

Vision 2030
First Baptist Church Universal City, Texas
October 1, 2018

Proverbs 29:18

*“Where there is no vision, the people perish: but he that keepeth the law,
happy is he.”*



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Church Family,

This document is intended to provide a roadmap for the direction of First Baptist Church through the year 2030 and beyond. Our church must constantly improve and evolve while holding steadfast to the purity of the Gospel message, the inerrancy of the Bible and the doctrines of our faith. The vision team was tasked with developing this document by seeking the vision and will of the Father. I am thankful for the many people who bathed this effort in prayer. The wisdom and insight of the church body was gathered with interviews, questionnaires, electronic interviews and demographic studies. This vision should help position our church to be more effective in developing our saints to grow in their faith and to reach people for Christ – this is our primary mission. We will now begin the long processes of reviewing and implementing this plan as the Father leads. I appreciate the hard work of our Vision 2030 Team and the support given by this church. The future looks bright as we labor for the Lord together.



Senior Pastor
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VISION 2030 TEAM

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SUPPORTING INFORMATION

First Baptist Church of Universal City proclaims that the Lord, Jesus Christ, is the head of this church body now and forevermore. We believe that the church should constantly evolve to effectively reach a lost world, while never compromising the doctrines of the faith or the Gospel Message found in the Holy Bible. This Vision 2030 plan is the result of fervent prayer, Biblical research, church questionnaires, an electronic survey, interviews with members, former members, workers, pastoral staff and subject matter experts in many fields; it has required hundreds of hours of documentation and discussion. The Vision 2030 Team respectfully submits this plan to serve as a guide in the upcoming decade.

Implementation of this Vision 2030 plan will require concerted individual and corporate prayer, congregational support, financial resources, staff and lay leadership and a spirit of unity toward the common goal of honoring the Father.

DISCIPLESHIP

Matthew 28:19

“Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost.”

By definition, a disciple is a follower, one who accepts and assists in spreading the doctrines of another. A Christian disciple is a person who accepts and assists in the spreading of the Good News of Jesus Christ. Christian discipleship is the process by which disciples grow in the Lord Jesus Christ and are equipped by the Holy Spirit, who resides in our hearts, to overcome the pressures and trials of this present life and become more and more Christ-like. This process requires believers to respond to the Holy Spirit’s prompting to examine their thoughts, words and actions and compare them with the Word of God. This requires that we be in the Word daily—studying it, praying over it and obeying it. In addition, we should always be ready to give testimony of the reason for the hope that is within us (1 Peter 3:15) and to disciple others to walk in His way. Jesus defined at least seven specific requirements to be His disciple. These include: (1) bear fruit; (2) love; (3) deny self; (4) sacrifice; (5) put God first in everything; (6) Abide (dwell) in the Word; and (7) teach.

FBCUC has a great opportunity to present life-changing discipleship training that will strengthen and develop the walk of each person that earnestly seeks this path. By implementing coordinated learning and faith development programs while leveraging appropriate technology, the church will be able to equip each believer for a dynamic journey of faith and service.

Barna Research reports that 64% of born again Christians accepted Christ prior to the age of 18. This confirms the importance of a robust Bible study and discipleship program beginning at a very early age. The church should resource staff and resources to ensure each child is presented with a clear understanding of the Gospel and salvation in an age-appropriate manner, while also reaching out to parents with training and resources for raising up a child in the way he should go (Proverbs 22:6). Research also shows that parents have a strong influence on a child’s knowledge of the Bible and in coming to a decision to follow Jesus as Lord of their lives.

Each member of this congregation should understand that discipleship is a continuous, daily journey in seeking to make Jesus Christ the Lord of their life. Discipleship does not consist of a program or a set block of training. Personal growth does involve training and studying the Word of God; however, this is only a means to bring glory to God, deepen our personal relationship with Jesus Christ and prepare ourselves for a natural state of service to His Kingdom and to our fellow man. This congregation must create a culture of corporate and individual holiness, as each person is set aside for God rather than the world. A vibrant culture of discipleship includes individual responsibility supported by committed church leadership focused on developing each person to reach their full potential as a servant of Jesus Christ.

Worship, Bible Study, fellowship and training are all vital parts of this walk; however, they are not the end goal. The end goal is holiness and a dedicated life of serving, reproducing and trusting our Lord.

The recent FBCUC REVEAL survey identifies the lack of relationships as a concern within the church body. Loneliness has actually been identified as a systemic problem within our entire culture. Jesus developed disciples by spending time with them in a deep and intimate relationship. We see that Jesus asked his disciples questions while leading them to grow in their spiritual insight by self-discovery. Jesus also clearly held his disciples accountable for their attitudes, actions and faith.

The Vision Team discovered opportunities to broaden and deepen discipleship opportunities in many areas of church life based on questionnaire, survey and interview results. The church can explore development of new programs and revision of present programs in the following areas: (1) Training and equipping parents of children to develop and share their faith in the home; (2) preparing high school seniors to face the challenges of adulthood; (3) building a solid foundation of faith, doctrine and personal growth for new Christians and new church members; (4) continued development of a vibrant men's and women's ministry; (5) continued development of individual growth and accountability groups, such as Intentional Discipleship Quads (IDQs); (6) bringing generations together within the church to share insight and wisdom; (7) matching volunteer church members with First Baptist Academy (FBA) students who desire or need a Christian mentor; (8) development of a more robust Sunday school curriculum that tracts progress and uses more resources to reach more people; (9) eventual opportunities for seminary courses within the church.

Children are fertile soil for God's Word and faith in Jesus Christ. This does not happen in a vacuum. Children must be loved, nurtured and taught God's Word. The church must continue to support a robust, loving and professional nursery and child development program, both in the church and with FBA. Our society faces more challenges with stable families and home life today. By building a deeper relationship with parents and guardians, this church can have an impact in teaching and witnessing to them as we seek to give them tools to develop their faith and the faith of their child in partnership with the home.

Feedback and experience has shown that this congregation needs to better prepare high school seniors to enter a world that is not aligned with the beliefs that they have adopted and been taught. The senior year should focus on frank, Bible-based discussions, on actual situations and experiences that these students will face as they become adults – practical application of Bible truths.

The church should provide a much more structured environment for new members and new Christians to build a solid foundation of holiness, daily disciplines, mentoring and relationships within the church body. Each person should understand their responsibilities to grow daily in their journey with the Lord.

A key factor in maintaining a vibrant church dedicated to serving God is the support of strong ministries to women and men. This builds strong relationships, equips members to apply Biblical solutions to their unique situations, provides accountability and delivers a platform for each individual to develop a sincere, holy and effective life of faith and service to the Lord.

Christianity has always been based on strength and support from other believers. We pray for each other, minister to each other and hold each other accountable. IDQs have the potential to multiply the impact of personal growth and holiness within the congregation. This provides an intensive platform for building relationships, prayer life, accountability, support and spiritual growth, which is maintained by active church participation in this program and support from church leadership. This is based on the Biblical model established by Jesus Himself and must be incorporated into our church culture as the beginning of a journey that ends with our entrance into Heaven and the presence of God.

Feedback also revealed a desire to more strongly connect the church with FBA. Many FBA students need a Christian mentor to pray for them, support their activities, provide an adult model and help with their progress in school. The

church has so many skilled members that could make a very positive difference in an individual child's life. Along these same lines, the church can support generational fellowship by matching adult and senior church members with high school students for activities, mentoring and support. Mentoring and learning would be developed for both generations. This combines wisdom with hope and endless faith in the future.

Sunday school is a proven aspect for relationships and church growth – we must continue this emphasis. We, as a congregation, should endeavor to make this time extremely effective in developing holy and knowledgeable servants of the Lord. New technology will help in providing maps, videos and other teaching resources to support the study of the Word. A class should be developed for streaming lessons to those individuals unable to attend classes at the church. A system to track course completion can record individual progress.

Interviews and surveys revealed a desire for some church members to attend seminary training and deepen their knowledge of the Bible in a formal setting. The church should encourage this and explore ways to provide classroom and technology resources to support this endeavor.

God has clearly revealed that discipleship is ordained by Him as a commandment to each follower of Christ. This is both an individual responsibility and a church responsibility that involves time, prayer, service, worship, Bible study and a desire to walk with the Lord in a humble and holy manner each day. This one area will yield great results in the church fulfilling the Great Commandment.

FINANCE

Malachi 3:10

“Bring the full tithe into the storehouse, that there may be food in my house. And thereby put me to the test, says the Lord of hosts, if I will not open the windows of heaven for you and pour down for you a blessing until there is no more need.”

First Baptist Church of Universal City is committed to having the most transparent, efficient and accountable financial program possible. We are reminded in God’s Word that we are to be good stewards of everything we are blessed with as individuals and as a congregation. The church has many safeguards and procedures for proper management of funds and property; however, the church can enhance this function by utilizing technology, software programs and procedures to provide the timeliest and accurate status of all resources. Additionally, members of the finance committee should be trained initially and periodically on their responsibilities of oversight and the various tools and policies available for this task.

The church should move forward with plans to expand existing software systems to track all financial transactions, attendance, accountable resources and reporting transactions. Systems should be integrated with each other to provide the most effective data management possible.

Finance committee members should receive initial and periodic training on how to properly fulfill their task of financial support and oversight. Training should include the most up-to-date procedures for organizational financial management.

The church body and new members should be briefed on the general financial principles utilized by the church as this pertains to all members.

Finance

Introduction and Background

FBCUC has been blessed with solid growth since the church was established in the 1960s and God’s people have continuously and sacrificially given through

the years to meet the needs of the church. The church has continuously given greater amounts to support missions, local outreach, professional and support staff, FBA and many other events, big and small, that contribute to the great commission. God has blessed that faithfulness and continues to do so even until today.

General & Designated Offerings/Debt Reduction

Generally, when we asked people what they thought about FBCUC's "finances", most immediately began to speak of the latest "All-In" campaign, so perhaps our timing of the interviews influenced the answers we received, but most had a strong opinion. On the one hand, there were those that saw debt as a tool to be used as necessary to cover rapid church growth. On the other hand, there were others that believed the church should never carry any debt for any reason whatsoever. Rather, the church should steward its resources and savings until it has the funds necessary to complete its next building phase.

Almost all spoke of "giving fatigue"; that is, since the early 1990s there have been non-stop giving campaigns for new facilities with no apparent end in sight. Did that mean that as soon as the current "All-In" campaign was over we were going to immediately start another? If so, most seemed to say that they would not be in favor of supporting it. Another aspect of giving fatigue was the continual call for designated offerings to support an immediate need within the church, disaster relief or new outreach. Who determines that a special offering is necessary and do we have to bring all of them before the church?

A parallel comment/question was, "Where is our General fund offering going? Was the total amount that the church was receiving being distributed properly? If so, didn't we have any reserve to cover the immediate need?" and, "Should we be taking on new outreach programs when we have considerable debt to pay off? Shouldn't any additional monies the church gets, go toward retiring debt?"

The author has made it a point to attend every business and budget meeting since the fall of 2016 and is of the opinion that the information necessary to answer each one of these questions is available during the meetings and, in modified detail, given from the pulpit. Therefore, the church is not remiss in answering these questions.

At the same time, options should be explored to capture a larger church audience during business meetings, perhaps by doing a live simulcast where people can watch online and call or text in questions. Also, having the minutes and relevant discussion published and available after the business meeting on-line for review or as a handout the following Sunday.

Methods of Giving

The preferred method of giving at FBCUC is by personal check. This is not surprising given the demographics of the church, but the 30 and under crowd will, and are, changing that method. Most of them don't have checkbooks and are far more likely to give either online with their cell phone or just give whatever they have in their pocket at the time. The church has provided the ability to give on-line, but the current interface does not work well when using a cell phone. There is also a giving kiosk in the entryway to the church, but most people prefer not to give that way as it is too public for such a private matter.

The most preferred method that we heard was for the church to develop a cell phone app that incorporated the ability to give by cell phone.

Sources of Giving

In an effort to help people see that they may have ability to give above what they are, within their available resources, one member proposes creating a class that would teach people how to give using tax strategies associated with 401Ks, IRAs, etc. This could be offered quarterly, semi-annually or annually by a qualified accountant or financial planner that knows the tax laws and rules.

Financial Accounting Software

In interviews with the previous bookkeeper and other church staff members, there was a common theme that the current accounting software (Shelby) needs to be updated to the web-based version and have additional functionality modules purchased so that all of the office functions can be done using a single program.

Other issues were brought up during the interview that were brought to the Executive Pastor's attention and are being resolved.

The Budget Process

The Church should be good stewards with the resources and held to a higher standard since the resources they are given are from the sacrificial tithes of their members. We should never lose sight of the fact that this is God's money.

The Finance Committee is responsible for meeting with church leadership and creating the annual church budget. The budgeting process should forecast annual revenues, fixed and flexible spending and anticipate and budget for large capital expenses.

Improvement does not happen without intentionally looking at internal processes and finding ways to improve operational efficiency and effectiveness. Consider process improvement for Teller Teams, Committee responsibilities, etc.

FIRST BAPTIST ACADEMY**Proverbs 22:6**

“Train up a child in the way he should go: and when he is old, he will not depart from it.”

The First Baptist Academy impacts so many students and their families as it consistently delivers a Christ-centered education. The church is committed to this ministry as an active partnership. Several items of input were revealed to the Vision Team to enhance this ministry in the future.

The church must communicate and explain this relationship more clearly to the church body to ensure understanding of the value and importance of this ministry. As public education evolves and more charter schools are established, the Academy must find ways to attract students while providing a Christian education at an affordable tuition. A program can be built to establish mentors for students with senior adults and other adults that can support a child with Godly wisdom and support.

Plans and funding mechanisms should be reviewed to ensure the most beneficial and efficient support possible while providing for proper facilities management and financial oversight.

GOVERNANCE AND STAFFING

Acts 20:28

“Take heed therefore unto yourselves, and to all the flock, over the which the Holy Ghost hath made you overseers, to feed the church of God, which he hath purchased with his own blood.”

God’s Word clearly reveals the necessity for leadership and organization within the church body. The Pastor of a church body is accountable to God for actions and decisions in leading God’s people – an awesome responsibility. Our church desires to have an efficient, responsive and effective professional staff and lay leadership team that faithfully carries out the mission of the church in a manner that honors God and sustains a vibrant church.

Vision Team inputs revealed the need for a total review of church staffing to ensure efficiencies and improve communication across all staff functions. This would include a review of the Minister of Missions position to ensure resources match the emphasis of missions currently being conducted in the community, nation and world. Some staffing requirements will grow and evolve with the need for information technology expertise and professional management of the maintenance and operations of a large and growing physical infrastructure. The church has been blessed with an active Deacon body that has brought great wisdom and servant leadership to this church for many decades. A review should be conducted to determine the best structure for lay leadership in the decades ahead.

Committees are vital in the daily functioning of the church. Policies and training should be developed or enhanced to ensure proper staffing, understanding of responsibilities and effective oversight. The church business meeting process can be reviewed to utilize technology, scheduling and content to solicit increased participation and open feedback across the church body. The Senior and Executive Pastors of this church have no immediate plans for retirement; however, the church would show great wisdom in developing and implementing a well-thought-out transition plan to find and develop pastors to lead this church under the dominion of our Lord after 2030 and beyond. This entire review must be conducted with an understanding of changing dynamics and demographics within the church body and surrounding community.

A review of church staffing would create the possibility of efficiencies, increased morale, less stress, great responsiveness to the church body and community and the ability to adequately manage increased complexities with information technology, missions and property management.

The polity of a church is the structure of governance. The New Testament church utilized deacons and elders with the distinct function of serving the body and providing leadership based on Godly wisdom. Our church has been well-served by the Deacon body, which is based on a model of servant leadership. Our Pastor currently has a small group of mature Christian men to provide wisdom and accountability. This could be provided by elders. Any future governance structure must provide transparency, responsiveness and service to the church body while providing for proper selection and voting procedures. They are accountable to God.

Lay members of the church are vital to the success of committees in administering many vital functions of the church. Future effectiveness will require effective policies and procedures to properly recruit, train and develop members that can fully perform assigned tasks.

Church business meetings are vital to present information, discuss financing, church staffing and other business in an open and accountable environment. This process should be reviewed to use technology and procedural changes to encourage better involvement and input from the church body.

This church has been blessed with very stable and effective pastoral leadership for over two decades. Pastor Lindow, Pastor Cash and others are still planning on several years of vibrant leadership prior to a well-deserved retirement at the proper time. The church is well served to plan and provide for an opportunity to accept new pastoral leadership at an appropriate time to allow for mentoring and a smooth leadership transition.

HOUSE OF GOD

Isaiah 66:1-2

“Thus says the Lord: “Heaven is my throne, and the earth is my footstool; what is the house that you would build for me, and what is the place of my rest? All these things my hand has made, and so all these things came to be, declares the Lord. But this is the one to whom I will look: he who is humble and contrite in spirit and trembles at my word.”

Introduction and Background

The First Baptist Church of Universal City, Texas (FBCUC) was established in 1961 and undertook the construction of their first buildings, Faith, Praise and Love, in 1964. The Hope building was added in 1976; Peace and Joy were added in 1987; Truth and the Atrium were added in 1995; the Sanctuary and Grace were added in 2001; the REC building and Grace second and third floor were added in 2014.

In the 50+ years since then, FBCUC has done an excellent job of keeping up with the growth of the church by continuously adding new buildings by God’s faithfulness and through numerous giving campaigns. There are, however; concrete steps that need to be taken immediately to ensure that our facilities will be available for us to use through 2030 and beyond.

The Current Maintenance Program

Staffing

The Maintenance staff consists of one full-time and two part-time technicians supplemented by 11 specialized services contracts (fire alarm systems, HVAC controls, backflow preventer and fire extinguisher certification, etc.). As would be expected, the technicians spend the majority of their time keeping the older air handlers running, supplemented by answering service calls from the church and FBA staff. The staff obviously loves the Lord and gives their time sacrificially after their normal hours to ensure that the church is always ready for all to use.

Funding

The maintenance staff has a budget line item for incidentals and the finance committee has established a long-term maintenance budget line item for capital equipment replacements. The long-term maintenance budget was depleted when metal roofs were installed as part of the 2014 construction program. Since then, outdated and failed HVAC replacements have kept the acct from building up a significant balance.

Significant Findings

The current staff is undersized and lacks the training necessary to effectively and efficiently maintain FBCUC's 152,074 square foot investment. The staff is not professionally trained or certified in facility management, specific maintenance skills, life safety code or hazardous material handling or storage. They are doing a great job with the skills and tools they have, but the complexity, size and age of our buildings has, and is continuing to, outpace their training and the hours available to them.

There is no "Centralized Maintenance Management System" (CMMS) to track demand maintenance items, preventive maintenance planning, annual certifications, on-hand bench stock, tasks completed, hours spent or any other of the several items necessary to manage the maintenance flow of FBCUC. The staff related that they frequently plan a task for the day, but are unable to finish it because they are interrupted with several "hot issues" that must be taken care of immediately. This is one of several indicators of an inefficient maintenance program. A well-planned maintenance program concentrates on maintaining equipment through preventive maintenance actions and significantly reduces these interruptive events. A CMMS is the single greatest asset a facility can have to develop, track and maintain an effective and efficient maintenance program.

There are a few significant safety issues that the team discovered and brought to the attention of Church Leadership that have the potential for catastrophic failure unless they are addressed immediately and are being tracked.

The Current State of our Facilities

Introduction and Background

Most Building Capital Investment planning cycles use 50 years as the usable life with a Major Scheduled Renewal (MSR) at 25 years. Some more complex facilities require additional renewals of certain aspects of their facility outside of that cycle. For instance, adding capacity or a change in use may require a significant renewal prior to the 25-year mark or even several times during its life. If enough of these changes are necessary, the decision may be made to dispose of or completely rebuild a facility prior to the 50-year point. These are general investment strategies. A well-maintained building can be used for 75-100 years as long as its systems can safely support current use.

Buildings Built in 1964 and 1976 (Faith, Praise, Love and Hope)

These facilities are original substructure and superstructure with new metallic roofs. The electrical, plumbing, and HVAC systems have been repaired or replaced as necessary, but the buildings remain largely as they were constructed. Significant heaving has taken place in several areas and appears to have stabilized. Cracks in the exterior fascia (brick) contribute to the perception that the buildings are in much worse condition than they truly are. All of the buildings are at an age that a major renewal is necessary if the church decides to keep them through 2030.

Buildings Built in 1987 & 1995 (Peace, Joy, Truth and the Atrium)

These facilities have their original substructure and superstructure with new metallic roofs. The electrical, plumbing and HVAC systems have been repaired or replaced as necessary, but the buildings remain largely as they were constructed. The 1995 Sanctuary has been significantly modified by subdividing for additional classrooms. Because the space was originally designed as a sanctuary, but is now being used as a multi-functional area, the space should be considered for an MSR with an emphasis on redesigning it to better serve as a multifunctional area.

The church staff offices, reception areas, counseling offices and school of worship arts areas are all in need of an MSR and, again, with an emphasis on redesigning to better serve its intended purpose.

Buildings Built in 2001 & 2014 (Sanctuary, Grace and the REC building with playground)

The Sanctuary is 17 years old and, even with its high use, it looks much younger. The technology used in the 2001 construction is now obsolete and significantly energy inefficient. Although a complete MSR isn't necessary, the stage, sound, lighting and visual equipment are all in need of upgrades. A phased renewal, beginning with technology, will ensure the facility is ready for 2030.

All of the 2014 additions and the REC building are in good condition. Re-occurring problems with the chiller appear to have stabilized after a significant maintenance effort was completed in 2016. The REC floor is showing signs of higher early wear that should be addressed immediately to forego shortened life. A comprehensive maintenance program is the best insurance to ensure these buildings make it to 2030 and, Lord willing, to 2064.

Technology

Introduction and Background

Since 1990 Technology has exploded to encompass all areas of our lives. Those 30 and under that grew up with technology integrated into every aspect of their life expect that same integration from their church. Today, a church that doesn't have at least one live-streamed service, a presence on Facebook & Twitter, a YouTube channel and a cutting-edge website, probably won't get a second look from an online church browser. As part of the same updated technology, the sermon must now be delivered with the newest visual special effects and video trailers all accented by theater lighting while sitting in theater style seating with a coffee cup holder and charging jack. The challenge facing FBCUC is deciding what technologies it wants to maintain or invest in and then updating accordingly.

For the purpose of this paper we will define "technology" as any media that affects the church for some purpose. As an example, when referring to "Wi-Fi", it will encompass any activity in the church that uses or accesses Wi-Fi. When we refer to technology as it refers to worship, it encompasses all of the technology needed to perform or participate in worship.

Technology used for Church Operations

The church (both FBCUC staff and First Baptist Academy teachers and students) currently use a mix of software programs to accomplish their missions, among them are Shelby, MS Windows and MS Office. The team heard numerous times during our interviews, “Why can’t we use software “Z”, it does everything we need it to do and from the cloud.” There are also functions within the church that need a software system that don’t currently have one, primarily a Consolidate Maintenance Management System and a logistics management system to track equipment in the church and, as required, for audit purposes.

Social media is becoming an even more critical aspect of the church’s public ministry and the working group heard many comments about how the current content could be improved and expanded to better inform people of what FBCUC is doing and how they can become a part of it.

Tied to technology was a discussion of how people give their offering and how those methods are changing as checkbooks are used less and online giving more. As with all technology, the church needs to stay abreast of trends in giving and continue to provide numerous opportunities.

All of these activities take place within the context of servers and internet access. We heard many comments on the availability and quality of internet access across different church venues. The most common comment was that at peak attendance times there is not enough access (bandwidth). Many of the comments also spoke of how if the access was there, more effective and different types of ministry could happen.

As a potential cost savings and an expansion of capability, the church needs to decide if it will continue to host their own data servers with all of their associated upkeep or choose a cloud-based solution. Many downstream functions will be affected by this decision and so much thought and careful consideration must be given before making any decisions.

Technology used for Worship

As stated in the Technology introduction, modern worship is considered outdated unless the newest and latest technology is present in the worship service. Much thought and prayer needs to be devoted when considering what new technologies are necessary for achieving “worship”. The author of this paper is not trying to disparage anyone’s idea of what worship is, just trying to communicate the many and varied responses to what and how technology should be used in the

worship process. For the purpose of this paper, we will discuss the current condition of the Sanctuary and the work necessary to reach 2030.

The stage lighting, sound board and cabling, sanctuary lighting and visual display equipment are all in need of upgrades. The current sound system is analogue and needs to be upgraded to digital. This is imperative as regardless of which direction technology goes, it will be digital! Modern LED lighting is more efficient, uses less energy and has a far smaller heat load than the current system, so the benefits of upgrading go far beyond the visual impact. Projectors, speakers, and cameras typically last 5-7 years; Amplifiers, audio and lighting consoles last 7-10 years. Operating Systems are typically outdated within 3 years.

Since 2001, the church has expanded the sanctuary's capabilities to livestream, and replaced individual components as they have failed, but given the lifecycle replacement timelines, some of our equipment is past its useful life and is ready to be replaced.

Technology Backbone (the skeleton no one sees)

FBCUC's technology cabling reflects the year that that particular building was built. The good news is that fiber optic cable (FOC) was included in the 2014 construction, so this capability needs to be expanded throughout the church. This will allow for more bandwidth to flow to the wireless access points (WAPs) across the church.

The church needs to develop a unified approach to determine what aspects of the church infrastructure need to be hardwired and which can be wireless as cabling is expensive. One system in the church that is in need of greater wireless access are the security cameras. Currently there are not enough WAPs or bandwidth to support the security cameras necessary to fully provide security for the whole church.

It's been said that the only thing that never changes is the need for change. That applied to technology means that FBCUC needs to develop a technology plan to take us to 2030 and beyond, much the same way the facilities plan drafted back in 1989 is still being used and updated as the church grows. Additionally, a long-term technology funding account needs to be created and funded to cover technology lifecycle replacement costs.

MISSIONS AND COMMUNITY OUTREACH

Matthew 28:19-20

“Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”

First Baptist Church of Universal City is committed to missions and sharing the Gospel with our community, state, nation and the world. The church is supportive of a robust missions budget and should consider a full-time position of a missions pastor in the years ahead. The church should commit to active training for mission work to equip members for vital service in this area. The church has an opportunity to reach many people in the local area by beginning or enlarging ministries to single moms, families dealing with disability, military families and teens. The church should reinforce a purposeful effort to build a strong children/youth ministry to combat the tremendous stress and pressures facing parents and families. We, as a church, need to reach and equip parents to maintain a stable home where children can be raised with a strong foundation of Christian faith in relating to a world set against this. This will require significant planning, resources and lay/staff leadership. Our Family Life Center and Recreation Ministry can continue to be a focal point for so many outreach ministries.

The planting of new churches should continue to be a priority of First Baptist focusing on the most strategic unreached areas of our nation and world.

This church will need to focus on worship and Bible study opportunities beyond church walls in the decades to come and should leverage technology to reach people.

WORSHIP

Psalm 29:2

“Give unto the LORD the glory due unto his name; worship the LORD in the beauty of holiness.”

First Baptist Church Universal City desires to consistently provide a Christ-centered worship experience that honors and glorifies the Father. The church body should enter each service in an attitude of repentance, holiness and reverence. Worship can be a unifying experience to encourage fellow believers in their walk with Jesus Christ. This is also an opportunity to reach the community and visitors with the Gospel message of salvation. This church body should evolve through Vision 2030 to continue a worship experience that honors God, reaches the lost, encourages the body and does not compromise the Word of God.

Vision 2030 input revealed the need to emphasize holiness as a church body and as individuals. Affirmation was clear that all pastors preach the Word of God without apology or alterations and the church is pleased this is a foundation of the church. Members expressed a desire and need for reaching out to the community as a church body to bring people to worship. This can be in the form of a formal revival or neighborhood outreach. Many members indicated a desire to return to a two-service format with appropriate adjustments in both services. Input was also received that technology and music should be used appropriately in a manner that enhances worship and glorifies God.

An evaluation of returning to a two-service format is recommended. This has the potential to save energy and resources, increase the sense of community and fellowship within the church body, enhance the Sunday school experience, provide a more normal pastoral staff schedule on Sunday mornings and provide responsive worship times to the church body and community.

The church will be challenged to reach the community, considering changing dynamics and demographics. The body must reach the young generation and multicultural families while remaining uncompromising on the Word of God. This will take concerted effort and understanding. The demographic study commissioned by the church should be reviewed and utilized as a tool to develop programs and outreach centered on the community of 2030.

SUMMARY OF ACTION POINTS

Discipleship Action Points

1. Ensure that at least annually a clear presentation of the gospel is given in every Small Group Bible Study (Sunday school) to include a call to respond.
2. Work to resource parents to lead their children to faith and do age-appropriate home discipleship.
3. Galvanize the “we do life together” philosophy to foster greater connectivity among our membership, which is essential to true life-transforming discipleship.
4. Foster intergenerational events and programs.
5. An intentional program of preparation for our graduating seniors should be developed to assist them in the transition from high school to college or career.
6. Continued emphasis and enlargement of the Intentional Discipleship Groups (IDG) in the men’s and women’s area.
7. Evaluate Sunday school curriculum and work for a more robust purpose driven program of education.
8. Sunday school should continue to receive the lion’s share of our staff and church’s resources, increased training for teachers and provision for the use of technology to enhance the teaching/learning environment.
9. Exploration of offering an online Sunday school class streaming for homebound.
10. Continued development of strategic men’s and women’s ministries.

Finance Action Points

1. A major evaluation of the church’s financial software system should be done and a recommendation made as to upgrading system or transitioning to a more efficient one.
2. The Financial Stewardship Team should receive periodic training and review of responsibilities per FBCUC Bylaws and Policies at least once per year.
3. A system of training for new members concerning overall financial practices should be included in the required New Member Class.
4. Debt retirement should be a major initiative of the church.

5. Explore and implement the most current and effective means for giving considering the fact that the younger generation utilizes non-traditional methods.
6. Evaluate current Teller process for safety, efficiency, security and effectiveness and implement appropriate enhancements.

First Baptist Academy Action Points

1. Foster greater connection between the church and First Baptist Academy (FBA).
2. Develop a plan to better communicate the vision of FBA to the Church congregation.
3. Consider the development of mentoring relationships and strategic classes and events to reach FBA families.
4. Consider a financial incentive for members of our church family paying FBA tuition to recognize their current contributions to the church through tithes and offerings.
5. Develop a strategic Sunday school class to minister to and support FBA parents.
6. Study FBA administrative space needs and renovate or replace as appropriate.

Governance and Staffing Action Points

1. Review the governing structure of the church with a view to eldership.
2. Assess current staffing and job requirements of the entire church staff.
3. Review policies and technologies that will improve communication and broaden participation in church business meetings.
4. Develop long-term transition plan for senior pastoral and worship leadership.
5. Revise the current part-time Missions Pastor position to a full-time status.
6. Increase the Worship Ministry Associate position responsibilities with a commensurate increase in paid hours.
7. Hire an assistant part-time financial bookkeeper.
8. A review of the deacon body structure ministry should be conducted with affirmation of current actions or recommendation for change.

House of God Action Points

1. Invest in centralized maintenance management system for tracking/recording facility maintenance.
2. Establish a designated fund for capital replacement.
3. Purchase a flame resistant storage facility to safely store flammable items.
4. Rekey facilities and establish strict key control policy for security.
5. Quarterly workdays for lay service and pride in facilities.
6. Change traffic flow next to Faith for special needs and handicapped with one-way signs.
7. Repair potholes and cracks in parking lot and restripe.
8. Develop a master facility plan, capital replacement or infrastructure, life cycle/timelines/cost.
9. Develop carpet replacement and maintenance program.
10. Install new door locks in Faith building for independent exterior access.
11. Foundation repair on Faith Building and repair cracks in exterior façade.
12. Remodel/facelift Praise/Love - new ceiling/lighting/carpet, paint/doors/windows, etc.
13. Relocate maintenance office/workshop from Hope to free-standing out building.
14. Renovate Hope with new ceiling, walls, lighting, flooring, etc.
15. Remodel/redesign/facelift – Peace Auditorium – ceiling tile, lighting, tile floors, audio, etc.
16. Remodel/redesign layout of Joy office complex for intended purpose – flooring, lights, electrical/ventilation.
17. Replace Middle School area carpet in Truth and Atrium
18. Update sanctuary stage/sound/lighting/visual equipment.
19. Install handicap entrance to portico Sanctuary entrance (ADA)
20. When needed, evaluate replacing pews with stadium seating.
21. Repair/maintain REC Center activity floor to extend lifecycle.
22. Purchase additional storage capacity for REC equipment (storage shed).
23. Revise/enhance parking lot lighting for energy efficiencies.
24. Add signage at street entrance.
25. Replace cables around playground.
26. Enhance curb appearance along Pat Booker Road.
27. Parking lot – repair/restripe/seal/repaint fire lanes and no parking stripes.
28. Add security cameras
29. Establish emergency/security communication system at room level

30. Install elevator near sanctuary.

Technology Action Points

1. Improve social media sites (website, Facebook, etc.). Ensure consistent message for all social media sources.
2. Develop an IT refresh or replacement plan.
3. Develop church app or phone friendly website with sermons, bulletins, payment process, etc.
4. Purchase a tracking system for attendance (check-in) with kiosk in strategic locations.
5. Upgrade to fiber optics throughout all facilities
6. Organize and declutter current and future software infrastructure.
7. Evaluate the purchase of an accountability system with addresses, email, Sunday school check-in, church calendar, REC schedule, all rooms schedule, custodial checks, etc.
8. Need a calendaring software program. Shelby software offers a module for function.
9. Need an asset management program to track inventory of all furniture and equipment, including serial numbers and value.
10. Need to look at how we account for visitors while ensuring nursery compatibility (kiosk, self-registration, etc.).

Missions and Community Outreach Action Points

1. Develop an integrated missions plan for all church areas. All ministries should be ingrained with a missional mindset.
2. Staff a full-time missions pastor position.
3. Plan creative ways to reach our community.
4. Consider community revival program.
5. Integrated plan to reach multi-age family guests.
6. Expand communication/guidance for volunteer connection.
7. Partner with other churches for significant high yield church plants in high need areas of our nation and world.
8. Continue the Haiti Initiative to ensure a self-sustaining church and school.
9. Continue to plan and promote short-term missions involving more members of our church in serving.

10. Continue and increase our redemptive social needs ministry -- Feed My Starving Children, Go Ministry, RACAP, Women's Resource, Angel Tree, Samaritan's Purse.
11. Continue and increase recreation outreach through Upwards, Open Gym, camping, church-sponsored runs and other attractional recreation events.
12. Continue to strengthen our Shine Ministry ensuring that our first impression on Sunday is a positive and lasting one.
13. Cultivate home Bible studies to reach people in our neighborhoods that do not participate in traditional church fellowship and membership.
14. Develop active ministry outreach to family units to support Gospel message to children and youth (building Christian homes)

Worship Action Points

1. Review and plan to return to a Sunday morning schedule with two worship services and two Sunday school periods.
2. Enhance streaming experience and enable as online counseling/communication platform.
3. Review and enhance audio visual capabilities.
4. Review and determine the most effective manner to invite, record and support public decisions for Christ.
5. Consider ways to enhance children and youth participation and attraction to worship services.
6. Consider making electronic sermon notes available to worshipers.
7. Integrate older youth as greeters and ushers.