

Calvary Strategic Plan / Going BOLD Campaign

Update: 2.7.23

2023-2027 Strategic Plan Key Talking Points	
❖	Calvary wants to be a church that authentically lives out our core values: Family, Discipleship, Missions, Prayer. Our strategic plan will be built around these values.
❖	In 2022, Calvary saw an increase in visitors and membership through both baptisms and membership transfers. This strategic plan will support growth of our church and individual spiritual growth.
❖	The Church Council developed a 2023-2027 Strategic Plan with 17 ministry directives. Specific goals were or will be developed by taskforce teams or committees.
❖	Our current operating budgets will not fund this multi-year visionary plan. Additional funds are required. We also must embrace a financial plan to pay off our current debt.
❖	The Church Council will oversee and evaluate the Strategic Plan progress. The Council will provide regular reports on the plan during quarterly business meetings.

Five-Year Strategic Plan

Question	Answer
What exactly is a strategic plan?	From a church perspective, a strategic plan is a ministry guide based on our church vision. The plan helps a congregation be more intentional, focused, and effective in accomplishing what God is leading them to do.
Why did we decide to begin a strategic plan at this time?	The strategic plan suggestion came from some of our financial leaders who were discussing how we should go about paying for our Worship Center debt. During this discussion, it was suggested that with Calvary’s relatively new leadership and vision, now was a good time to structure a financial plan that was built around this vision and not just debt retirement. After more discussions, the church staff and the Church Council agreed. The Church Council began working on the new plan in early 2022. The plan will launch on Mar. 5.
How is the Calvary’s strategic plan structured?	Calvary’s strategic plan is structured around our vision/mission along with its key core values. These core values are prayer, family, discipleship, and missions . We also added a category for building and stewardship .

Question	Answer
Who developed the strategic plan?	Our Church Council developed the general ministry directives for the strategic plan. Secondly, various groups and committees from within the church determined specific goals and strategies for accomplishing the ministry directives. Also, Dr. Rex Horne graciously agreed to serve as our consultant.
What will be the result of the strategic plan?	We expect the new strategic plan will help us to more effectively accomplish our vision of being a praying church, a true and healthy intergenerational family of faith, a church that is living missionally both here and abroad, and a church that is truly making disciples who make disciples.
What financial resources will be needed to fund the ministry directives in the strategic plan?	Over a five-year period, \$220K. <i>More information is available by request from the church office.</i>
What new missions' opportunities are being planned?	As a part of the gospel mission arm of the Disciples Cross, we want to offer opportunities for our members to participate personally in missions locally, regionally, nationally, and internationally. We have identified the five-year financial requirement over what's currently available to the missions committee and included that cost in the campaign. (The missions committee has saved and pre-funded the first year's launch of this portion of the plan.) A significant new opportunity will be international mission trips, which accounts for the majority of the funds needed for the missions' directive.
What are our future plans for online services?	While the pandemic pushed us to use online resources for services, we have found that continuing to provide these services to those who can't come in-person, temporarily or permanently, is beneficial to our membership and can be a tool to support new membership growth. However, there are things we need to do to improve the quality, maintenance, and ease of administration. A special task force led by Rick Couch will look into how this can be done.
I want to learn more about the creation of the Endowment Giving Program. How will this be set up? Does Calvary have anything in place now to encourage planned giving?	Our Church Council is excited about this opportunity to provide a way for church members to leave a financial legacy through a variety of planned gifts. While Calvary has been blessed with some of these types of gifts, we don't have a specific program to assist individuals/families with these decisions. A task force will lead this directive.

Question	Answer
<p>What does Calvary need in order for this strategic plan to be successful?</p>	<p>To be successful, Going BOLD requires spiritual, physical, and financial investments from each member. This involvement in the campaign is unique and also multi-dimensional.</p> <p>PRAY. Commit to praying for God to lead and bless Calvary and to accomplish HIS plan through us. Commit to praying specifically for God to show you his unique plan for your service.</p> <p>ENGAGEMENT, to commit to growing in each area of the Disciples Cross. Accomplishment of the strategic plan depends on church member engagement and support.</p> <p>GIVE to the campaign. Let’s honor God by eliminating our debt and focusing our finances to serve and boldly proclaim the gospel.</p>

Church/Financial Background

Question	Answer
<p>How much do we currently owe toward paying off the debt?</p>	<p>\$1.29 million.</p>
<p>We’ve slowly been paying down the debt over the past 12 years. Has church leadership considered other options to pay off the debt?</p>	<p>As part of the strategic plan implementation, the Finance Committee and a special task force will continue to look at all options. They will also look for ways to generate revenue, including possible rental of campus facilities. These committees will also seek the assistance of financial and business professionals.</p>
<p>The North Education building is by far the oldest building on campus. Does the task force scope include what needs to be done with this building?</p>	<p>Yes. As part of the strategic plan implementation, the Finance Committee and a special task force will look at options specifically for this building.</p>
<p>Why don’t we try to sell the paint store property and use the proceeds to pay down the debt?</p>	<p>This is a prime commercial property that not only provides additional parking, but also provides the church a reliable annual revenue stream. It is believed that this property will only continue to increase in value.</p>
<p>Why don’t we fund the ministry directives by adding to the church’s operating budget?</p>	<p>In the spirit of keeping a tight rein on the annual operating budget, the church staff, church council and finance and stewardship group believed it would be more prudent to ask for this initial five-year vision to be funded outside of the normal operating budget. This</p>

Question	Answer
	approach also brings more visibility to the discipleship and mission directives in the Strategic plan.
Does the Strategic Plan address the maintenance issues that are currently needed on our campus?	No, it doesn't. Financially, these needs are covered by our building maintenance reserve fund. Administratively, we recently initiated new Properties Team to help us oversee ongoing maintenance projects and will continue to use a task force for special projects.

Going BOLD Campaign

Question	Answer
What finances will be needed?	To fully implement our strategic plan, we must raise additional funds beyond our annual operating budget. A total of \$220K is required to fund the strategic plan ministry directives. The worship center debt as of Dec., 2022 is \$1.29 million (reduced from \$4.2 million at Dec., 2012). We believe the Going BOLD campaign can substantially or completely eliminate this debt.
Why was the Going BOLD theme chosen for the campaign theme?	Throughout scriptures, BOLD appears as a challenge to us to do something beyond the norm. This strategic plan will require resources, both time and money, beyond the norm. BOLD is also a spiritual quality that the Holy Spirit provides to obedient believers.
How will the Going BOLD campaign be structured?	Launch three-year capital campaign in March, with an option for two-year commitment. All campaign proceeds will be split as follows: <ul style="list-style-type: none"> ○ 80% for debt retirement ○ 20% for ministry directives Continue to use rental income from paint store for debt retirement.
What are the Going BOLD goals?	1) Retire our current building fund debt. 2) Fund our new strategic plan directives.
How will the church be kept informed of Going BOLD progress?	The Church Council and Finance/Stewardship Group will publish a Going BOLD report card quarterly and make available in multiple mediums. This report card will show amounts given and how funds have been used.
Can I direct 100% of my Going BOLD gifts to debt retirement?	Going BOLD gifts will be split 80/20 between debt retirement and ministry directives, unless otherwise requested by the donor. So yes, gifts can be allocated 100% to debt retirement, if desired.

Question		Answer		
How much do we hope to raise?				
The campaign does not have a stated dollar goal. Instead, the focus is for 100% participation. Three giving scenarios have been provided that illustrate the extent to which we can achieve the campaign goals of debt retirement and funding ministry objectives.				
If Campaign Raises...	Amount Available		Campaign Results	
	Debt Retirement (80%)	Ministry Directives (20%)	Loan Balance at end of 3-years	Funds available for Ministry Directives...
\$1,000,000	\$800,000	\$200,000	\$392,000	Covers 90% of 5-year financial needs
\$1,250,000	\$1,000,000	\$250,000	\$184,000	Covers 110% of 5-year financial needs
\$1,500,000	\$1,200,000	\$300,000	\$0	Covers 136% of 5-year financial needs

What if total Going BOLD giving results in more than the \$220,000 being available for Ministry Directives? What would we do with this money?	Should we be blessed in this way, the Church Council and the Finance team will work to make a recommendation for furthering the strategic plan or using the extra funds to further pay off the debt.
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