

# 2014



COMMUNITY CHURCH

## Annual Report

## OUR VALUES

Our foundation. Our truth. Our identity. Our values drive everything we do at One! Let us always remain faithful to them.

04	Letter from Pastor Conway
06	Vision & Values
08	Maintaining Unity
10	Our History

## 2014 RECAP

What remarkable grace we experienced in 2014! We witnessed amazing life change in this community as we moved into our new home and celebrated Six Supernatural Years of service.

12	2014 Accomplishments
16	2015 Initiatives

## FINANCIALS

Remember, we are managers not owners of the resources given by God. With that in mind, it's our goal to always steward our church's finances well.

20	Letter from the Auditor
23	Assets
25	Income and Expenses

## OUR GREAT GOD

From the inception of One to where we find ourselves now, it's been clear to see God's mighty hand in this ministry. We are eternally grateful for His guiding grace.

26	Growing Numbers
27	6 Questions from Newcomers
28	Church Structure
30	Ministry Directory

# CONTENTS



# BUILDING FROM HOMEBASE

Dear Family,

What a privilege it was to witness God's mighty work in our church in 2014! As we celebrated Six Supernatural Years and transitioned into our new worship center, hearts were transformed to better reflect Christ, lives were redeemed and relationships were restored. Ripples of life change continued to spread through our community and abroad — all through the grace and for the glory of God!

It is humbling to consider the sacrifice of time, talents, and treasures of our partners and friends, to make room for all souls seeking to know and grow in the love of Christ. As we begin to physically settle into our new home, let us feverishly reject spiritual complacency. Let us rekindle our passion for the Gospel, renew our belief that life change is possible, and embrace rejuvenated hearts for our God!

My prayer for our church is that we be more committed than ever to the great Commission to make disciples, and creating environments where spiritual growth and maturity is the norm. Let us continually seek God's purpose for us as we seek an ever closer relationship with God. I love and appreciate each of you dearly!

## IN CHRIST,

Dr. Conway Edwards  
Lead Pastor, One



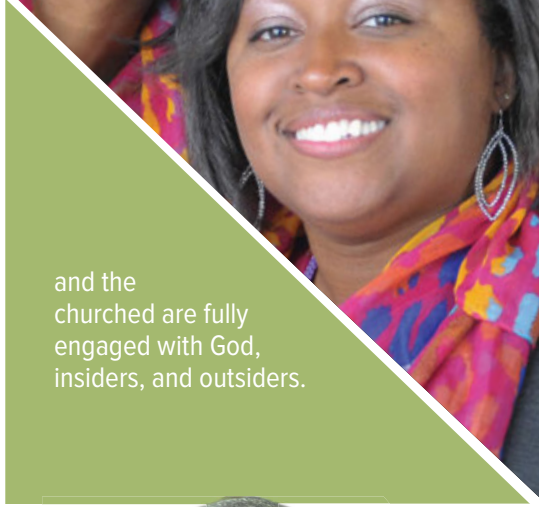




Create environments where the unchurched love to attend

# VISION

and the churched are fully engaged with God, insiders, and outsiders.



## Missional Living

As we are living out mission-focused lives, we become closer to God. Because of the love of Jesus Christ, we should be compelled to always lead others to the Gospel.

## Relevant Environments

Our desire is to create relevant environments for children, youth and adults. We must learn how to use a bridge relationally to turn the light on spiritually.

## Strategic Service

We focus on strategically using our unique gifts in alignment with God's will.

## Authentic Community

Authentic community is to be fully known, and fully loved. We desire to create genuine connections through praying for, rejoicing with, and caring for others.

## Biblical Authority

We believe that the Bible is our instruction book from God. We demonstrate hope to those outside the church as they watch us live under the authority of Scripture.

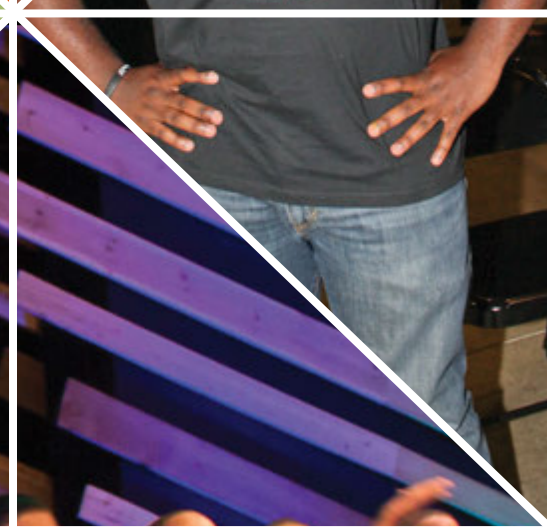
## Intentional Apprenticing

Just as Jesus guided and prepared His disciples for His departure, it is our responsibility to invest in and pour our time and talents into others.

## Intimacy with God

Intimacy with God begins with spending unhurried time with Him. True relationship and intimacy is developed through time spent in prayer and study of the Bible.

# CORE VALUES



# MAINTAINING UNITY

*One Community Church is committed to resolving conflict in a way that glorifies the Lord, edifies the body of Christ, and reflects the principles laid out in the Bible. Let's commit to honoring the Lord in conflict according to these principles:*

## ROUND 1: Weighing in on Conflict

### See Conflict as an Opportunity to:

- Glorify God
- Serve other people
- Become more Christ-like

*Scriptures: 1 Cor. 10:31-11:1*

### Glorify God

- Dwell on pleasing God instead of focusing on your own desires or others' actions
- During conflict, trust, obey, and imitate God
- Ask yourself, "How can I best please the Lord in this situation?"

*Scriptures: Prov. 3:4-6, John 14:15, Eph. 5:1*

### Get the Log Out of Your Own Eye

- Consider if your attitude was critical, negative, or overly sensitive
- Reflect on possible sinful words or actions on your part
- If needed, admit your wrongs using the **Seven A's of Confession**:
  - Address everyone involved
  - Avoid using "if", "but", and "maybe"
  - Admit specifically
  - Apologize
  - Accept the consequences
  - Alter your behavior
  - Ask for forgiveness

*Scriptures: Mat. 7:5,  
Phil. 4:2-9*

## ROUND 2: Getting in the Ring

### Go and Show Your Brother His Fault, Overlook Small Offenses

- Offenses may be considered minor, and then overlooked if:
  - God was still honored in the situation
  - No permanent damage was caused to the relationship
  - Others were not harmed
  - The offender is not hurting himself

*Scripture: Prov. 19:11*

### Talk in Private

- If the offense is too serious to overlook, lovingly and privately speak with the other person
- Remember to:
  - Pray for humility and wisdom
  - Plan your words carefully
  - Anticipate reactions and plan appropriately
  - Choose the right time and place

*Scriptures: Mat. 18:15, 1 Pet. 5:5, Prov. 15:1-2*





### Take Others Along

- Don't give up if the initial confrontation fails to resolve the conflict
- Look for ways to take a better approach with a follow-up conversation
- Try repeated, careful, private discussions
- If unsuccessful, ask one or two mutually respected people to meet with you and the other person to help resolve the issue

Scriptures: Mat. 18:16-20, 1 Cor. 6:1-8

### Go and Be Reconciled

- Refuse to dwell on the incident
- Leave the issue in the past, and do not begrudge the person
- Keep the issue private
- Approach the relationship genuinely so that it may grow further

Scriptures: Col. 3:12-14, 1 Cor. 13:5, Ps. 103:12, Is. 43:25

### Negotiate in a Biblical Manner

- Handle substantive issues in a cooperative manner
- Use the **PAUSE** principle:
  - Prepare through prayer, gathering facts, and godly counsel
  - Affirm relationships
  - Understand the interests of those involved
  - Search for creative solutions
  - Evaluate options objectively and reasonably

Scriptures: Phil. 2:3-4, Mat. 22:39, 1 Cor. 13:5, Mat. 7:12

## ROUND 3: Going the Distance

### Be Prepared for Unreasonable People

- Seek to obey God's will concerning reconciliation
- Consistently pursue a biblical solution
- Remember to:
  - Control your tongue
  - Seek godly advisors
  - Keep doing what is right
  - Recognize your limits
  - Offer love genuinely and unwaveringly

Scriptures: Rom. 12:14-21, Col. 3:1-4

### Get Help from Above

- Make the choice to begin or continue to live as a Christ-follower
- Cultivate a sustained, intimate relationship with God

Scriptures: Is. 53:1-12, 1 Pet. 2:24-25

### Get Help from the Church

- Ask for godly counsel from a trusted, spiritually mature person within the church
- If needed, meet with the person you have conflict with and one or two mutually respected friends

Scriptures: Mat. 18:16-17, 1 Cor. 6:1-8



Adapted from *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*. Copyright © 1997 by Ken Sande and Lord of the Ring, Facing Conflict with God in Your Corner, a tape series by Todd Wagner, pastor of Watermark Community Church.

## To Plant or Not to Plant?

That truly was the question. After diligent prayer, Pastor Conway and Jada decided to proceed down the path they felt God was leading them. In October 2007, one of the founding members opened their home for One's first Sunday Evening Experience.

2007



2008

## Let it Grow

The New Year marked the transition from founding members' homes to the Hilton Garden Inn. One service turned into two, which evolved into three, which eventually blossomed into four weekend experiences, so there would be room for all who desired a place to worship and grow.



First center

## Round and Round We Grow!

One hotel. Four services. It was time to make a move. While driving through Collin County, the Lord led Pastor Conway to make an offer on a building that wasn't for sale. The offer was accepted, and the One family made the transition into our first building.

2011





### Here We Grow Again...

What continued grace we received from our great God! After breaking ground for a new 1,800 seat worship center, we prepared for the transition by holding six services for twenty weeks. Our Faith and Freedom Campaign helped us maintain our faith as we sought to be free from debt by raising funds for our new sanctuary. September came with excited anticipation as we moved into our new worship center and celebrated Six Supernatural Years.

# 2012

### Ready to Grow?

God continued to bring growth to this ministry and more space was needed. We supervised our first construction project, with the addition of parking spaces to make room for our guests during one of our five weekend worship experiences.

# 2014

# 2014 ACCOMPLISHMENTS

## TOP 5 PRIORITIES

- Committed to 1 hour and 20 minute services
- Implemented video-driven small group content
- Hired a pastor
- Raised \$2.3 million toward debt
- Trained 400 leaders by September to move us into our new building

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## Redeeming Souls

### Unprecedented Mission Activity

- Hosted two missions trips to Jamaica
- Completed a vision trip to Southeast Asia
- Planned missions trip to Southeast Asia for 2015
- Increased adoption throughout the church body
- Created a comprehensive outreach plan in concert with the move into our new facility
- Encouraged every partner shared their faith
- Created a comprehensive marketing strategy
- Hosted four months of intentional outreach to our community
- Determined a multi-site model

### Created Comprehensive Marketing Strategy

- Hosted four months of intentional outreach to our community
- Established a team for multi-site growth
- Determined a multi-site model

## Rebuilding Lives

### Increased Spiritual Vitality

- Hosted a church-wide fast, Daniel Plan
- Held 24-hour prayer vigil, Standing for Change on Our Knees
- Encouraged spiritual growth through E-100 Bible reading plan
- Began and ended services on time

### Focused on Discipleship

- Began development of an intentional spiritual growth plan for every person who attends One
- Hosted a Volunteer Appreciation Day
- Held four Big Days for outreach
- Held Celebrate Recovery classes

### Focused on Starting New Ministry Generations

- Began generation-based ministry, Seasoned Saints (50 & up)

### Developed a Marriage Center

- Hosted experiences for couples- Fight Night and Unbreakable Classes
- Began exploring free, offsite offices for counseling

### Excellence in Small Group Experience

- Life Groups
  - Men's and women's small groups
  - Developed Daniel 40-Day Plan starter groups
  - Created 50 women's small groups on Wednesday nights
  - Established 50 men's small groups on Wednesday nights, and hosted graduation for 33-Series class

### Improved Children's/Youth Experience for Relevancy and Impact

- Attended Kids Across America Youth Camp

### Increased Pastoral Coverage

- Began developing a ministers in training program
- Instituted communications strategy
  - Established capability to text entire church
  - Increased ability to connect with everyone at church

### Enhanced Worship Experience Excellence

- Provided excellent worship environments to compliment service experiences
- Created a service program manager system to monitor and maintain superior worship experiences (children's, youth, and adults)
- Developed intentional programming
- Grew adult choir to over 100 members, and children's choir to over 75 members

### Enhanced Church's Diversity Strategy

- Increased diversity on praise team
- Began selecting advisors to the lead pastor
- Advertised with diversity in mind

### New Next Steps Process

- Designed a new guest experience

### Implemented a New Next Steps Process

- Designed a new guest experience strategy

## Reshaping Communities

### Engaged Leaders in Outreach Missions and Evangelism

- Supported a church plant in China and an underprivileged area
- Established K'nect Tutoring program for community students

## Reproducing Leaders

### Improved Leadership Development Center

- Ensured each new executive team member read ten articles before joining the team
- Developed a Leadership Code for all leaders
- Prepared all leaders for transition into the new facility
- Hosted a leadership summit

### Clarified Staffing Expectations

- Added one new staff position (children's ministry)

## Running the Church

### Maintained Financial Vitality

- Maintained a 30% reserve
- Raised \$2.3 million total for Capital Campaign as of 2014

### Secured Our Building

- Implemented security camera coverage on the entire campus
- Redesigned existing facilities to align with the new facility

### Created Clear Functional Structures

- Created and communicated an organizational structure for 2014 functionality
- Designed church structure around: worship, outreach, fellowship, family, leadership, partner care, children's and youth, administration, operations

### Structured Website Interaction

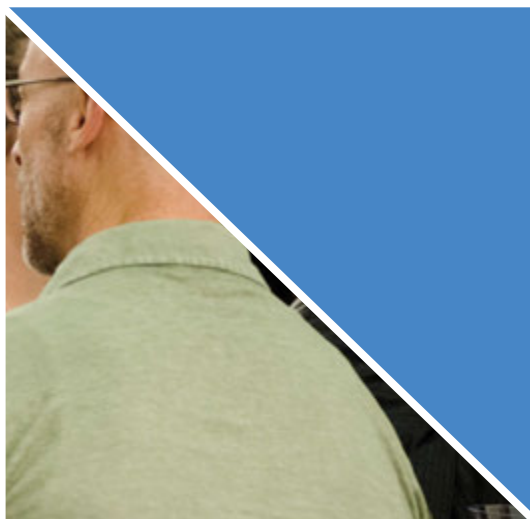
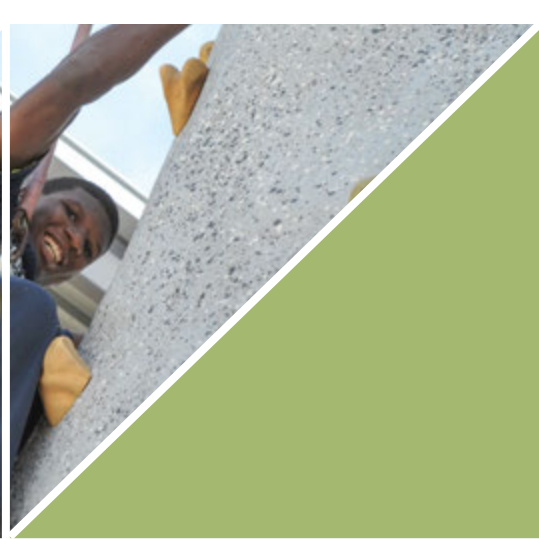
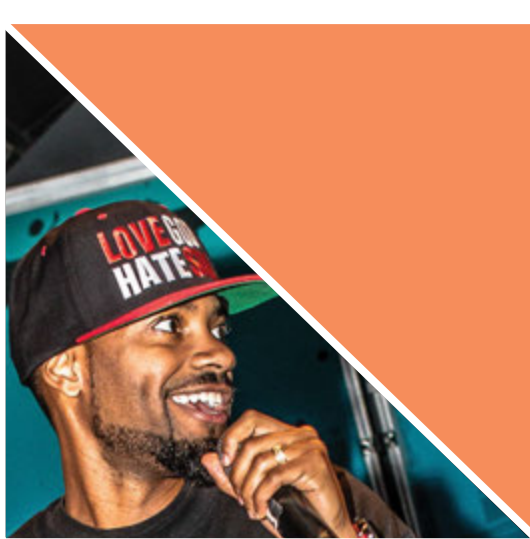
- Social media (infrastructure, inspiration, consistency, and call to action)

### 2014 Growth Engines

- Couples – 300 couples at every event
- Singles – 250 committed
- Seasoned Saints – 60 consistent







# 2015 INITIATIVES

## PRINCIPLES

- What is celebrated will be cultivated
- The “much is still to be accomplished” mindset
- Our view of the world is not the only view of the world
- A state of constant preparation for what God is calling us to do
- We exist to witness life change in ourselves and others

## TOP PRIORITIES

- Develop a spiritual growth pathway
- Create ownership at every level by promoting excellence and an “all-in” attitude
- Pastor our local community (Collin County) through serving and shepherding
- Ensure the Bible is at the foundation of all we do by asking, “What does the Bible have to say about that?”
- Train and develop 600 leaders who are passionate about making disciples
- Develop a multi-site team to pursue another campus
- Pursue micro-site opportunity
- Engage spiritually and physically younger audiences
- Learn how to lead and support 10,000 people (twice our current size)
- Celebrate baptism every other week beginning in March
- Redesign our children’s atrium, café and bookstore

## Redeeming Souls

### Theme: Every Soul Goes to Heaven

- Initiate partner visits when something’s changed, something’s missing or something’s broken
- Create a Seal Team (evangelism focus) of 100 members each reaching 10 people quarterly
- Explore a church plant - identify location and needed technology
- Host 6 Invest and Invite Days
- Send 200 people on short-term missions
- Have 5,000 new guests in 2015
- Host 10 events for seekers
- Enhance the after service experience for guests
- Develop five new initiatives to reach seekers
- Design a summer program for kids
- Exceed 10,000 people in attendance at Easter
- Host 4 church-wide outreach events
- Host a mission trip to China (team of 15)
- Host a local (Collin County) mission trip for teens

- Have a total of 5 mission trips (3 international and 2 local)
- Implement new outreach theme: Rescued People, Rescue People
  - Target 3 groups of seekers
  - Share the Gospel with those who are coming to church (internal)
  - Invite friends, co-workers and those in your community to a church experience (peripheral)
  - Use marketing and outreach methods to reach those not connected to church (external)
- Win 1,015 people to Christ
- Explore a micro-site church plant
- Start a Freedom Ministry to support breaking strongholds
- Host two “Wear Your One Shirt” t-shirt weekends
- Plant two micro-sites in 2015
- Test a new satellite campus for Easter service
- Host “The Boiler Room,” a 24-hour prayer experience
- Support every pastor with an intercessory prayer team of 5
- Team 800 – make room for newcomers with a 7:45a service



## Rebuilding Lives

### Theme: Everyone Modeling Christ

- Every new member connected with a sponsor
  - Provide a definition of a healthy member
  - Have 200 people complete the spiritual growth continuum and 50% of partners entering the discipleship process
  - Promote diversity through affinity groups
  - Enroll 250 youth in summer camp for their leadership and spiritual development
  - Host two youth concerts on campus
  - Encourage intimacy with God through the following growth engines:
    - Women's Bible Study
    - Marriage Center
    - Singles' Ministry
    - Young Adult Connections
  - Pray monthly for every church member
  - Identify a Director of Spiritual Formation to create individualized personal growth plans
  - Encourage the practice of self-feeding with the church-wide reading of 100 scriptures on Jesus
  - Host 3 church-wide family events
  - Corporately practice four corporate disciplines
  - Disciple 150 people in Discipleship
  - Find a Director of Weekend Experiences
  - Increase the number of leaders ages 25-30 on the management team
- Create a purity covenant for students
  - Enhance the Social Media Ministry
  - Ensure everyone is values driven. We:
    - Believe in Jesus Christ
    - Belong to family
    - Become a disciple
    - Building His Kingdom
  - Identify and Train Section Pastors
  - Adapt to New Principle: We don't just worship God on weekends, we worship God 24/7
  - Develop a small group on-ramp
    - GroupLink: 8 week Process and then stay or break up
  - Follow the 30/50/20 Rule (volunteerism)
    - 30% pre-serving
    - 50% serving at least 1 hour per week
    - 20% participating in evangelism
  - Create the Boys to Men program: mentoring for boys of single parents
  - Grow the Marriage Center (marriage restoration)
  - Institute new uses for facility
    - Fitness Ministry
    - Moms with young kids Bible study
    - Weekly (during the day) Bible study
  - Practice the spiritual discipline of simplicity – "Poverty Week" only eat what the poorest people in the world eat
  - Double volunteers and monitor their engagement
  - Develop a Young Adult Ministry within the Singles' Ministry



## Reshaping Communities

### Theme: Replicating God's Kingdom On Earth

- Partner with a local food bank in Collin County
- Connect with all 1 million homes in Collin County
- Set up a free medical clinic for Collin County
- Develop a method to care for single parents
- Provide assistance to those interested in adoption & foster care
- Host Financial Peace University for the community
- Develop the Celebrate Recovery Ministry
- Partner with two church planters
- Ensure 40% of One partners and attendees complete Financial Peace University
  - Aid 20% of church partners and attendees in becoming debt-free (home as the exception)
- Create a lounge experience for the community during the week
- Live stream the 11:30a service
- Begin a church business directory
- Redesign our children's playground
- Host a parenting conference at a local school
- Hold a winter experience for 1,000 children
- Host an annual Fall Festival for 3,000 children

## Reproducing Leaders

### Theme: 1000 Courageous Servant Leaders

- Develop leadership in men
  - Create 1-on-1 discipleship opportunities
  - Study the 33 Series
- Implement team 250
- Hold Wednesday morning staff prayer
- Focus on launching leaders versus planting churches
- Enhance the leadership development pipeline
  - Partner with the Equipping Center
  - Develop Team 250
  - Strengthen our Leadership College
  - Design Innovation Labs
  - Offer campus internships
  - Conduct scenario planning
  - Test the Emergency System
- Evaluate weekly volunteer turn-out

- Invite 100 new people to Leadership College
- Train 75 new life group leaders
- Implement the 2-for-1 Rule (pursue 2 people for 1 role)
- Train 20 Ministers
  - 10 in Team 250
- Develop a team of 5 for the satellite campus
- Create a growth strategy for current leaders
- Ensure leadership team reads deeply and widely
  - Read *Radical Together* by David Platt
  - Read *Great by Choice* by Jim Collins
  - Read *15 Laws of Growth* by John Maxwell
  - Read *Pull* by Casey Graham
- Add a worship leader to the staff
- Implement a strategy for volunteer recruitment (shoulder tap versus mass appeal)
- Identify new leaders for the following areas:
  - Satellite campus
  - Young adults
  - Service programming
  - Focus days for all full-time executives
- Enhance quality of children's choir, youth praise team, and youth choir
- Give Volunteer of the Year awards

## Running the Church

### Theme: Stewarding God's Resourcing

- Ensure every ministry has 2015 goals
- Provide every ministry with monthly reports
  - Each ministry creates a proposal before an event
  - Each ministry offers a summary of details after an event
- Explore new parking off of Cemetery Road
- Manage a church of 7,500 partners
- Add employee benefits for full-time staff
- Pay off at least \$1 million of \$8.4 million debt
- Maintain \$6.8 million budget
- Fully implement Fellowship One (training all ministers)
- Audit accounts for 2014
- Increase online giving to 70%
- Develop a facility management plan

- Transition to an online bulletin that can be downloaded from the website
- Design a church app
- Develop a courtyard for relaxation and connection
- Acquire a new rental school
- Enhance process for quarterly giving statements
- Increase access to giving records
- Test of Emergency Systems
- Design professional development for full-time staff
- Conduct a legal audit
- Create a comprehensive security plan
- Conduct a security audit
- Build a Risk Management Team
- Add three full-time staff members
- Clarify functional structures
- Purchase one new camera for service experiences
- Add curtains to cover the center screen on the platform
- Create automatic withdrawal capability for givers
- Develop an Emergency Response Team of first responders

## Numerical Goals

- Weekly Attendance
  - 5,000 adults
  - 500 students
  - 1,500 kids
  - 7,000 total attendance
- 5,000 new guests
- 450 new partners
- 1,200 volunteers weekly
- 150 life groups
- Bible Study Attendance
  - 400 Men
  - 800 Women
- 400 couples
- 450 singles





September 15, 2014

To the Board of Directors  
One Community Church

We have audited the financial statements of One Community Church (the "Church") for the year ended December 31, 2013, and have issued our report thereon dated September 15, 2014. Professional standards require that we communicate to you the following information related to our audit.

Our Responsibility under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated May 5, 2014, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

Significant Audit Findings

*Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Church are described in Note 2 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2013. We noted no transactions entered into by the Church during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Management's estimates of the depreciable lives related to property and equipment and certain accrued expenses are based on management's experience and judgment. We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to the financial statement users. There were no disclosures included in the financial statements that were considered to be sensitive in nature and the financial statement disclosures are neutral, consistent, and clear.

*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

# AUDITED FINANCIALS

One Community Church  
September 15, 2014  
Page 2

## *Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements.

## *Disagreements with Management*

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

## *Management Representations*

We have requested certain representations from management that are included in the management representation letter dated September 15, 2014.

## *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Church's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

## *Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Church's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of the Board of Directors and management of One Community Church and is not intended to be, and should not be, used by anyone other than these specified parties.

Respectfully submitted,

PSK LLP

PSK LLP

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We are striving for faithfulness with the resources God has entrusted. This includes consulting with external service providers, such as financial auditors. It is our practice to have our financial records audited regularly.

"His master said...  
well done good  
and faithful servant."

*Matthew 25:21*



# ASSETS

	Unaudited	Audited	Audited
<b>ASSETS</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
Cash (General Operating Fund)	2,618,847	2,817,347	1,730,247
Certificates of Deposit	1,753,091	2,638,521	1,102,558
Cash Restricted for Debt Reduction & Building	108,223	--	117,848
<b>Property &amp; Equipment</b>			
Furniture & Equipment	2,135,345	176,861	138,787
Building Improvements	944,279	908,005	879,405
Building	15,283,639	4,225,938	4,225,938
Land	3,301,823	3,301,823	3,289,037
Land Improvements	359,760	2,494,314	--
Accumulated Depreciation	(854,555)	(646,593)	(315,755)
<b>TOTAL ASSETS</b>	<b>25,650,451</b>	<b>15,916,216</b>	<b>11,237,065</b>
<b>LIABILITIES &amp; NET ASSETS</b>			
Accounts Payable	--	5,991	6,125
Accrued Expenses (Paid in 2014 for 2014)	49,781	8,933	21,042
Note Payable	4,852,080	5,045,686	5,143,563
Construction Loan Payable	3,490,346	--	--
<b>Total Liabilities</b>	<b>8,392,208</b>	<b>5,060,610</b>	<b>5,170,730</b>
<b>Net Assets</b>			
Unrestricted (General Operating Fund)	7,527,656	10,855,606	5,888,487
Temporarily Restricted (Building Fund)	9,730,587	--	177,848
<b>Total Net Assets</b>	<b>17,258,243</b>	<b>10,855,606</b>	<b>6,066,335</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>25,650,451</b>	<b>15,916,216</b>	<b>11,237,065</b>



# MINISTRY PILLARS

## ADMINISTRATION

Web, Communications, Marketing, IT, Facilities, Legal, Photography, Operations, Finance, HR, Professional Services

## COMMUNITY

Care Network, Missions, Special Events, Benevolence, Life Groups

## CREATIVE

Worship, Choir, Dance, Audio, Video, Drama, Stage Production

## FAMILY

Couples, Singles, Children, Youth

## SHEPHERDING

Men, Women, Leadership College, Counseling, Special Guests

## DISCIPLESHIP

Guest Services, Partner Care, Spiritual Growth, Xplore, Equipping Center, Baptism, Baby Dedication

# INCOME AND EXPENSES

	2013 INCOME	2014 INCOME	2015 PROJECTED INCOME
Direct Contributions	5,163,049	6,465,867	7,112,454
Capital Campaign Contributions	769,014	1,522,659	1,000,000
<b>Ministry Income</b>			
Administration	385,152	345,999	-- *
Community	84,837	94,707	104,178
Creative	182	275	303
Discipleship	119,433	130,918	144,010
Family	97,795	144,305	158,736
Shepherding	56,129	34,340	37,774
<b>Total Ministry Income</b>	<b>743,527</b>	<b>750,544</b>	<b>825,599</b>
<b>TOTAL INCOME</b>	<b>5,906,576</b>	<b>8,739,070</b>	<b>8,938,053</b>
	2013 EXPENSE	2014 EXPENSE	2015 PROJECTED EXPENSES
<b>Ministry Expense</b>			
Administration	829,750	1,241,947	1,200,000
Community	106,915	133,288	400,000
Creative	28,283	25,966	40,000
Discipleship	82,615	150,479	200,000
Family	105,697	206,503	250,000
Shepherding	116,791	117,820	150,000
<b>Total Ministry Expenses</b>	<b>1,270,051</b>	<b>1,876,004</b>	<b>2,240,000</b>
Principal Reduction	--	--	3,500,000
Personnel	438,343	591,160	1,100,000
<b>TOTAL EXPENSES</b>	<b>1,704,475</b>	<b>2,467,165</b>	<b>6,840,000</b>
<b>NET OPERATING</b>	<b>4,202,102</b>	<b>6,271,906</b>	<b>2,098,053</b>

\*The rental lease with Corem Deo Academy ended in December 2014.

## CAPITAL CAMPAIGN SNAPSHOT

Capital Campaign income (2014)	1,522,659
Capital Campaign income (2013)	769,014
Funds designated for Building	7,580,243
Construction Loan	3,490,346
<b>TOTAL FUNDS FOR CONSTRUCTION</b>	<b>13,362,262</b>

Design & Engineering	678,816
Parking & Sitework	536,098
Building	11,439,994
Administration	707,354
<b>TOTAL CONSTRUCTION EXPENSES</b>	<b>13,362,262</b>

# OUR GREAT GOD

2013 / 2014



**BAPTISMS**

168 / 283



**PARTNERS**

2,278 / 2,905



**SALVATIONS**

252 / 261



**LIFE GROUPS**

82 / 103

# WEEKLY ATTENDANCE



**ADULT**

2,576 / 3,087



**CHILDREN**

750 / 833



**YOUTH**

212 / 227

# 6 QUESTIONS FROM NEWCOMERS



Of all the people who drop out of church, our studies indicate that a whopping 82 percent leave in their first year. Like a new baby entering the world, that first year is critical to the survival of the new believer and new member.

Further study indicates that people do not leave at random times throughout that first year. Rather, we see two definite “spikes” at which time an inordinate number of newcomers simply stop coming. We interviewed 36 people who had stopped attending after six months, then another 36 who had stopped attending after a year. “What happened?” we asked. “Could you tell us your story?”

As they talked, we listened for common themes and discovered certain questions newcomers are asking in the first 12 months of their church involvement. Often, they are not even aware of their actual concerns. But in these “post-mortem” conversations, the issues became readily apparent.

## The First Six Months

### 1. “Can I make friends in this church?”

This is a question of belonging. Other studies tell us that newcomers who stay make an average of seven new friends in the church during the first six months; those who drop out make less than two. While it’s true that the first impressions of being a “friendly church” have much to do with a first-time visitor returning, the question has now changed from “Are they friendly?” to “Can I make friends?” I’m impressed that the “friendship

factor”—more than any other ingredient in the connections and retention mix—is key. To put it simply: Those who make friends, stay; those who don’t, don’t.

### 2. “Is there a place I can fit in?”

This is a question of acceptance. Churches with a variety of affinity groups (common interests, age, gender, marital and family status, concerns, needs, dreams) have a much higher retention rate than churches without such “entry paths.” And the more characteristics group members share in common, the better the fit and stronger the glue that will keep them connected.

### 3. “Does this church really want me?”

This is a question of personal value. After the initial words of welcome, are these newcomers actively invited to participate in the roles and ministries of the church? Is their opinion sought on policy and vision decisions? Unfortunately, churches have a tendency to go on with business as usual and ignore the creative ideas and new energy bubbling just under the surface in newcomers.

If the answers are, “Yes, I have made some friends in this church,” and “Yes, there is a group I’m feeling comfortable in,” and “Yes, these people really do seem to be glad I’m here,” then newcomers generally stay. If, after five to six months, their answers are “No,” they often decide there are other things they could be doing.

If their answers are “Yes,” however, newcomers are still asking questions. The jury is still out.

## The Second Six Months

### 1. “Are my new friends as good as my old ones?”

The issue is now not so much quantity of friends as quality of friends. New believers, in particular, feel more and more uncomfortable with their old behaviors, old habits and old friends. That’s good. But they are also unconsciously assessing the value and depth of their new relationships in the church.

### 2. “Does the group meet my needs?”

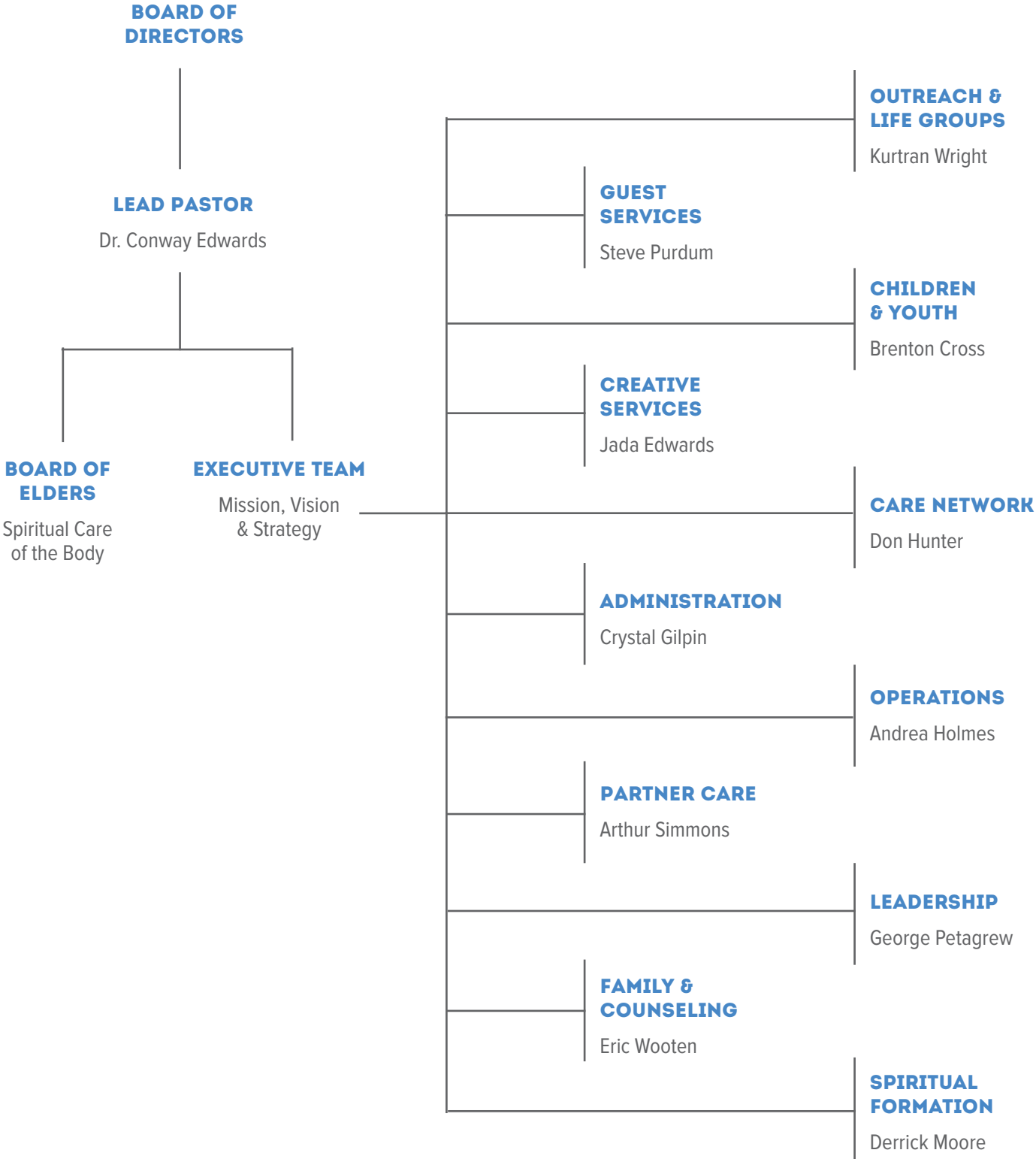
They may have found a young singles group, a senior adult class or a home Bible study of people like them (see the First Six Months questions above). But seven to 12 months later, they’re now asking whether the benefit of involvement is worth the cost of time, inconvenience and social discomfort in this new setting.

### 3. “Is my contribution important?”

The question now is not one of involvement, but of significance. Are they doing busy work or kingdom work? “I wanted to help change people’s lives,” one person told us. “But all they asked me to do was set up chairs for the all-church dinner.” People want to connect with something that matters. The hope of many newcomers is that they can find that through the church. It takes them less than a year to decide.

What experience are people having in that first critical year at your church? Are they finding acceptance, community and significance? What could you do to come alongside them as they ask these questions?

# CHURCH STRUCTURE



# WE DESIRE TO

Be All In  
Embody Self-Leadership  
Live Faithfully  
Cultivate Healthy Hearts  
Passionately Pursue Unity  
Be Driven by God's Spirit  
Develop Disciples

## LEADERS WHO EXCEL IN OUR CULTURE

**A leader who has a servant's spirit,**  
Believes nothing is too low for them,  
Is flexible, and willing to serve whenever and  
Wherever asked and/or needed.

**A leader who loves to have fun,**  
Never takes his or herself too seriously, and  
Can laugh at themselves in the presence of others.

**A leader who has a warrior spirit,**  
They know they do not have a job but a responsibility,  
Willing to get things done at a personal cost, and  
Finds a way for the team to win, no matter what.

**A leader is teachable,**  
Knows leadership develops daily, not in a day.  
Treasures feedback, and  
Exemplifies humility and integrity.

**A leader who is self-aware,**  
Can accurately see their own flaws, and  
Can face the reality of their current situation.

**A leader who is grateful,**  
Appreciative of the position God has placed them in, and  
Honored to have a role contributing to the Kingdom.

**A leader that knows they are on a mission from God,**  
Their service is bigger than themselves, and  
They serve out of their overflow by prioritizing  
spiritual growth.

# MINISTRY DIRECTORY

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For giving statements or  
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