

YESHUA SOCIETY

Business Plan

Yeshua Society House: Christian Avenues of Escape from Poverty



February 2016
mw

Table of Contents

Ministry Facts, Highlights, Notes – page 3

Executive Summary – pages 4-8

Organizational Structure – page 9

Programs – pages 10-11

Marketing Goals, Objectives – page 12

Start-Up Operations – pages 13-14

Financial Plan – pages 15-16

More Information – page 17

Ministry Facts, Highlights, Notes

- Note: The Hebrew name Yeshua (yah-shoe-wa with the emphasis on the second syllable) is Jesus in English. While there is much debate among scholars concerning the pronunciation and even the origin (Hebrew or Aramaic) of the name it's likely Yeshua is what his mother, brothers, friends and apostles called him. For us, utilizing Yeshua in our name simply represents our desire to become more like the authentic Jesus every day. Feel free to call us the Jesus Society if you have difficulty with the name Yeshua.
- The Yeshua Society is a Christ-centered compassion ministry that serves and develops avenues of escape for people impacted by physical, emotional, academic, financial and spiritual poverty.
- Our primary ministry field is the east side of Indianapolis with a focus on impoverished and crime-impacted inner city neighborhoods. We are praying for opportunities to expand our mission field, however. This could occur when we secure a home to be called Yeshua Society House for our ministry endeavors as we are searching for a location that enables outreach to the east, south and downtown areas of the city. In addition our partnership with World Renewal Brazil, a church planting ministry in the northeastern part of that country, gives us a global presence. (Many of the poorest areas of Brazil are in the northeast.)
- While we are praying for an expansion of our ministry to multiple areas of the city, this business plan is written with a focus on acquiring an abandoned eastside school and church in the 4300 block of North Mitthoefer Street to become the Yeshua Society House.
- The Yeshua Society is a nearly four-year-old ministry of Brookville Road Community Church near New Palestine, Indiana, a far-eastern suburb of Indianapolis. We are in the process, though, of becoming an independent BRCC church plant and outreach ministry and have begun applying for 501c3 status.
- Currently on the east side of Indianapolis the Yeshua Society has a house church in Abbey Meadows apartments, outreach to Eastgate Terrace and Linwood Manor apartments, and the Yeshua Society Christian School in partnership with Columbus Christian School in Columbus, Indiana.
- Our planned Yeshua Society House will house a 24/7 church that mirrors the early church as described in Acts 2:42-47. Thus, Yeshua Society House will be home to an inclusive Christian community that includes recovery, employment, transitional housing, recreation, academic, medical, food and spiritual advancement opportunities.
- Specifically, Yeshua Society House will be a place where people in generational poverty will be encouraged to abandon what they've learned from their impoverished life experiences and where retraining can occur so they know that with Christ there is a powerful way out of poverty. Yeshua Society House will also be a place where tangible avenues to exit poverty will be provided and where ministry workers will come alongside those who want to escape, demonstrating to them that with Christ there is everlasting hope.
- We are praying that we can open parts or all of Yeshua Society House in the summer of 2016.

Executive Summary

Who We Are, Mission

It is our prayer that God will use the Yeshua Society and our planned Yeshua Society House to reclaim the east side of Indianapolis from the deterioration and moral decay it has been experiencing for 30 years by saving and supernaturally changing the lives of people living there who are in spiritual, physical, academic, financial and emotional poverty through the Bible-based Christian avenues of escape that He will provide through us.

Indianapolis East Side's History, Condition

Tens of thousands of well-paying jobs have exited the east side as major manufacturing facilities including RCA, Ford, Western Electric and International Harvester have closed causing the engine of the economic stability and advancement to be turned off. While there are still pockets of prosperity, the majority of the near-east side and many areas farther east from Indianapolis' downtown have collapsed economically and become heavily influenced by crime that is mainly associated with illegal drug trafficking and usage.

Most middle and upper class residents have left these areas moving where quality jobs are available and crime is much lower. Remaining are many people who are now entrenched in generational poverty. Most government and secular organizations' attempts at solutions have focused on providing residents with subsidized or completely free housing and food options. Though the housing is often inferior and the food sources somewhat limited, this has created a class of people who have acquired helplessness. They believe they are entitled to the handouts and have abandoned a desire to provide for themselves. Essentially, people have learned to work the government subsidy systems and take advantage of providers of giveaways which enables people to stay in their impoverished state.

Byproducts of the scenario are a reliance on government instead of God for sustainability, the loss of community and the near elimination of the traditional family (a married father and mother with children). Coupled with employment opportunities, these are the most important components needed to be reinstated for a rejuvenation of the east side to occur.

A Place Where Change Happens – Yeshua Society House

Yeshua Society House will be an island of hope in the middle of the chaos. Anchored by the church, it will be a place where family values can be re-emphasized, individual pride and self worth can be re-taught, and community can be rebuilt. When success is experienced we believe it will spread to other east side areas, other cities and other countries beyond our island.

At the core of Yeshua Society and our Yeshua Society House is Christ's church as described in Acts 2:42-47: "They devoted themselves to the apostles' teaching and to fellowship, to the breaking of bread and to prayer. Everyone was filled with awe at the many wonders and signs performed by the apostles. All the believers were together and had everything in common. They sold property and possessions to give to anyone who had need. Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved."

We believe our mission field is as described in Acts 1:8: "But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth."

Primary Goals

Thus, endeavors at Yeshua Society House will be designed to be used by the Holy Spirit to:

- Radically alter the disintegrating course of the east side of Indianapolis, combating the causes and effects of nightly killings and crime, most of which are caused by the selling and usage of illegal drugs and generational poverty that is promoted and enabled by government and secular initiatives which teach people there is no need to seek Jesus and live an honorable life and support themselves because someone else will do it for them. (This is our Jerusalem.)
- Bolster other Bible-believing churches and Christian ministries and plant new ones that minister to the poor and battle generational poverty anywhere in the United States. (This is our Judea and Samaria.)
- Bolster other Bible-believing churches and Christian ministries and plant new ones that minister to the poor and battle generational poverty anywhere in the world. (This is our ends of the earth.)

Focusing on Individuals

These are our primary goals. To obtain them we will have a primary focus on individuals. When fully operational Yeshua Society House will function as a 24/7 church and compassion outreach ministry where people like Mary Smith can be found and rescued. Her story follows.

Mary grew up in the inner city and in generational poverty. Her mom's life mirrored her grandmother's. Mary's mom was not married and she was a teenager when Mary was born. Her dad was never a meaningful part of her life. Mary's mom had more children with other boys and had to quit high school to take care of her kids when they all

were forced to move into a roach and bed bug infested apartment because there was no room for the growing family at Mary's grandmother's home.

Mary's mom provided for herself, Mary and her brothers and sisters by learning how to take advantage of subsidies from the government and food and clothing handouts from charity groups and suburban churches. When cash was needed Mary's mom turned to prostitution, to dancing in strip bars and to running drugs for drug dealers. Sometimes she sold her monthly food stamps to drug dealers who only paid half of their value. Mary's mom used the cash received to help pay bills including ones from the gas company so there could be heat in her home during the winter. Some months there was enough money available to also enable a trip to the drug store to buy her much needed blood pressure medicine or ADHD medication for Mary's brother.

When Mary became a teenager the generational poverty cycle continued. Like her grandmother and her mom she had sex with boys in high school, had babies, moved into a dilapidated home, became dependant on government subsidies and handouts, and sold her food stamps and her body to help pay bills.

Mary wasn't a bad person. In fact, she was very good. She loved her grandmother, her mom and her children. She simply lived her life as she was taught to do by observing the way her grandmother and mom lived, by utilizing government subsidies, and even by accepting well meaning but harmful charity from secular groups and suburban churches. Their charity enabled her to continue to live in poverty.

She had a free place to live, though her house was in severe disrepair and it was located in a crime-infested neighborhood. She had food to eat, though she didn't have enough to keep her and her children from being hungry some days, especially when she had to sell her food stamps to pay for the gas bill.

For the most part, with a little creativity, she learned to totally depend on others for what she needed. Never included in that education were any lessons involving a hope of living a life beyond the circumstances and forces that create and sustain generational poverty. Not even at the churches she occasionally attended as a child was there discussion about the real avenue of escape from poverty – salvation by the grace of Christ coupled with living a holy and productive life.

There was a brief period in Mary's life when the bills she owed were more than selling her food stamps could cover. So, she attempted to find legitimate employment. A friend of hers had gotten a job at a nearby retail store and the store needed to hire more help. She applied, but was told she couldn't be hired because of her police record which documented she had been arrested for running drugs for the drug sellers who bought her food stamps. Mary applied at additional businesses but no one would hire her. Even if she would have been hired most of the money she would have made would have been used to pay for child support. She gave up looking for a job.

She began to think there was no way she would ever have enough money to pay her bills and to have a decent home for her children. Someone called Child Protective Services saying her kids weren't being cared for and their clothes were ragged and dirty. The authorities came and took the children away from her.

Mary went into a deep depression. She determined there was no avenue of escape from her troubles. She bought drugs from the drug dealers she knew. She bought a lot of them with money she got from selling her food stamps for several months in a row. She took the drugs and ended her life.

Coming Alongside to Support Those Who Want to Escape

Mary isn't a real person and her story isn't real. Instead, it is a composite of experiences of people who are in generational poverty. It's why Yeshua Society House will exist. It will be a 24/7 place where impoverished people will be encouraged to abandon what they've learned from their life experiences and where retraining can occur so they know that with Christ there is a powerful way out of poverty. Yeshua Society House will also be a place where tangible avenues to exit poverty will be provided and where ministry workers will come alongside those who want to escape, demonstrating to them that with Christ there is everlasting hope.

There will be two primary tenants, if you will, of Yeshua Society House – Yeshua Society Community Church and the Yeshua Society with its tangible poverty escape programming.

Yeshua Society Community Church

Yeshua Society Community Church will be a place of worship, discipleship and Celebrate Recovery, a program based on Jesus' teaching that helps people overcome their hurts, hang-ups and destructive habits. The authority for all Yeshua Society efforts, the church will be based at Yeshua Society House and it will include house church locations in neighboring apartment complexes and non-government public places.

Yeshua Society

Yeshua Society programming will include a Christian academy that provides youth and adult education and a Bible college and seminary, sports ministry, community ministry (transportation, medical clinic, programs for youth and adults, housing, a food and furniture co-op, prison re-entry, financial services and entertainment), and employment ministry.

Too Big?

Frankly, the ministry workers of the Yeshua Society realize this effort is too big for them to accomplish – but it's not for our God. Our God is big and He has invited us to do this work. We accept the invitation and we look forward with great anticipation to seeing how He is going to radically change and improve lives and neighborhoods through the Yeshua Society and at Yeshua Society House.

Organizational Structure

Facility, Governance, Management

Yeshua Society House will be the name of a physical facility that will be home to the Yeshua Society and its local church authority, Yeshua Society Community Church. The total ministry will be incorporated as a 501c3 church organization under the name Yeshua Society.

Governance will be done by a board of elders consisting of up to nine members

The senior pastor and executive director of the Yeshua Society will be Mo Wildey. Commissioned as a pastor by Brookville Road Community Church, he is a former business editor of *The Indianapolis Star* and the co-owner and managing partner of the former Rosetta Advertising and Public Relations agency, which had nearly 100 clients and employed 35 marketing professionals in offices in Indianapolis and Louisville, Kentucky. The agency had annual gross income of \$5 million. In addition, Wildey was vice president and managing director of the former Evans Group advertising and public relations national agency's Indianapolis public relations office and a member of the Seattle-based firm's public relations executive committee. Wildey has been leading the Yeshua Society and its house church at Abbey Meadows on Indianapolis' east side for nearly four years.

Programs

Avenues of Escape from Poverty: Keys to Success

When fully operational, programs at Yeshua Society House will offer individuals tangible avenues of escape from five areas of poverty – spiritual, physical, academic, financial and emotional. This is what will enable the Yeshua Society to operate as the beginning church did as documented in the book of Acts (Acts 2:42-47). While many Christian churches and parachurch organizations have a presence in Indianapolis' east side, few if any take this type of approach to breaking the cycle of generational poverty. We believe this is a vital key to success.

The second key will be the refusal to primarily be a giveaway organization. Governmental and other agencies have practiced this method for decades and the result has been the creation of a class of people who have learned to rely on those organizations for housing, clothing and food. Residents' desire to provide for themselves has practically been eliminated. In its place is an acquired sense of entitlement and helplessness. People learn how to work systems to receive as much for free as they can. Byproducts of this way of life include participation in criminal activity and the selling and use of drugs.

Don't Do for the Impoverished What They Can Do Themselves

Thus, at Yeshua Society House, while we will provide resources to people in crisis situations we will not do for the impoverished what they have or could have the capacity to do for themselves. Instead we will come alongside people who determine they want to exit a life of poverty and assist them on the journey by empowering them with the Gospel and through education, medical and employment assistance and opportunities.

Utilization of Programs

An individual will be able to utilize our avenues of escape in any manor he or she chooses. For instance, an individual may come to church services and do nothing else. However, those who declare they want to exit poverty will more than likely be able to benefit fully from Yeshua Society Community Church and Yeshua Society offerings. An example of this is a woman who decides she wants out of spiritual and financial poverty and she wants her 10-year-old child to know how to break free of generational poverty. We'll be able to partner her with a counselor who will develop a poverty exit plan that includes introducing her to Jesus, Christian discipleship, financial education and employment options, and enroll her child in our Yeshua Society Christian School.

A list of our programs and services follows:

Yeshua Society Community Church

Spiritual Avenue of Escape

- Church services
- House churches (off site at neighborhood apartment complexes and non-governmental public spaces)
- Celebrate Recovery (a Biblical and balanced program that helps people overcome hurts, hang-ups and destructive habits)
- Discipleship

Yeshua Society

Physical Avenue of Escape

- Medical clinic (potential partnership with Indiana University School of Nursing; includes drug, alcohol recovery)
- Glory Sports (sports programs for youth via a partnership with World Renewal Brazil)
- Housing
- Prison re-entry
- Food, furniture co-op

Yeshua Society

Academic Avenue of Escape (Christian Academy)

- Yeshua Society Christian School (partnership with Columbus Christian School)
- Yeshua Society Seminary and Bible College (partnership with World Renewal Brazil; total tuition for a bachelor's degree to be approximately \$9,750)
- Yeshua Society Adult Academy (includes parenting and life skills)

Yeshua Society

Financial Avenue of Escape

- Employment at Yeshua Society-owned businesses
- Financial counseling
- Job training and placement

Yeshua Society

Emotional Avenue of Escape

- Medical clinic (potential partnership with Indiana University School of Nursing; includes abused women recovery and Celebrate Recovery participation)
- Youth Center (includes a Celebrate Recovery program for youth and job opportunities)
- Community center and coffee house (for adults)

Marketing Goals, Objectives

Primary Outreach Goals

The Yeshua Society will have four primary marketing associated outreach goals, all of which are rooted in spreading the Gospel, searching for and rescuing impoverished people, and providing them with avenues of escape from the five areas of poverty (spiritual, physical, academic, financial and emotional).

1. Introduce eastside Indianapolis residents who are unaware to the ultimate solution, Jesus, and reinforce the solution to those who are familiar with it.
2. Create awareness of Yeshua Society House and its programs.
3. Build a coalition of partners (including churches and Christian businesses) who will work to rejuvenate the east side of Indianapolis.
4. Plant Yeshua Society Houses and Yeshua Society-minded churches in additional locations.

Objectives

Marketing objectives associated with these goals include:

1. By 2nd quarter of 2016 develop communication channels, processes and tactics to reach 20,000 east side residents and potential coalition partners.
2. During 2nd and 3rd quarters of 2016 conduct outreach events in 10 targeted neighborhoods and business communities.
3. Develop a student recruitment campaign for the 2016-17 school year at Yeshua Society Christian School and Yeshua Society Seminary and Bible College designed to produce at least 50 students in Year One, 300 students in Year Two and 600 students in Year Four.
4. Immediately further develop existing relationships with World Renewal Brazil.

Start-Up Operations

Facility

A former school at 4352 North Mitthoeffer Road has been identified as a potential location for Yeshua Society House. The 120,000 square foot building initially was an Indianapolis Public Schools building. It was purchased and occupied by Mount Carmel Baptist Church which added a church sanctuary and offices. Imagine Schools, a national charter school company, then purchased the building and operated a school with 600 students for several years. A real estate investment trust associated with Imagine Schools currently owns the building.

The facility is optimal for being the Yeshua Society House for several reasons.

- Its location is on the edge of the northern boundary, if you will, of the deteriorating east side of Indianapolis. Thus it will enable us to recruit outside volunteers who may be leery of being in the middle of troubled areas yet it will put us close enough to be able to minister to those locations and for people who live there to be able to utilize our programming. Also, access to the facility is relatively easy from Interstate 465 via Pendleton Pike.
- The amount of square footage is ideal and will enable us to house all of our desired on-site programming.
- The building includes a church sanctuary, a cafeteria, a commercial-grade kitchen, a gymnasium, classrooms and administration areas.
- The building is largely furnished, including seating for 600 in the sanctuary, desks for school classrooms and kitchen appliances.

Acquisition of the building by approximately April 1, 2016 would enable us to begin operations by August of 2016, which is our target time. While all of our planned programming would not begin then, three that are essential to our mission as well as our financial sustainability – Yeshua Society Community Church, Yeshua Society Christian School and Yeshua Society Seminary and Bible College – would be immediately launched.

Management and Organizational Team

The senior leaders of Yeshua Society Community Church and the Yeshua Society will serve as the Yeshua Society House management and organization team. Included is Mo Wildey, the Yeshua Society's senior pastor and executive director.

Additional background information about Wildey follows.

- Mo Wildey has been commissioned by BRCC as the Yeshua Society's pastor. The Yeshua Society was launched as an inner city ministry of BRCC. Also, he serves as the ministry's executive director. The

Yeshua Society has been involved in ministering to neighborhoods on Indianapolis' east side for nearly four years. Wildey currently is working on obtaining a Master's Degree in Applied Biblical Studies from Moody Bible Institute. He is a former newspaper journalist and owner of public relations and advertising agencies, the largest being a regional firm with 35 employees and \$5 million in annual gross income. At the Yeshua Society he leads a paid staff of three and 10 volunteer ministry workers.

The Yeshua Society elder board has been formed. It includes three members, Joe Heitman, Tom Joupi and Benjamin Reynolds.

Needed staff will be hired approximately two months before Yeshua Society House's anticipated opening. Those positions, some of which could be volunteers, could include the following:

- An associate pastor
- A worship pastor
- A Celebrate Recovery pastor
- A facilities manager who will be in charge of all maintenance and related matters
- Administrative staff
- Yeshua Society programs manager
- Development director
- School and seminary teachers
- Cafeteria staff

Financial Plan

Starting Up

The Yeshua Society anticipates it will raise approximately \$300,000-\$500,000 for the launching of its Yeshua Society House and the first 12 months of operations. That will enable time for the development of revenue streams that will provide long-term financial stability.

Revenue

Those revenue streams are:

- Offerings and donations to Yeshua Society Community Church.
- Operating income from Yeshua Society Christian School.
- Operating income from Yeshua Society Seminary and Bible College.
- Donations to the Yeshua Society.
- Support from Brookville Road Community Church.

After one year of operations we anticipate the following operating income from the revenue streams in Year Two:

- Offerings and donations to Yeshua Society Community Church – \$50,000 from a congregation of 200.
- Operating income from Yeshua Society Christian School – \$160,000 from 200 students.
- Operating income from Northeast Seminary – \$150,000 from 100 students.
- Donations to the Yeshua Society – \$100,000.
- Support from Brookville Road Community Church – \$10,000.

Total annual operating income Year Two: \$470,000.

After two years of operations we anticipate the following from the revenue streams in Year Three:

- Offerings and donations to Hope Center Community Church – \$75,000 from a congregation of 300.
- Operating income from Yeshua Society Christian School – \$320,000 from 400 students.
- Operating income from Northeast Seminary – \$300,000 from 200 students.
- Donations to the Yeshua Society – \$100,000.
- Support from Brookville Road Community Church – \$0.

Total annual operating income Year Three: \$795,000.

Expenses

Expenses will be kept at or below the \$300,000-\$500,000 raised for start-up during the first 12 months of operations.

Expenses for Year Two will be kept at or below annual operating income (anticipated to be \$470,000).

Expenses for Year Three will be kept at or below annual operating income (anticipated to be \$795,000).

Each year we will utilize a formula for expenses to ensure they are at or below annual revenue. The formula follows:

- Salaries and employee expenses – 40 percent of revenue (Note: Teachers salaries are paid by Columbus Christian School)
- School related expenses – 5 percent of revenue (Note: Most meals will be covered by free and reduced lunch programs)
- Utilities – 15 percent of revenue
- Mortgage, insurance, equipment, transportation and building maintenance – 30 percent of revenue
- Programming – 5 percent of revenue (Note: Most programming cost is included in salaries)
- Marketing, miscellaneous and savings – 5 percent of revenue

More Information

For more information about the Yeshua Society's business plan contact Mo Wildey at 317.695.6047 or mowildey@yeshuasociety.org.

For more information about the Yeshua Society visit www.yeshuasociety.org.

For information about our partner Brookville Road Community Church visit www.brconline.net.

For information about our partner Columbus Christian School visit www.columbus-christian.org.

For information about our partner World Renewal Brazil visit www.wribrazil.com.