

**Westwood Baptist Church
Transition Team
Connections Sub-group**

**Our goal is to be recognized as a
valued neighbor within our
community...not as a building**

Subject: Connections Sub-Group Final Report

Enclosures: (1) External Connections Worksheets
(2) Meeting Summaries – IBR / MDO

1. Background:

The Connections Sub-Group of the Westwood Baptist Church Transition Team was established to discover, explore, and document relationships that exist as the result of Westwood ministries.

2. Purpose:

The purpose of this document is to provide a final report of the findings of the Connections Sub-group. Topics to be addressed include:

- Definitions
- Approach
- Assumptions
- Deliverables
- Observations / Conclusions
- Topics for Further Consideration

3. Definitions:

In order to address Westwood connections, a series of standard definitions and concepts were considered as outlined below:

- a. Westwood is a collection of “groups” acting in support of God’s vision for his church.
- b. A “connection” implies a relationship between people. A “connection”, therefore, can only exist between a Westwood people group and some other people group (either internal or external to Westwood).
- c. Groups could be “individuals”...or a “collection of individuals”.

- d. Groups could be very small (one individual...or a small number) or very large (corporate Westwood or entire Westwood membership).
- e. Groups form for a common purpose to perform “activities.”
- f. Connections can be either internal or external. Internal connections are designed and intended to meet the needs of Westwood and its membership. External connections look outward from our church body
- g. A “ministry connection” occurs when a Westwood group connects by performing an activity for the benefit of some other group either internal or external.

4. Approach:

The approach used to explore Westwood’s connections and relationships was to consider the entirety of Westwood as a collection of groups acting in support of God’s vision for his church. Focusing first on the “activities” of the church (because these were easiest to identify and list), these were used to form pairings of

Westwood People Group – Activity – Beneficiary People Group

These connections were further categorized by type (missions connections, denominational connections, etc.). Questions addressed at this point included:

- What are the Westwood groups?
- What are the activities Westwood groups engage in?
- Who is the beneficiary or target for a Westwood group activity?
- Why do Westwood groups engage in those activities?
- How do Westwood group members participate in these activities?

- Are there other beneficiary groups that we should connect with...but are not?
- Are there other activities that existing Westwood groups should engage in...but are not?

5. Assumptions:

Narrowing the Scope. It quickly became apparent that the overall number of relationships and connections to be addressed was overwhelming. An approach for narrowing the scope of this review was required. Resolution came through on-going meetings of the Transition Team. As implied in the Definitions section above, connections can be either

- “Internal” – Serving / supporting our Westwood family, or
- “External” – Serving / supporting the non-Westwood local community, organizations, entities, families and individuals

In Transition Team meetings it was determined that “Internal” connections were already being reviewed by the Leadership Sub-Group in their study of Westwood’s Ministry Group structure. The Connections Sub-Group, therefore, was encouraged to focus on “external” connections.

6. Deliverables:

Deliverables are included as attachments to this document and are summarized as follows:

- a. Summary Connection Worksheet for each external connection (enclosure (1)). Each worksheet identifies:
 - Westwood Group
 - Westwood Ministry Group
 - POC
 - Description of connection activity
 - Identification of beneficiary group
 - Length of relationship
 - Resources invested
 - Connection type
- b. Meeting summaries from information gathering sessions with Iglesia Bautista Remanente de Dios (IBR) and Westwood's Mother's Day Out Preschool (enclosure (2)).

7. Observations / Conclusions:

- a. List Is Neither Exhaustive Nor Fixed. The attached list of Westwood ministry connections is a baseline which is, by no means, an exhaustive list. The breadth of ministry relationships undertaken and maintained by Westwood members is large. New ministry connections often result from personal ministries undertaken by individuals that grow into church-sponsored programs. In a similar manner, the list is dynamic and may change from year to year as ministry emphases change. As new external ministries are discovered they can be added to this baseline.
- b. Where Do We Spend Our Resources?
 An underlying goal of this project was to answer the question "where does Westwood actually expend resources in support of external ministry connections." Data to support this review is not readily available; it is buried in budget packages, meeting minutes, and in the records of individual Ministry Group Chairpersons and Team Leaders. The resources we invest are both financial and in the form of labor-hours.
 - How much of our financial resources do we actually invest in external ministry connections?
 - How much of our personal human capital resources in the form of labor-hours do we expend for external ministry connections and hands-on mission activities?

The worksheets in enclosure (1) provide a starting point for summarizing Westwood's resource investments. The following are some top level highlights:

1.) Top three - Financial support.

Westwood's top three financial investments for external connections are for support of cooperative ministry efforts. Through affiliation with denominational cooperative ministry associations (BGAV, CBF, etc.) and in cooperation with many other Baptist churches throughout the state, these associations sponsor Baptist initiatives that individual churches would be unable to undertake at the local level. For a broader financial picture, Westwood's original and revised planned contributions for cooperative ministry associations are indicated.

Top Three - Using Original Planned Cooperative Ministries Contributions

1.	\$ 43,374	Baptist General Association of Virginia (BGAV)
2.	\$ 22,725	Westwood Global Missions Offering
3.	\$ 20,081	NorthStar Church Network

Top Three - Using Revised Planned Cooperative Ministries Contributions

1.	\$ 22,725	Westwood Global Missions Offering
2.	\$ 17,142	Baptist General Association of Virginia (BGAV)
3.	\$ 7,936	NorthStar Church Network

Using revised planned contribution numbers does not change the top three investments, but does change the relative order of the top three.

2.) Top three - Financial support other than cooperative ministry associations

Setting aside the cooperative denominational associations addressed above yields a different picture of Westwood's external ministry connections and work being accomplished at the local level.

1.	\$ 6,840	Youth – Impact Virginia
2.	\$ 6,000	Community Involvement – Weekend Food Packs
3.	\$ 5,333	Community Involvement – Hypothermia Prevention

3.) Top three – Labor-hours support

So where does Westwood actually get personal with hands-on in external ministry connections?

1.	1,535 MH	Community Involvement – WOM Hospital Support
2.	1,457 MH	Community Involvement - Hypothermia Prevention
3.	1,270 MH	Children and Preschool - VBS

4.) Total support

\$\$ (Original)	\$\$ (Revised)	Lab-Hrs	
\$ 144,371	\$ 95,342	7,039 LH	Total
\$ 103,998	\$ 54,969	0 LH	Cooperative Ministries
\$ 40,373	\$ 40,373	7,039 LH	Westwood Local Ministries

5.) Total support with labor cost

For another comparison, labor hours can be converted to dollars and added to the total support picture. The Virginia Minimum Wage (\$7.25 per hour) is used for conversion.

\$\$ (Original)	\$\$ (Revised)	
\$ 195,403	\$ 146,375	Total With Labor-Hour Equivalent Added
\$ 103,998	\$ 54,969	Cooperative Ministries
\$ 91,405	\$ 91,406	Westwood Local Ministries With Lab-Hr Equivalent

c. Some Missing Ministry Connections

1.) Facility Use Only

Not included in this report is a broad category of “Facility Use Only” ministry connections. These connections, between Westwood and the local community, allow for use of the Westwood facility for meetings and events with no other support provided. Some of these connections are regular and on-going: Alcoholics Anonymous, Overeaters Anonymous, etc. Some of these connections are more sporadic, seasonal, or ad hoc: Cub Scout Pinewood Derby, receptions, recitals, or large family celebrations.

2.) Westwood Members Personal Ministries

For completeness, there is another broad category of external connection that should be acknowledged. Westwood members are extremely active in the local community in external connections on a personal basis. Although these personal ministries may never be recognized as ministries of Westwood, they are significant instruments in God’s vision for his church. A few examples include: the Green Springs Canasta Group, the Westwood Book Club, Prison Ministries, ECHO Volunteers, Disaster Relief Volunteers, and many more.

8. Topics for Further Consideration:

In documenting Westwood’s many external connections there were a series of issues or topics that surfaced requiring further consideration or discussion. These are summarized as follows:

a. Management Support for Community Involvement Ministry Group

One of the overwhelming themes heard from the Westwood membership is a desire to be more outwardly facing to our local community and to become a part of that community. Although Westwood sponsors a number of external connections, it appears that the congregation would choose to expand that outreach. There are external connections in several different Ministry Groups. As might be expected, however, the overwhelming majority are in the Community Involvement Ministry Group. The question for discussion is whether the scope of the Community Involvement Ministry Group is too large for one person to effectively manage. The number of different programs under the Community Involvement group is significantly larger in

number and more diverse than other Ministry Groups. In the past this group was fortunate to have a part-time staff person as a co-chair. At the moment, however, the Ministry Group Lead is on his/her own. Operating in this manner for a three year term, the MG lead finally matures to a point that they understand the requirements of this ministry and can be proactive to expand the ministry. Under current operational structure, however, much critical information and forward momentum is lost in turnover. Several alternatives were discussed

- Alternative 1 – Find some way to cleanly separate this MG into smaller groups.
- Alternative 2 – Establish a standing, internal advisory committee to support the MG chair.
- Alternative 3 – Create Ministry Group Co-Chairs that are on differing rotation schedules
- Alternative 4 – Create a staff position to serve as co-chair to these ministries similar to the Youth or Children / Pre-School Ministry Groups.

Recommendation:

- 1.) As a part of regular business, it is recommended that the Visioning Council consider these alternatives for supporting the expanding roles of the Community Involvement Ministry Group.

b. Ministry Connection with Iglesia Bautista Remanente de Dios (IBR)

It should be a given that it is always desirable to form / create teaming relationships with our neighboring faith communities for special events and/or activities. As one example, fifty years ago there was a germ of an idea shared between several faith communities that grew into an essential community service organization known as the Ecumenical Community Supporting Others (ECHO). We should always be on the lookout to create other teaming relationships for large and small opportunities.

One such relationship opportunity and our first priority should be with our closest neighbor; the faith community that shares our facilities – Iglesia Bautista Remanente de Dios (IBR). Efforts are underway to facilitate that relationship

- The “Bridge Builders” are a special team already established to coordinate and explore relationships between our congregations.
- There have already been several meetings at the staff level
- The two congregations have held one larger session to share a ministry vision.
- Further interaction is being explored.

Recommendations:

- 1.) Bridge Builders should continue to explore options for relationships between our congregations
- 2.) As a part of regular business, it is recommended that the Visioning Council consider whether there should be an intentional outreach program to our neighboring faith communities to determine if there are other opportunities for teaming relationships for specific events or activities.

c. Ministry Connection with Westwood’s Mother’s Day Out (MDO) Preschool

The Westwood Mother’s Day Out (MDO) Preschool was originally chartered as a Westwood outreach ministry with a connection to our old “committee” structure. It

seems that, at the time Westwood migrated from the old committee structure to Ministry Groups, the MDO Preschool was left behind without a clear connection to the new Ministry Group organization structure.

A recent fact-finding meeting was held with the Connections Sub-Group and MDO Preschool leadership. In that session it was

- Reaffirmed that the MDO Preschool is, indeed, a ministry of Westwood with a purpose to provide support to the local community.
- The Preschool provides two-day-a week care for four hours per day.
- The goal is to keep costs low. The Preschool is the only “Infant Care” program in this area. It primarily supports stay-at-home mothers / fathers; dual-income households need to have full-time day-care.

There is a need for follow-on meetings to determine a mutually acceptable organizational structure for the MDO Preschool with some possible alternatives as follows:

- Formalize the MDO Preschool as a new Ministry Group with identified staff support
- Establish the MDO Preschool as a team under either Community Involvement or Children and Pre-School MG
- (The option of treating the MDO Preschool as a “Tenant Activity” using Westwood facilities was abandoned when it was agreed that MDO is a ministry of Westwood.)

There is also a need for follow-on meetings to confirm that Westwood is appropriately supporting the Preschool’s needs and that the MDO Preschool operating procedures are in line with Westwood’s ministry.

Recommendations:

- 1.) As a part of regular business, it is recommended that the Visioning Council consider the following MDO Preschool topics:
 - What is Westwood’s vision for an on-going Preschool program?
 - Does Westwood want to continue to sponsor a Preschool program?
 - Should the Preschool program be modified to further support our community...or is it sufficient in scope as it is today?
 - a. More Days?
 - b. More Hours?
 - c. Before / after school care?
 - d. Growth beyond Preschool program?
 - How does MDO Preschool fit into Westwood’s new Ministry Group organization?