

KNOLLWOOD BAPTIST CHURCH

2014 Strategic Plan Overview

Who We Are and Where We Are Headed

Approved by the congregation

August 3, 2014

INTRODUCTION

KBC is a community of faith with many life-changing ministries and significant Spirit-driven momentum. To ensure that momentum continues, and accelerates, it is important that church leadership periodically assess the church's stated vision, mission and ministries.

The time seems appropriate for an assessment and confirmation of KBC's stated Purpose, Values, and Vision, as well as establishing specific strategies and initiatives over the next few years.

KBC by-laws specify that the diaconate is responsible for the strategic planning process. Within the diaconate, the executive council is charged with leading this effort, establishing ad hoc groups as needed. The information contained herein has been adopted and approved by the congregation as KBC's strategic roadmap for its journey.

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Strategic Planning Process Flow

One way to view the strategic planning process is as a pyramid. Each piece provides the foundation for the next, as it builds upon itself.

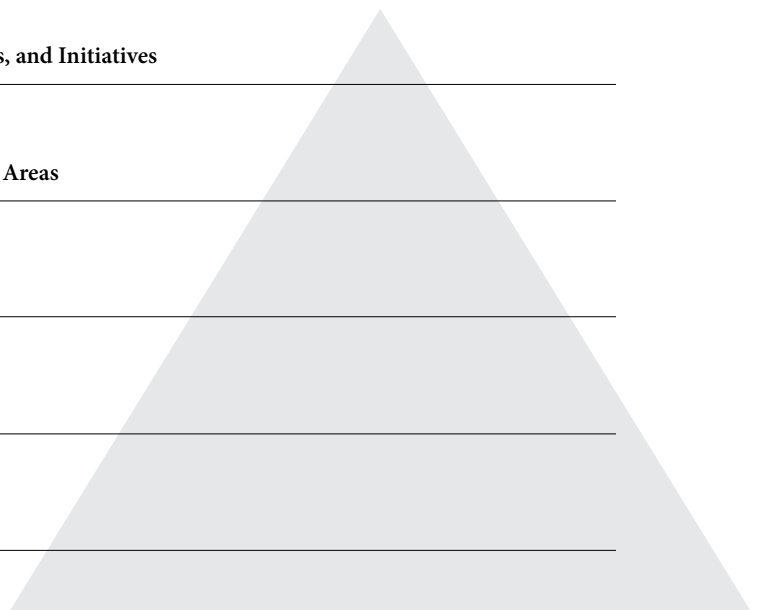
Ministries, Programs, and Initiatives

Strategies and Focus Areas

Spiritual DNA

Affirmation of Faith

Vision and Mission



VISION

We will be a community in which diverse people experience God's radical love and acceptance, grow and nurture their faith, and rise to the challenge of sharing God's reign of love and justice with the world.

MISSION

Learning to love and live like Jesus with head, heart and hands.

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AFFIRMATION OF FAITH

While we honor and value diversity in private belief and interpretation of scripture and the gospel, these theological commitments serve as guiding principles for how we do ministry, missions and church management.



2.1 THE ONENESS OF GOD

We affirm the oneness of God and creation; we believe that all persons are children of God, who are inherently valuable and worthy of respect, regardless of race, gender, nationality, or any other distinction. As members of the family of God, we have a basic kinship to all persons and are responsible to each other.

2.2 GOD'S REVELATION IN JESUS

We believe that Jesus was the Son of God and that God was in Christ in a unique way reconciling the world to God. In Jesus' life we see God's intent for humanity, a model of service and love. In Jesus' death we find God's gift of healing for our brokenness, forgiveness for our sin, companionship in our suffering. In Jesus' resurrection we discover hope for eternal life.

2.3 THE HOLY SPIRIT

We believe in the Spirit of God who is present in every part of creation from the beginning of time. God sends the Spirit to be our Comforter and Advocate, to intercede for us with sighs too deep for words, and to guide us in truth. The Spirit dwells within each of us, providing a sign of our status as children of God, a seal for our redemption in Christ. The Spirit brings understanding, unity, and a unique array of gifts for each believer to use in the work of ministry and for building up the body of Christ.

2.4 THE CENTRALITY OF WORSHIP

We believe that worship is the central activity of the community of faith. Our transforming experience in the presence of God, listening for God's voice and offering our devotion to God, inspires everything else we do. We believe that genuine worship engages the mind and heart and is guided by the Holy Spirit.

2.5 THE SIGNIFICANCE OF CHRISTIAN NURTURE

We affirm the significance of Christian nurture whose primary task is the formation of disciples of Jesus. While we have a particular passion for the nurture of children and youth, as well as an awareness of how much we learn from them, we are committed to an intentional approach to formation throughout life.

AFFIRMATION OF FAITH

2.6 THE IMPORTANCE OF GROWTH

We value growth within individuals and communities of faith. Specifically, we believe that each of us is called to grow up into Christ in every way and to enthusiastically invite others into a process of growth. We seek to experience the Gospel in ways that illuminate, encourage, and attract others to Christian faith. We value authenticity in the journey and a willingness to ask hard questions as we expand our understanding of biblical teachings.

2.7 THE COMMUNITY OF GOD'S PEOPLE

We affirm the importance of community. We are born in community, live in community, and are redeemed in community. Covenant relationships built on mutual trust, respect, equity, and fairness are essential to the building of community. The principles of democracy and justice guide our shared life.

2.8 NEED FOR RECONCILIATION

We confess that we are incomplete and broken and need integration, wholeness, reconciliation, and healing personally, interpersonally, and socially. We best fulfill this mission through the way of love, acceptance, and forgiveness practiced by Jesus.

2.9 COMMITMENT AND RESPONSIBILITY

We affirm the need for passionate commitment of our time and resources. We believe that Jesus calls us to a life of service and love, that this calling requires genuine commitment, and that through commitment we experience joy.

2.10 HISTORIC BAPTIST PRINCIPLES

We affirm historic Baptist principles of freedom including priesthood of the believer, local church autonomy, religious liberty and separation of Church and State.

2.11 PRACTICE OF ECUMENISM AND INTERFAITH DIALOGUE

We affirm the spirit and practice of ecumenism; that is, the principle of worldwide Christian harmony and unity. Believing in God's inclusive nature, we respect different religious traditions, support interfaith dialogue, and cooperate with other religious institutions.

SPIRITUAL DNA

**These characteristics,
especially when taken
together, are what make
Knollwood...*Knollwood***

3.1 JESUS-CENTRIC

We believe in the centrality of the radical Jesus and are challenged to be Christ's presence to each other and the world.

3.2 INVITING

We strive to embody Jesus' all-inclusive welcome.

3.3 GRACE-FILLED

We proclaim Jesus' message of God's grace in an uplifting and non-judgmental way.

3.4 FREE

We respect freedom of belief and biblically informed thinking, and we celebrate the Baptist tenet of the priesthood of all believers.

3.5 LITURGICAL

We celebrate a bible-rich liturgical style of worship following the traditional church calendar seasons.

3.6 INTERFAITH

We are an open, affirming place for people of other faith traditions, respecting and inviting inter-faith / ecumenical dialogue.

3.7 MISSIONAL

We believe in the necessity of serving others, tithing our budget and sending volunteers as agents of God's love throughout our community and the world.



STRATEGIES AND FOCUS AREAS

To deliver KBC's stated Vision, Mission, and Values as effectively and efficiently as possible, we will emphasize the following:

- **Creating a culture in which our stated mission is not just “what we do,” but also “who we are”**
 - **Living out what makes Knollwood unique and distinctive—
Our Spiritual DNA**
 - **Seeking the “Common Ground”**
 - **“What Matters Most” Philosophy**
 - **Infrastructure and Facilities Effectiveness**
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4.1 CREATING A CULTURE

Creating a culture in which KBC's stated mission is not just “what we do,” but also “who we are.”

4.1.1 Nourishing and Equipping Ourselves to Grow and Serve

- Create a community in which people feel valued, connected, and united around the goal of following Jesus
- Create experiences of worship that awaken a sense of the Divine Presence and Purpose
- Develop and implement spiritual formation programs and ministries that grow people who love and live like Jesus
- Grow faithful stewards of financial resources, gifts and talents, vocation, and God's good creation
- Help every KBC member find a place of service and a small group within the church where they can be known, cared for, and missed if they are absent
- Develop a more intentional effort in identifying and reaching out to disconnected members who have limited involvement



STRATEGIES AND FOCUS AREAS

- Pursue family friendly initiatives that reach and minister to families with children and youth

4.1.2 Opening Our Doors in Welcome and Ministry to Others:

- Communicate and live out our “Welcoming Statement”
- Increase emphasis to invite and encourage participation among Through The Week School (TTWS) families in the life and mission of Knollwood Baptist Church
- Identify additional community services, needs or opportunities that will take place at KBC
- Create training opportunities and resources to better equip KBC members to reach out to visitors and others who need the good news of Jesus and the life and ministry of Knollwood Baptist Church
- Create a communications strategy using the internet and social media to effectively put KBC’s witness in the marketplace

4.1.3 Moving Beyond Our Doors in Ministry and Service to Others

- Continue to develop signature ministry partnerships that can involve the entire congregation in some capacity
- Expand the impact of existing ministry teams and interest groups and create additional interest groups that meet identified needs (local, national and global) that are consistent with our Mission and Spiritual DNA
- Continue to support the newly formed ministerial staff position that focuses a significant portion of time and energy toward community service and outreach
- Help members explore, and hopefully find, a sense of vocation in their work
- Develop a growing awareness and expression of the Biblical call to be a faithful steward of God’s good creation

STRATEGIES AND FOCUS AREAS

4.2 LIVING IT OUT

Living out what makes Knollwood unique and distinctive — our DNA

- Our stated “Spiritual DNA” provides our essence and cultural differentiation: Jesus-centric, inviting, grace-filled, free, liturgical, interfaith, and missional.
- We are unique and distinctive — that’s why we are here and why others are attracted to us.
- Those values, attributes, and actions should be our priority in leading us on our journey.

4.3 SEEKING THE “COMMON GROUND”

Common ground:

- An agreed basis, accepted by all parties, with differing points of view
- A basis of mutual interest or agreement
- Something people agree about even if they disagree on other things

Diversity of belief and interests are strengths of KBC, but it also offers its challenges. Seeking the “common ground” will enable the most cohesive, efficient, and effective outcome in living out KBC’s stated Mission.

- When differing opinions seem to produce an impasse, revert to common ground and work forward
 - Respect and consider diverse and opposing points-of-view but avoid letting extreme positions dominate discussion or dictate decisions
 - Common ground should not obligate retaining the status quo or avoiding risk, but rather create consensus from which to move forward.
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STRATEGIES AND FOCUS AREAS

4.4 “WHAT MATTERS MOST” PHILOSOPHY

Develop a philosophy and discipline of applying KBC’s finite energy, effort and resources toward ministries, services and programming that are deemed to be the most central to KBC’s stated mission.

- Doing “too much” can be as problematic as doing “too little.”
- Prioritize efforts overall, and within any given ministry, program or action. All activities are not of the same value.
- Avoid being consumed with things offering limited or no value to KBC’s stated mission
- Be willing to do “fewer things better” but that should not be considered as discouraging new initiatives. It should actually enable more creativity and fresh ideas to be pursued.

4.5 INFRASTRUCTURE AND FACILITIES EFFECTIVENESS

Ensure adequate infrastructure and facilities to meet existing and evolving ministry needs.

4.5.1 *Infrastructure*

- Confirm that existing organizational and operating structure effectively and efficiently meet existing needs
- Consideration of evolving infrastructure needs to support KBC’s established mission and strategic direction

4.5.2 *Facilities*

- Provide facilities that are neat, clean and meet the expectations of the members and visitors without being extravagant
- Ensure that facilities meet existing needs of KBC’s identified strategic focus areas
- Develop a long-term facilities plan that supports KBC’s established strategic direction and overall mission

KBC's Vision and Mission cannot be realized without implementation. Our Vision and Mission will be lived out by:

■ **The KBC people**

Congregation and ministers

■ **Our organized structure**

Committees, ministry teams, interest groups, Sunday School, etc.

■ **Our ministries, programs and initiatives**

An intentional and formal plan for implementation will be developed, with the Diaconate Executive Council assuming a leadership position.

OBJECTIVES

CHURCH-WIDE

- Grow the level of active participation among existing KBC members and friends. *Measurement: number of individuals in Bible study or spiritual formation groups, who attend worship, support the church financially and are actively using their personal gifts in service to the church, community and world*
- Increase financial resources to support the life and mission of Knollwood Baptist Church overall, and for local, national and global missions. *Measurement: increase KBC's annual operating budget by at least the inflation rate; continue practice of tithing budget.*
- Grow KBC's overall membership by drawing others who long to love and live like Jesus, especially younger singles, couples and families (so we will continue to be a multi-generational church). *Measurement: establish baseline and then set realistic quantifiable goals*

BY ORGANIZED / FUNCTIONAL AREA

(COMMITTEES, MINISTRY TEAMS, STAFF, DIACONATE, ETC.)

- Establish specific annual objectives and goals that are consistent with KBC mission and focus areas
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