

Commitment
Made
Real

Park Road Baptist Church
A Mission and Vision Plan - 2003

Draft November 2, 2003

The Vision Team began its work in November of 2002 with the deliberate goal of discerning God's calling for Park Road Baptist Church. We began every meeting with a discernment exercise and all team members committed to actively practice discernment in our daily lives. The vision plan we are setting forth has its genesis in this practice -- a corporate exercise which involved our attempt to listen to three distinct voices: the voice of the congregation, the voice of the community, and the voice of God. We believe that the proposals contained herein represent a step forward in the faith journey of this congregation and will add life and vitality to this community for years to come. We invite your careful consideration.

Scott Bengel and Carol Cramer, Co-Chairs
Hugh Ashcraft, Gray Clark, Parks Helms, Sue Helt, Peggy McIntyre,
Ken Godwin, Sue Paris, Leslie Sellers, Bill McKeown, Chris Woolley

OUR MISSION:
Becoming Disciples Through
Worship and Service

**Commitment Made Real
Three Strategic Initiatives**

OUR VISION:
Our vision is to nurture relationships, strengthen spirituality, seek truth and focus mission activity by equipping the congregation and the community through worship and service to engage in God's activity among us.

*"I tell you the truth, people who have faith in me will do what I have been doing.
They will do even greater things than these." ~ John 14:12*

OUR CORE VALUES ARE ...

based on the ethic of love, which we have experienced in the life of Jesus. As Christian disciples, we are committed to following Jesus' command:

"You shall love the Lord your God with all your heart, and with all your soul, and with all your mind, and with all your strength. And, you shall love your neighbor as yourself" (Mark 12.30-31).



H **heart**

Enhancing our strong, caring, accepting family of faith through support of theological diversity, loving fellowship and inspirational music.

S **soul**

Confirming our belief in a theology of love rooted in reverent worship and our belief in the presence of the Holy Spirit in our lives and our understanding that all people are children of God.

M **mind**

Challenging our members to deepen their faith and provide engaging education for children, youth and adults as part of our commitment to spiritual growth with the freedom to seek truth as lived and taught by Jesus.

S **trength**

Living out the social gospel through worship-inspired service to our local, national and international communities, with a commitment to adequate resources for all people.

COMMITMENT MADE REAL . . .

Three Leading Initiatives:

- *Affirmation of our theology through missions* – We will transform our mission focus from being a Mission Action Committee task to a responsibility of every member of our church family.
 1. Create the expectation of worship and service by all members.
ACTION ITEM: Develop a program to education church members and potential new members to our commitment to missions as an affirmation of our theology.
RESPONSIBILITY: Stewardship Development Team and ministerial staff
 2. Create an organizational structure that puts missions under the Deacons’ responsibility and emphasizes mission as the purpose of the church.
ACTION ITEM: Beginning in the February 2004 Planning Session, change the name of Administrative Deacons to “Mission Deacons,” and charge this group with the responsibility for short-term visioning of the church, giving special attention to the church’s newly adopted mission statement.
RESPONSIBILITY: Chair of Diaconate, 2004
ACTION ITEM: Recruit a Volunteer Missions Coordinator(s) by the April Church Conference, who will help to facilitate our increased mission involvement. (See Appendix A.)
RESPONSIBILITY: Mission Deacons
 3. Phase in a grassroots approach to mission efforts using task forces led by “champion” volunteers who can apply for budgeted funds.
ACTION PLAN: Charge the 2003 Mission Committee to allocate an initial amount for “champion” projects (in the 2004 budget), but phase in over three years.
RESPONSIBILITY: Mission Committee and 2004 Mission Deacons
 4. Initiate an application process for both community organizations and in-house task forces use in order to request mission money.
ACTION ITEM: Create a form for use, and provide to all in-house and community organizations, in time to utilize for 2005 budget.
RESPONSIBILITY: Mission Deacons

~Details are provided in Appendix A~
- *Commitment to specific mission opportunities* – We will partner with existing agencies to provide space and/or volunteers for their efforts in the community and to offer mission opportunities to our members.
 1. Crisis Assistance Ministry
ACTION ITEM: Hold final meetings with Crisis Assistance and local clergy. Determine details for program. Target date to begin: March 2004.
RESPONSIBILITY: Vision Team

2. Hands On Charlotte

ACTION ITEM: Continue dialogue with Hands On Charlotte and evaluate possibilities for partnership.

RESPONSIBILITY: Mission Deacons and Mission Committee

3. Habitat for Humanity – Milford Meadows in Avery County

ACTION ITEM: Design a church wide retreat around a “blitz build” for Charlie’s house. Target weekend: Labor Day 2004

RESPONSIBILITY: Mission Deacons

~Details are provided in Appendix B~

- *Affirmation of our Commitments through Facilities* – We will implement the Mission and Vision Statements through a commitment to provide adequate facilities for current and anticipated ministries.

1. Add any additional facilities deemed necessary and renovate existing structures to better facilitate movement toward the Vision Statement.

ACTION ITEM: Establish a Building Committee by January 2004 who will utilize the findings of this report to design a “Community Mission Center” to provide for the anticipated requirements of this congregation for the next 25 years. The Building Committee should report back to the church in July 2004.

RESPONSIBILITY: Vision Team and 2003 Deaconate leadership

2. Engage in a capital campaign within the next five years to fund any recommended building project(s) *and* to fund a Mission Endowment, which will supplement future mission projects.

ACTION ITEM: Establish a Capital Campaign Committee by January 2004 to consider funding options for a building project. This committee should report back to the church in the quarterly church conference following the presentation of the Building Committee.

RESPONSIBILITY: Vision Team and 2003 Deaconate leadership

3. Recognize that a commitment to missions means a commitment to open our doors for use of our buildings by appropriate outside groups.

ACTION ITEM: Evaluate and modify current policies to accommodate this plan.

RESPONSIBILITY: Administration Committee

~Details are provided in Appendix C~

THROUGH WORSHIP INSPIRED SERVICE . . .

Follow-on initiatives:

Worship Inspired ...

As a Christian community, our actions are driven by the worship of God and are supported by educational and fellowship opportunities. These initiatives build on the Heart and Mind Core values:

Worship:

- Support the open pulpit in seeking truth through worship and service.
- Affirm our tradition of reverent worship while remaining open to the possibilities of new experiences.
- Encourage worship that inspires the congregation and propels it to action.
- Increase average worship attendance.

Education:

- Motivate members to expand existing opportunities and to create an environment for diverse, thoughtful and inspiring education.
- Actively seek ways to offer educational opportunities to the singles and college-age population.
- Review, publish and expand Biblical literacy goals for all ages within the church.
- Create synergies for Christian education with the Child Development Center including daily and Sunday activities that may include tutoring and after-school programs.
- Create opportunities for open and honest discussion with one another.

Fellowship:

- Remain a caring, accepting family that supports and loves one another.
- Create additional intergenerational opportunities for fellowship.

Service to Humanity

Inspired by creative and energetic worship first, our service to humanity is based on our Soul and Strength core values and uses our new building to serve the community:

Mission Action:

- Focus on a church-wide view of mission to energize our efforts.
- Educate the congregation about the missions already performed (i.e., Sunday school teaching, committee service, community outreach, etc.) and publicly celebrate this mission work.
- Establish a Mission Endowment to fund specific activities.

- Engage in on-campus collaboration efforts to provide assistance for our community, shift or share cost with proven community organizations and create volunteer opportunities for our members.
- Coordinate programs with our four other Park Road churches for volunteer synergies and our participation in offerings they may currently offer.
- Enhance opportunities to help church and community members in need.
- Expand tutoring programs with neighborhood schools, giving consideration to engaging CDC leadership in this effort.

Stewardship Initiatives:

- Encourage the tithe as an appropriate level of giving for committed disciples.
- Redefine “Stewardship” more broadly as the way we pray, serve and give.
- Establish expectations of new members to ensure they are active disciples.
- Create stewardship programs that stress more than money; include commitments of time and other aspects of service.
- Support the Stewardship Development team in its efforts to create additional endowments.
- Continue to create outreach opportunities to develop community interest in PRBC.
- Create alternative ways of giving through estates, etc.

IN SUMMARY . . .

In discerning a vision for Park Road Baptist Church, the Vision Team not only spent considerable time with community leaders discussing the unmet needs in the Charlotte community, but also was very deliberate in seeking to identify the church’s core values. We understood that a vision that was not based on our core values would be worthless. As we studied the core values, we discerned that they could be condensed into four principles central to the teaching of Jesus: *heart, soul, mind, and strength*. We believe that if we teach people to love with all their *heart* they will be *inclusive* in their welcome and care for all people. If we teach people to love God with all their *soul*, *worship* will be a needed, necessary, integral part of their lives. If we teach people to love God with all their *mind*, they will be unwilling to settle for anything but *truth*, truth that is “a becoming and not a having.” If we teach people to love God with all their *strength*, *service* will be a natural product of their life in faith – an intersection of their own giftedness and the opportunities that life in a community of faith makes available. It is our prayer that this vision will make us participants with God and lead us forward toward a quantum leap for this community of faith.

Thank you for this unique opportunity,

Hugh Ashcraft
Amy Jacks Dean
Sue Helt
Leslie Sellers

Scott Bengel
Russ Dean
Peggy McIntyre
Chris Woolley

Gray Clark
Ken Godwin
Bill McKeown

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Appendix A

Detailed Mission Structure

Paradigm Shift:

Instill the expectation that mission-mindedness is the responsibility of all members who should create opportunities for service as inspired by worship.

Concept:

Convert the current pushdown mission action approach to more grassroots initiatives, managed by task forces. Committed volunteer “champions” of a particular mission would lead the task forces that would report to a Mission Committee. Instill in the congregation the concept that service to the church is a mission effort; therefore, all members serving on Leadership Committees, teaching Sunday School, volunteering in the church office, etc. are in mission to the church.

Proposed Structure :

- *Missions’ Deacons* - Convert the Administrative Deacons to “Missions’ Deacons” composed of a deacon from each Leadership committee and any necessary ad-hoc committees. Focus: Visioning – with particular emphasis on a worship-inspired mission paradigm, managing the direction/ activities of the church, overseeing mission direction in conjunction with the Mission committee.
- *Mission Committee* - Convert the current mission action committee to a small (3-8) oversight and filtering committee of deacons and non-deacons to be appointed and approved by the full Diaconate and confirmed by the Church in Conference. Focus: Filtering mission requests and establishing parameters for their approval, managing mission task forces, working with mission coordinator, presenting all mission requests to the full Diaconate for approval.
- *Mission coordinator* – Job description is as below:
 - Handle administrative details for mission activities.
 - Create incentives/interest for volunteers to participate.
 - Coordinate and recruit volunteers.
 - Establish contacts within the community for resources.
 - Work with the other Park Road churches to connect with volunteer offerings and activities in which they are involved.
 - Maintain database of member interests as provided by annual stewardship card.
 - Work with Stewardship Development Team to celebrate activities.
 - Establish a communication program, potentially including website content, for communicating opportunities and contacts both within and outside the church.
- *Task Forces* - Create mission task forces that are driven by unelected, mission-minded champion volunteers for service until interest wanes
- *Approval of “Corporate” missions* – “Corporate” missions are task forces with approved written requests who are supported by a vote of the church in conference,

and who meet the overriding vision of PRBC as evaluated by Mission Committee and Diaconate.

- *Unallocated Mission Budget* - Allocate up to \$25,000 of the mission budget for member requests. Any funds unused at year-end would be diverted to the missions' endowment.
- *Request Forms* - Establish a request procedure to apply for mission money. All missions requesting "corporate" status (e.g. PRBC financial support) are required to submit annually a request form (See Appendix E). Requests should be submitted prior to the budgeting process. After the budget has been approved, task forces can request funds from the unallocated mission line item throughout the year by submitting a request form to the Mission Committee. If approved by the committee, the request is forwarded to the Missions' Deacons for final approval.
- *Eliminate Stagnant Efforts* – Activities that are no longer supported by champions/task forces are tabled until such time as a champion reemerges. This is a paradigm shift.

Transitional years:

- Upon adoption of this plan by the church in conference, it will be the responsibility of the Administrative Deacons to oversee its implementation.
- Mission coordinator could be part time volunteer(s -- that could job share).
- Find grant, possibly AmeriCorp., to fund mission coordinator as part/full time staff person upon success of program.
- Reduce funding for community organizations by \$5,000 per year down to half the overall budget through attrition, lack of written request, removal by church in conference or judgment to be outside the overall vision of church.
- Create a graduated scale of mission money available for grassroots efforts beginning with \$10,000 in year one, \$15,000 in year two, and \$25,000 in year three.
- Three years after the adoption of this plan, the Deacons will evaluate its success and, if necessary, will offer suggestions to improve implementation.
- Over three years, have the Mission Action Committee operate in transitional mode as it begins a phase-out when the grassroots efforts take hold. Be sensitive to the need to integrate Mission Action Committee members into the new Mission Committee.

Appendix B

Specific Mission Opportunities

Concept:

By partnering with existing agencies in the Charlotte community, we are able to have the greatest impact on the many needs in our immediate community. In addition, we bring substantial volunteer and mission opportunities to our members while also fulfilling the vision of the congregation to have a seven-day-a-week active campus.

Community partners:

- Crisis Assistance Ministry -- For over 25 years, Crisis Assistance Ministry (CAM) has been dedicated to helping low-income families who are facing a financial emergency and struggling to meet their basic needs. All persons in need are treated with dignity and respect. Resources and programs to help them get back on their feet are offered.
 - We would provide office space and, in partnership with the other Park Road corridor churches, volunteers for CAM to operate a satellite office, open by appointment only, on our campus.
 - This ministry has the potential to grow as the needs in the community around us grow.
 - CAM's mission statement is: *It is our mission to provide assistance and advocacy for people in financial crisis, helping them move toward self-sufficiency.*
- Hands on Charlotte – Since 1991, Hands On Charlotte (HOC) has provided substantial, direct volunteer service to the Charlotte community. HOC helps homeless families, guides at-risk youth, tutors disadvantaged children, feeds the hungry, renovates low-income housing, cares for the environment and so much more. They pair volunteers with service opportunities to address our community's most pressing needs through direct service.
 - We would provide meeting and training space. Our members would have the opportunity to utilize HOC's vast mission-opportunity database.
 - HOC could also significantly assist us with volunteers for CAM and other initiatives that our congregation supports, but cannot fully staff with volunteers.
 - HOC's mission statement is: *Hands On Charlotte strengthens our community and enriches lives by mobilizing a diverse, committed corps of citizens in direct, volunteer service.*
- Habitat for Humanity, Milford Meadows, Avery County -- Habitat for Humanity International (HFHI) is a nonprofit, ecumenical Christian organization dedicated to eliminating substandard housing and homelessness worldwide and to making adequate, affordable shelter a matter of conscience and action. Habitat is founded

on the conviction that every man, woman and child should have a simple, decent, affordable place to live in dignity and safety.

- We would, along with friends and relatives of Charlie Milford, provide labor and funds to build “Charlie’s House,” the proposed first house in Milford Meadows, a 45-acre site being developed by Habitat of Avery County. Charlie Milford, Pastor Emeritus of Park Road Baptist Church, is also the past president of the Avery County affiliate of Habitat for Humanity.
- HFHI’s mission statement is: *Habitat for Humanity’s ultimate goal is to eliminate poverty housing and homelessness from the face of the earth by building adequate, basic housing.*

Appendix C

Building / Facilities Improvements

Concept

The Vision Team received overwhelming responses stipulating the need for a Park Road Baptist Ministry Center (PRBMC) for fellowship and on-campus mission needs. Church members have a vision of a seven-day-a-week active campus. Additionally, improvements of existing facilities are deemed critical. Although definitive size or use have not yet been fully developed, the concept is better developed below.

Uses of PRBMC

Conceptually, the new building would provide space for the following:

- A large room with a stage to seat at least 300 people for Wednesday night dinners, VSPs, congregational meetings, special performances, recreational events, CDC rainy-day play and other large gatherings
- A kitchen that is adequate for preparation of dinners for up to 300 and that the CDC can use for meal preparation.
- Four rooms/offices for use by organizations with whom we have a collaborative relationship. Anticipated partnerships and innovations include CAM, HOC, a parish nurse, and an advocacy office.
- Office space for church staff including six offices for pastors, associate pastor, mission coordinator, financial assistant, minister of music, plus a reception area and a workroom.
- One large and two small conference rooms easily accessible to church office area.
- Four large storage closets for use by groups such as Scouts who may utilize the space.
- Adequate restrooms placed throughout the building with appropriate access by the different components using the building, including at least one restroom with shower facilities.
- Assuming building is placed on the field which fronts Ashcraft Lane, church office space to be near CDC so that security fencing is feasible and entrance to space used by collaborative organizations to be near Ashcraft Lane.
- Old office space to be renovated for use as Sunday School space.
- Old Fellowship Hall to be renovated for use as a chapel.
- Old Fellowship Hall kitchen to be renovated for use as Sunday School space.
- Library and adjoining classroom to be renovated, including the addition of a separate heating and air conditioning system, for use as a music department.

Planning and Implementation

The Vision Team recommends the Deacons appoint a building committee and a capital campaign committee no later than January 2004 to more closely define the architectural needs for new and existing buildings, consult with an architect, solicit construction estimates and create financing plans. The two committees should work concurrently and in conference with each other.

The charge to the building committee is as follows:

- Determine what projects are feasible for the church
- Modify the conceptual plan outlined above as necessary
- Tie in its efforts with the Master Plan
- Work closely with the capital campaign committee
- Report back to the church in the July 2004 conference.

The charge to the capital campaign committee is as follows:

- Consult with a financial consultant regarding fundraising potential
- Plan a campaign that includes raising money for a building project and a suggested 10% contribution to a Mission Endowment.
- Recognize that contributions from congregational donors, grants or community contributions would be welcome.
- Provide a conceptual design of a capital campaign, including potential outside resources
- Work closely with the Stewardship Development Team and the building committee
- Report back to the church in the July 2004 conference.

Appendix D

Vision Process Summary

The Vision Team utilized and modified a congregational approach outlined in the Alban Institute's *Discerning your Congregation's Future – A Strategic and Spiritual Approach* by Roy M. Oswald & Robert E. Friedrich, Jr. The main processes were as follows:

- Initiated in response to fall 2002 “Master Plan” goal.
- First meeting: November 7, 2002
- Commissioned by church in worship: November 24
- Adopted a Statement of Purpose: “In recognizing our heritage, the VT seeks to nurture relationships, focus mission activity, deepen pastoral care and strengthen spirituality by equipping the congregation and community to discern God’s presence and to engage in God’s activities among us.”
- In the hopes of understanding God’s will for PRBC, actively practiced discernment throughout the process
- Adopted a plan of action which included understanding our current ministries, reflecting on our core values and foundational principals from our past, evaluating the community’s unmet needs and discerning insights of our direction.
- Held VT kick-off with break-out sessions to gather information: January 8
- Visited SS classes to stimulate interest and answer questions.
- During February, invited congregation to attend a small group meeting; held 13 small group meetings (including one make-up session) at which a series of questions were answered; also requested a questionnaire be filled out.
- Held a “Night to Remember” to offer congregation opportunity to reminisce and to give us the opportunity to listen for core values: March 26
- Held a congregational feedback night, the purpose of which was to say, “We heard you say . . .”: April 2
- Held the program for the first summer Wed. – Community Outreach Bingo and question/answer session about mission initiatives.
- Began community outreach in June. Questioned community leaders on the sustained needs of the community around us.
- Began committing to our core values: July
- Established revised mission and vision statements: August
- Initiated congregational meetings on two major initiatives – paradigm shift and new facility: September.
- Facilitated a sermon series and Deacon retreat presentation: October.
- Delivered the “Vision Plan”: November.
- Church conference vote: November 19.

Appendix E
PARK ROAD BAPTIST
MISSION SUPPORT REQUEST FORM

Any mission or mission task force requesting monetary support from Park Road Baptist Church should complete this form and return it by August 31 for the following year's budget requests. Internal task force proposals may be submitted mid-year as application for unallocated funds. Any mission or mission task force requesting volunteer support only should complete the form and return to the Mission Coordinator in the church office.

Name: _____	Requested Time/# of Volunteers: _____	Requested Amount: _____
Address: _____ _____	Volunteer frequency: Weekly _____	Payment frequency: Monthly _____
_____	Monthly _____	Quarterly _____
Attention: _____	Quarterly _____	Annually _____
Phone: _____ Fax: _____	Annually _____	Specify other _____
Email address: _____	Specify other _____	
	Activity Start Date: _____	Activity Start Date: _____

Description of Mission Activity: _____

Committed volunteers (PRBC only):

Leader: _____

Requested by: _____ Date: _____

Notes:

1. *Submit form via email to Mission Coordinator in church office.*
2. *PRBC fund requests require strong volunteer support.*
3. *Requests during the year will depend on the balance of unallocated funds in budget.*
4. *If external request, please attach financial information and/or a business plan.*

Appendix F

VT Potential Project Ideas

In the process of community outreach and surveying, the VT came across a number of projects that might be of interest to individual church members. These projects are summarized below, both as general areas of interest and specific project ideas and are presented to jumpstart your own thinking about projects you may wish to champion.

General areas of interest

- Poverty
- Hunger
- Accessible, affordable housing
- Disadvantaged children
- Quality of education
- Quality, affordable childcare
- Youth services
- Racial dividedness
- Mentoring
- Health care disparity
- Substance abuse
- Advocacy

Specific project ideas

- Offer ESL classes
- Start a Mother's Morning Out program
- Start a Scouting program
- Offer Parenting skills class
- Offer jobs/training programs, perhaps partnering with JobLink
- Provide eldercare, specifically a day care for the elderly
- Partner with the YWCA on affordable housing issues in the area
- Provide services for the un-/under-employed
- Offer extracurriculars (piano, art, etc.) for the CDC
- Go into area public housing units and offer services
- Provide clinics for the Health Dept.
- Offer social programs for adults with mental limitations
- Sponsor a Boys/Girls Club
- Provide after-school tutoring services for area schools
- Operate a Hospitality House for families with relatives in area hospitals
- Offer a Parish Nurse program

Appendix G

<p style="text-align: center;">Suggested Screening Guidelines for use by Mission Committee* (defined below)</p>
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Note: a project is only required to meet one or more of these guidelines

- Does the project speak to the PRBC Mission Statement?
- Does this project help those who are truly in need?
- Is the need one that cannot reasonably be met elsewhere in the community?
- Does this project address multiple issues?
- Is this a tangible project?
- Does this project help PRBC promote a 7-day campus?
- Does this project help affirm people as children of God?
- Does this project have the potential to make a life-altering difference in someone's life or to allow someone to more fully experience life?
- Does this project offer opportunities for others to become involved?
- Other church members?
- Other community members?
- Does this project provide avenues of service to large numbers of people?
- Does the project have intergenerational possibilities, particularly for youth and children?
- Will there be opportunities to measure the impact of this project?
- Does this project give our members and others the opportunity for Christ-like service?
- Does this project help us to cross barriers in the community? (Barriers may be racial, ethnic, financial, sexual, etc.)
- Will this project help our members and the people to whom we are in service meet spiritual needs?
- What financial commitment is required of PRBC?
- What use of PRBC's facilities is required?

*Definition of Mission Committee (from page 8): *Mission Committee* - Convert the current mission action committee to a small (3-8) oversight and filtering committee of deacons and non-deacons to be appointed and approved by the full Diaconate and confirmed by the Church in Conference. Focus: Filtering mission requests and establishing parameters for their approval, managing mission task forces, working with mission coordinator, presenting all mission requests to the full Diaconate for approval.

