of Calvary will be implemented. In exploring the current structure of our church we have assessed that we are being hindered in our ability to focus on growing relationships with God and each other. Moreover the current structure is not meeting our future needs. The need for restructuring will prayerfully lead us to revival and opportunity for more ministry, more members, and more impact. Indeed, this will be a dramatic change from the current model. However, we believe the change is vital if we are to move forward with our mission. Furthermore, the new structure will free all of us to give significant focus to the mission of developing disciples of Jesus Christ and seeing them involved in productive ministries.

LEADERSHIP TEAM

The Vision Team recommends a complete overhaul in the look of our committees and church leadership structure. The new structure, called a Leadership Team, will administrate the Strategy, Ministry, Governance, and Operations of the church. The team will consist of 12 members with ministry staff serving as liaisons. The 12 members will consist of: Deacon Chairperson, Deacon Vice-Chairperson, Church Clerk, Treasurer, Moderator, and seven at-large members elected on a rotating basis with no more than one person from any single family household being elected.

Hope for the church is not found in preserving the past, but in discovering ways to fuel the faith in order to serve and redeem.”
~Eddie Hammett

LEADERSHIP TEAM

Meets on a monthly basis and provides report at monthly Business Meeting
Includes 12 members with ministry staff serving as liaisons
At Large members elected on a rotating basis for two-year terms each December along with Deacon Elections. Other members appointed/elected based on their held position.

STRATEGY
Ensures the mission and vision of the church are upheld.
Annually review the vision of the church and make sure it is in accordance with God’s calling for our church and follows Scriptural teaching.
Implement new strategies when needed.

MINISTRY
Review quantitative and qualitative ministry goals of the church.
Work closely with the staff to plan effective ministries.
Make decisions on the inclusion of ministries in the budget.
Develop discipleship opportunities.

GOVERNANCE
The decision making body of the church which will bring to the church Personnel, Stewardship, and other pertinent matters.
Will ensure that the Constitution and Bylaws are upheld.

OPERATIONS
Manage the areas of facilities, IT functions, building usage, daycare, budgeting, etc.
Plan the annual budget for presentation to the church.
Coordinate volunteers for special needs.
The Leadership Team will meet on a monthly basis with meeting being announced and an agenda made available prior to the gathering. All meetings will be public for members of Calvary Baptist Church to attend, should they choose to do so. Detailed minutes will be kept and made available to any member of Calvary Baptist Church upon request. With transparency being the watchword of this team, the Leadership Team will provide a thorough report at each monthly business meeting.

Because of the new structure, certain existing committees will be eliminated and their work will fall on the Leadership Team. These committees include: Personnel, Properties, Usage, Stewardship, and Nominating. In addition the Vision Team recommends the reinstitution of a Child Enrichment Center Board of Directors. This Board will consist of members from Calvary as well as parents of CEC children. Members will be elected on a rotating basis with established term limits.

**STAFFING**

The Vision Team recognizes the need for three new areas of focus which will facilitate meeting our future goals. Considering the church process for making disciples, we recommend the following areas be fulfilled by a part-time compensated Associate ministerial staff person.

- **Connections**—charged with coordinating ways individuals connect with Calvary through fellowships, small groups, worship, and other church events. S/he will ensure guests are warmly welcomed and followed up with after visiting.
- **Discipleship**—coordinate the discipleship opportunities, specifically LifeGroups. Working with the entire staff and Leadership Team to prayerfully seek the needs of individuals in the congregation and provide comprehensive Bible study and fellowship opportunities to grow the church in Christ. S/he will oversee all aspects of small groups including leader recruitment and training.
- **Ministry Teams**—enthusiastically promote the ministry opportunities of Calvary. Coordinating an annual ministry fair, work to provide ministry avenues that fit with the passions of our congregation and the needs of our community. S/he will also coordinate the Missions Team, including home and foreign mission trip opportunities.

To perform these duties effectively, this person must have a deep love for God and people, strong interpersonal and communications skills, be detail oriented, and have the ability to speak highly of Calvary Baptist Church. In addition, this person must have a strong passion for discipleship and the ability to coordinate multiple projects at once.

This is a dramatic difference from what is detailed in our church constitution and by-laws. **Upon a majority vote of the congregation we recommend the suspension of the leadership structure as presented in the constitution for the year 2014 and a “test” run of the Leadership Team for the duration of the year with elections being conducted in the Fall 2013.** Continual evaluation will be given to the new leadership structure throughout the year with a full church dialogue session to be conducted in October 2014 to discern its effectiveness. At that time a congregational decision will be made as to continue/discontinue with the Leadership Team.
Tying It All Together

The course by which the Vision Team proposes these recommendations be pulled together is through a simple church process presented through the book *Simple Church*. According to the text, “A simple church is designed around a straightforward and strategic process that moves people through the stages of spiritual growth. The leadership and the church are clear about the process (clarity) and are committed to executing it. The process flows logically (movement) and is implemented in each area of the church (alignment). The church abandons everything that is not in the process (focus).” For Calvary, we see the process for spiritual growth represented in a four-step purpose portrayed by the following:

![Diagram of the process]

Our ultimate God-given mission as a church is to grow as disciples of Christ who in turn serve God through our unique gifts and passions in order to influence others in their relationship with Christ. By using the simple process presented above, we pray each member and each potential member of Calvary Baptist Church will be in a meaningful and fruitful relationship with our Lord Jesus Christ. This will sequentially grow our church through discipleship and ministry.

Just imagine…
Imagine

Just imagine an active, engaged, vitalized, and growing church.

Imagine a church where worship is not just something we do, but something we desire.

Imagine a congregation growing in faith and the knowledge of God through Bible Study, prayer, and spiritual development.

Imagine a church where the members are forming deep relationships with one another built out of a communal longing to follow Christ more.

Imagine a church the community looks to for guidance and help.

Imagine a church engaged in mission trips not only in their own backyard but in every corner of the world.

Imagine a church where every member felt appreciated, cared for, and deeply loved.

Imagine a church fulfilling their God-given mission to make disciples of all people.

Just imagine…
“Does your congregation want to grow? Then it needs to be willing to change.”

- Faith Communities Today

- We must learn to TRUST one another
- We need to LISTEN to each other
- We have to EDUCATE ourselves in order to move forward
- We will DEFINE our mission
- We must ERADICATE those things that are not in line with our mission
- We will REFLECT our church’s mission
- We will EXECUTE our church’s mission

Are we in need of a “Comeback?”

How Churches Get Stuck
Churches worry about the wrong things...

They become more concerned about a well-used policy manual than a well-used baptism.

“Who wants a stagnant church? The obvious answer is ‘Nobody!’

Yet, the real truth is most churches will not make the necessary adjustments and changes to move from stagnation and decline to revitalization and growth.”

A church needs... If it is...

• Stagnant in size. (It needs to have a clear focus on evangelism and outreach.)

• Declining in size. (It needs to deal with some internal issues and begin to reach its community again.)

• A church that has experienced substantial decline. (It needs internal changes and a new outreach strategy.)

• Near death. (A church with a long history of decline that will close if current trends continue. It needs restart entirely.)

How do we positively change our church for a comeback? ? ?

• Renewed spiritual energy must exist among individuals and the congregation.
• Renewed belief in Jesus Christ and the mission of the church.
• Renewed attitude for servanthood.
• The church must be restructured around her missional purpose.
• More strategic prayer effort.

YOU have said you wanted to see new things happen!

- Congregational Dialogue Responses, April 3, 2011:
  - “Be less structured.”
  - “We must be willing to move out of our comfort zone.”
  - “Center ourselves spiritually.”
  - “Do not change our theology but change our methods.”
  - “Realize things are different and we must take a different approach.”
  - “Don’t say ‘this is how we always did it.’”
  - “Offer Sunday School and worship at different times.”
  - “Discover new programs.”
  - “Maybe we need to change the way we worship or add some things.”
  - “A leader and a steering team.”
  - “Search for ways to outreach and be involved with the community.”
  - “Try new things.”
  - “Be willing to change.”
Changing the Course

- Church Health Survey, November, 2012:
  - 64% say they would support radical changes if it brought more people into our church.
  - 67% say we need to do more missions.
  - 71% say they are willing to serve more in order to see our church succeed.
  - 94% say willing to make personal sacrifices in order to see our church grow.
  - “I would support our church’s change to a different kind of worship.”
  - “Maybe one Sunday a month devoted to missions outreach.”
  - “More emphasis on mission trips, etc.”
  - “The committee should be streamlined.”
  - “Our church needs to do more ministry to people of different ethnic backgrounds.”
  - “I believe our church will never grow unless we are willing to change.”

Vision Team Tasks:
- Evaluate who we are as a church by identifying our past and present, as well as our gifts and potential for the future.
- Through study and prayer, define the God-given mission and vision for our church.
- Using our mission and vision as a benchmark, eradicate those things that are not in line with where God is calling us to move as a fellowship.
- Through strategic planning, create goals that are in line with our vision, action steps for achieving these goals, and a timeline for when they should be accomplished.
- Present a formal report of recommendation to the church of our mission, vision, and goals for the future of Calvary Baptist Church.

Discovering Where We Have Been
Calvary has always been a church of mission and grace.

- 98% believe if they ask for prayer the church body will pray for them.
- 79% believe disagreement exists among members of our church.
- 50% believe our church is more interested in ourselves than in reaching other people.
- 51% believe our church is unified.
- 97% of respondents want to see the church grow beyond its current size in membership.
- 68% believe our deacons take seriously their role to be servants of the church.
- 69% are in favor of changing the structure of our committees.
- 89% believe our staff is deeply committed to seeing our church grow spiritually.
- 73% would support radical changes in our church if it brought more people into our church.
- 92% believe guests feel welcome when they visit our church.
- 84% believe our church is obedient to Scripture in our ministries.

- 80% are willing to serve more and give more in order to see our church succeed.
- 94% are willing to make personal sacrifices in time and money to see our church grow.
- 57% would describe the commitment level of our members as high.
- 85% believe the majority of ministry in our church is done by a small group of people.
- 35% would like to be asked for additional volunteer service in our church.
- 75% of respondents are excited to be a part of this church.

Statistical Summary

- Throughout our history we have been a church involved in MISSIONS and OUTREACH.
- We are BIBLE-BASED and strive to obey GOD'S COMMANDMENTS.
- The congregation believes strongly in PRAYER and sees it as an important part of our faith.
- Currently there is a sense of DISAGREEMENT among some of our members.

- We are ready to see CHANGE in order to grow spiritually and numerically.
- There is a DISCREPANCY between our desire to see our church grow and the WILLINGNESS of every member to CONTRIBUTE to that growth.
- The congregation is EXCITED to be a part of this church’s future.
**SWOT Analysis**

**Strengths (S)**
- We care about people
- We are friendly
- Age of congregation provides wisdom
- Special needs ministry
- Griefshare
- Bible based church
- Central location to community
- Excellent facilities
- Pastor who is a leader and risk taker
- Financially secure/no debt
- We want to do ministries
- We love missions

**Weaknesses (W)**
- Worship style and look
- People unwilling to step up and serve
- Age of members
- Gossip
- Lack of young adults, children, and youth
- Lack of children and youth programs
  - Unwillingness to work together
  - Do not know how to evangelize
  - Afraid of change
  - Looking like an old church
  - Lack of respect and involvement with the CEC
  - No outreach to the local community
  - Still focusing on past hurts
  - Lack of focus
  - Lack of unity amongst congregation/too many cliques
  - Not helping people serve in roles they are gifted

**Opportunities (O)**
- Ministry to daycare families
- Location with a growing population
- We are making a new start
- Contact with many people through fall festival/events
- CBF church in a progressive culture
- Chance for change and new beginnings
- Using people who are not currently serving
- Using individual gifts to become a unified body
- Wisdom of older members as mentors for new

**Threats (T)**
- Lack of confidence in ourselves
- People feel uncertain in what and where they can serve
- We don’t use everyone in the church
- Exhaustion among members
  - No commitment/laziness
  - Unwillingness to accept change
  - Unwillingness to take risks
  - Unwillingness to reach community
  - Aging membership threatening our solvency
  - Fear of change/future
  - Goals can’t be achieved because of too much red tape
  - We’re always in the building and not doing outreach
  - Unwilling to meet people where they are
  - The manner in which we conduct business
“Vision is essential to the church. However, unlike core values, the vision is more subject to change. It is dynamic, not static. Over time the vision must be renewed, adapted, and adjusted...the core for the church—the Great Commission—does not change, but the details of the vision and the words used to convey them will change.”

—Aubrey Malphurs

Calvary has always been a church of mission and grace...

...let’s build on that!

What ARE the Recommendations

WORSHIP

• We strive to have celebratory worship that is genuine and authentic while being conducted in Spirit and Truth
• Every worship service will offer ways for people to meet and experience God.
• We will lead people into genuine communication with God.
• We will have high standards and exhibit excellence in whatever we do, no matter the style.

• Preaching will seek to be inspiring and will contain real world relevancy and application. Messages should draw people into the service and make them want to fall more in love with God.
• Freedom for the worship leaders to use a variety of methods, styles, and means to enhance worship. Examples of this include drama, art, technology, interactive testimonies, praise band/team, traditional/contemporary/liturgical orders as well as use of the Candler Center or other campus venues.

• The worship team will constantly evaluate services and make necessary adjustments to ensure the quality of worship exhibits excellence.
DISCIPLESHIP
- We will set a goal to start three (3) small groups at various times and locations before the Spring of 2014.
- We will offer intentional small group training in order to form our groups.
- We will offer continual teacher preparation for various Bible Study offerings.

- All Sunday School classes and small groups will fall under the name LifeGroups. These groups will seek to create relationships and mentoring opportunities. There will be no age brackets. LifeGroups will meet for topical Bible Studies over a certain time period (we discussed quarterly) at which time other topics would be offered and persons could change groups. (This is not a change in Sunday School classes but merely a name change and the addition of other Bible Study opportunities. Everyone is welcome to remain in the same class or change as different topics present themselves.) The LifeGroups concept will begin in the Spring of 2014.

MINISTRY
- Provide regular opportunities for people to discover their spiritual gifts and passions.
- Explore using the SHAPE model (Spiritual gifts, Heart, Ability, Personality, Experiences) to help match people with their ministry interest.
- Provide continual opportunities for people to make a difference through various ministry and mission options that fit their unique gifts and passions.

- Make a cognizant effort to welcome everyone to every ministry opportunity by educating members on the various opportunities in a time sensitive manner.
- Reactivate mission projects in Asheville, Western NC, and elsewhere. A foreign mission trip to be planned before the end of 2013.
- Open our facilities for other Christian groups to use.

- Offer an annual ministry fair to present ministry opportunities. We will invite local organizations to showcase their ministry as part of the fair. We all also showcase ministry opportunities in worship through testimonies showing what God is doing through our members. The time for the ministry fair will be decided upon by the staff and will be thoroughly publicized through Crosspoints and other media outlets.
• Seek to integrate diverse ministries that are multi-ethnic and intergenerational.
• Continue supporting the current ministries of the church and encourage new opportunities.
• Form a Prayerteam ministry.
• Form a support/volunteer ministry to assist with week to week needs such as parking lot duty, greeters, et cetera.

• Elevate our Deacons to become more caregivers than administrators by reactivating a strong Stephen Ministry.
• Understand that ministry needs cannot be accomplished by the Pastor alone. Therefore develop lay leaders to help facilitate ministry opportunities and needs.

EVANGELISM
• Establish a strategic and intentional outreach effort.
• Create a welcoming program for new and prospective members, including a new member orientation class.
• Create a strong welcoming and orientation procedure for Sunday morning services.

• Study “Ignite: How to Spark Immediate Growth in Your Church” by Nelson Searcy through LifeGroups.
• Study “Deep and Wide: Creating a Church for the Unchurched” by Andy Stanley through LifeGroups.
• Offer evangelism and outreach training through LifeGroups.

• Explore opportunities for marketing through television, radio, print, and internet advertising. Stewardship to make provisions for this in the 2014 budget.

FELLOWSHIP
• Provide meals and other good will gestures to our community with no agenda except creating relationships.
• Advertise use of our facilities to the community.
• Find ways to interact with the community and other churches, i.e. Thanksgiving service 2012, Seventh Day Adventists participation in Easter Sunday, Jazz concerts.
Restructuring for Revival

• Follow through with the renovation of the Library and classroom area making them more accessible for fellowship and other ministries.
• Conduct a Congregational Dialogue every quarter to allow for open discussion of church ministries. These dialogues will be facilitated by the Church Moderator and will be conducted in a productive manner.

“Hope for the church is not found in preserving the past, but in discovering ways to fuel the faith in order to serve and redeem.”

~Eddie Hammett

LEADERSHIP TEAM

LEADERSHIP TEAM

• Meets on a monthly basis with meeting being announced and agenda made available prior to gathering. All meetings will be public for members of Calvary. Minutes will be made available to any member upon request. Provide report at monthly BM.

• Includes 12 members with ministry staff serving as liaisons: Deacon Chairperson, Deacon Vice-Chairperson, Church Clerk, Treasurer, Moderator, and 7 at-large members

At-Large members elected on a rotating basis for two-year terms each December along with Deacon Elections. Other members appointed/elected based on their held positions. No more than one person from any single family household may serve at the same time.

Strategy

• Ensure the mission and vision of the church are upheld.
• Annually review the vision of the church and make sure it is in accordance with God’s calling for our church and follows Scriptural teaching.
• Implement new strategies when needed.

Governance

Ministry

Operations
Ministry

- Review qualitative and quantitative ministry goals of the church.
- Work closely with the staff to plan effective ministries.
- Make decisions on the inclusion of ministries in the budget.
- Develop discipleship opportunities.

Governance

- The decision making body of the church which will bring to the church Personnel, Stewardship, and other pertinent matters.
- Will ensure that the Constitution and Bylaws are upheld.

Operations

- Manage the areas of facilities, IT functions, building usage, daycare, budgeting, et cetera.
- Plan the annual budget for presentation to the church.
- Coordinate volunteers for special needs.

To accomplish this:

- Vote to suspend the leadership structure as presented in the constitution and by-laws for 2014 and institute a “test-run.”
- Elections for the new team before end of 2013.
- The work of Personnel, Properties, Usage, Stewardship, CEC and Nominating will fall on the Leadership Team for 2014 “test-run.”
- Reinstitution of CEC Board of Directors consisting of CEC parents and Calvary members.

- Continual evaluation throughout the year of 2014 with full church dialogue session to be conducted in October 2014 to discern its effectiveness. At that time a decision will be made as to continue/discontinue with the Leadership Team.
- Hire a part-time compensated Associate ministerial staff person to fulfill the following areas:

- Connections—charged with coordinating ways individuals connect with Calvary and ensure they are welcomed.
- Discipleship—coordinate discipleship opportunities, specifically LifeGroups.
- Ministry Teams—coordinate the annual ministry fair and work to provide ministry avenues that fit with the passions of our congregation and the needs of the community.
“Congregations that are willing to change and meet new challenges become growing congregations.”

—Faith Communities Today

“A congregation designed around a straightforward and strategic process that moves people through the stages of spiritual growth.”

CONNECT to Calvary through:
Worship
LifeGroups
Outreach Groups

GROW in Christ within:
Bible Study
Teaching/Preaching
Mentoring
DISCOVER
your calling by:
Spiritual Gifts
Ministry Passions
Opportunities

SERVE
God by doing:
Ministry Projects
Mission Teams
Church Needs

Figure 11: Spiritual Vitality and Growth

Figure 12: Being a “Moral Beacon” and Growth

Figure 13: Living Things Change

Figure 17: Making a Joyful Noise
www.faithcommunitiestoday.org
- 88% of congregations who have prayer groups are growing
- 80% of congregations who are spiritually vital and alive are growing
- 83% of congregations willing to change are growing
- 77% of congregations with a purpose are growing
- 98% of congregations that are different from others nearby are growing
- 80% of congregations with no conflict are growing

Our ultimate God-given mission as a church is to grow as disciples of Christ who in turn serve God through our unique gifts and passions in order to influence others in their relationship with Christ.

Calvary Baptist Church

Just imagine...
Appendix B: October 27, 2013 Sample Voting Ballot

The following is a sample of the ballot each member of the church will be given on Sunday, October 27th at the conclusion of morning worship. This example is not complete. You are encouraged to express your questions, concerns, and ideas on October 16th at the congregational dialogue or to a member of the Vision Team. Your input will have considerable influence on what appears in the final ballot on October 27th.

CALVARY BAPTIST CHURCH VISION TEAM RECOMMENDATIONS
OCTOBER 27, 2013

After much prayer and dialogue, please express your vote of YES or NO to the following recommendations as presented by the Vision Team.

1. I vote IN FAVOR of the following recommendations as presented in the “Worship” section of the Vision Team recommendations.
   - Establish a strategic and intentional outreach effort. □ YES □ NO
   - Create a welcoming program for new and prospective members, including a new member orientation class. □ YES □ NO
   - Create a strong welcoming and orientation procedure for Sunday morning services. □ YES □ NO
   - Study *Ignite: How to Spark Immediate Growth in Your Church* by Nelson Searcy through LifeGroups. □ YES □ NO
   - Study *Deep and Wide: Creating a Church for the Unchurched* by Andy Stanley through LifeGroups. □ YES □ NO
   - Offer evangelism and outreach training through LifeGroups. □ YES □ NO
   - Explore opportunities for marketing through television, radio, print and internet advertising. Stewardship to make provisions for this in the 2014 budget. □ YES □ NO

2. I vote IN FAVOR of suspending the leadership structure as presented in the Constitution and By-laws for the year 2014. □ YES □ NO

3. I vote IN FAVOR of the “Leadership Team” with all of the provisions as presented in the Vision Team recommendations. □ YES □ NO

4. I vote IN FAVOR of the spiritual growth process represented by “Connect, Grow, Discover, Serve” as presented in the Vision Team recommendations. □ YES □ NO

5. I vote IN FAVOR of a compensated associate ministerial staff person to fulfill the roles described within the Vision Team recommendations. □ YES □ NO