

***** Draft *****

Southern Baptist Church's Strategic Plan for 2014¹

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Mission Statement

(i.e., the primary purpose for being in existence)

The mission of Southern Baptist Church is to evangelize the lost and edify the saints God's way (see Mt. 28:19-20).

Values Statement

(i.e., key principles to live by)

The following are six key values of Southern Baptist Church:

1. Evangelism. By this, we mean helping people (i.e., children to seniors) to get saved, by accepting Jesus as their savior by faith (see Mt. 28:19-20; Jn. 3:16).

2. Edification. By this, we mean helping saved people (i.e., children to seniors) grow in the Lord to be studying, serving, and giving followers of Jesus Christ (see Mt. 28:19-20; Lk. 9:23; II Tim. 2:15; Eph. 2:10; Mal. 3:8-10). Furthermore, edification includes saved people experiencing a certain amount of self sufficiency (i.e., ability to provide for one's food, clothing, shelter, etc.).

3. Love. By this, we mean demonstrating long suffering kindness towards one another and others. Even though love is an outcome or fruit of edification, it is important enough to be free standing (see Jn. 13:34-35; I Cor. 13; Mt. 5:13-16).

4. Worship. By this, we mean the deliberate act of expressing our allegiance to obeying and trusting God as well as our thankfulness towards Him. We believe that our worship should glorify God, edify believers, and evangelize the lost (see Ps. 95:6-7c; Col. 3:16-17; I Cor. 14:23-26). We believe that all a believer does should be done as unto the Lord (see Col. 3:23-24) and is therefore a form of worship. Consequently, all that we do should be done with a prayerfulness or strong desire to do God's will with a godly spirit (see I Thes. 5:17).

5. Community Involvement. By this, we mean that we are to be involved in improving the quality of life in the neighborhood of Avondale and vicinity. We believe that love starts at home (i.e., Avondale and vicinity) and spreads abroad (i.e., outside Cincinnati as well as foreign missions; see Jer. 29:7; Mt. 5:13-16).

6. Excellence. By this, we mean that we believe that God wants all things related to His church to be done greatly, not just "good enough." We don't want to be so structured that we quench the Holy Spirit (see I Thes. 5:19; Eph. 4:30). Nor do we want to be guilty of being too lazy or apathetic to demonstrate

¹ Questionnaires from the members and various levels of advisement have played an essential role in producing this document.

the excellence in church that we often see in business or in the military (see Phil. 3:12-14; Rev. 3:15-16). A foundational part of excellence is the following of godly pastoral leadership (see Heb. 13:17).

Vision Statement for 2014

(i.e., goals and plans)

Southern Baptist Church envisions the following mission oriented goals being accomplished by December 31, 2014, as a result of God's showing favor on our working the following plans:

Evangelism Goals and Plans

1. 625 candidates for membership (i.e., 125 people will come to join the church each year). Our evangelistic efforts (e.g., Each Reach One, Follow-up Evangelism, and Community Evangelism), great worship (i.e., relevant preaching, good singing, and loving atmosphere), and relevant ministries (i.e., outreach, people groups within the church, and application oriented teaching) will be major methods of reaching this goal.

2. 150 average attendance in our 7:30 a.m. worship and 475 in our 10:45 a.m. worship. The same efforts used to secure the candidates will be used, and great energy will be used to retain our members by way of the Membership Orientation Ministry and a church wide follow-up system (i.e., every member being followed up on).

3. A grade of 4 out of 5, with 5 being high, regarding 2/3 of those in worship being highly concerned with inviting and bringing their loved ones to church and Christ.² Preaching, teaching, the sharing of testimonies, and acknowledging those involved in and being positively impacted by personal evangelism (i.e., Each Reach One) will be used to reach this goal.

4. A grade of 4 out of 5, with 5 being high, regarding having regular great worship. Preaching and teaching about the Christian's duty to be involved in enthusiastic worship, urging the Pastor and choirs to keep up the good work, working to keep the worship flowing, and minimizing announcements without compromising keeping people informed will be major methods of reaching this goal.

5. Further develop our evangelism ministry to young people (i.e., 30 years old and below). We aim to set and accomplish challenging but doable evangelistic, attendance, and attitude goals in this area. Preaching, teaching, training, and programming will be used to accomplish this goal, in addition to launching a special commission or the like to insure that this goal is given its proper attention. It hoped that the average attendance of the 30 year olds and below will be at least 25% of the average attendance in Sunday worship services.

6. Ten Avondale and vicinity partnerships, 3 home mission projects outside of Cincinnati, and 3 foreign mission projects. Preaching and teaching about the importance of community involvement, enhancing the leadership of the Community Involvement Ministry, and urging each ministry group to do some type of community project (i.e., outreach or service) each year will be used to reach this goal. The Avondale and vicinity partnerships may include the Avondale Community Council, NAACP, Every Child

² Throughout this document, 5 = excellent, 4 = good, 3 = average, 2 = fair, and 1 = poor.

Succeed, Urban League, South Avondale School, Drop Inn Center, Talbert House, 2020 Juvenile Correction Facility, the Victims of Violent Crimes in Avondale Support Group, Closing the Health Gap, Angel Food, the Avondale Shopping Center, and the like. The home mission projects outside of Cincinnati will include at least three Black colleges. The three foreign mission projects will include Africa (e.g., Zambia, Darfur, Congo, Ghana, Sierra Leone, etc.), Haiti, and India.

Edification Goals and Plans

1. 325 disciples (i.e., those who study, serve, and give). Preaching and teaching about the importance of discipleship, the Discipleship Development Ministry, acknowledging disciples, and restricting leadership positions to disciples will be used to reach this goal.

2. 225 average adult Sunday School attendance, 160 average Wednesday Bible Study attendance, and 100 average attendance in Prayer Meeting. Preaching and teaching about the importance of being in a church sponsored Bible study and prayer meeting, recruiting, and following up on absentees will be used to reach this goal.

3. A grade of 4 out of 5, with 5 being high, regarding 2/3 of those in worship being highly concerned with their discipleship and helping others do the same. Preaching and teaching about the importance of discipleship, the Discipleship Development Ministry, acknowledging disciples, and restricting leadership positions to disciples will be used to reach this goal.

4. Further develop our edification ministry to young people (i.e., 30 and below). We aim to set and accomplish challenging but doable edification, attendance, and attitude goals in this area. Preaching, teaching, training, and programming will be used to accomplish this goal, in addition to launching a special commission or the like to insure that this goal is given proper attention. We expect to have at least an average attendance of 75 children and youth in Sunday School.

5. A grade of 4 out of 5, with 5 being high, regarding there being a noticeable loving spirit in the church. Preaching and teaching about the importance of loving one another and others, greeting periods, fellowship activities, and comforting one another in times of need will be used to reach this goal.

6. 50 active Training Union graduates. Preaching and teaching about the importance of being a trained disciplined leader, restricting leadership positions to those who comply, recruiting and following up on prospects, and acknowledging the great work and testimonies of those who comply will be used to reach this goal.

7. 40 need meeting ministries. Preaching, teaching, training, and programming will be major methods of taking 40 need meeting ministries and addressing priority needs. Among the ministry groups that are a priority in developing are a family ministry that features nurture for both marriages and parenting and enhancing our Economic Empowerment Ministry in such a way that it more assertively helps people become more self sufficient.

Other Goals and Plans

1. Enhance the building (e.g., roof, bathrooms, handicap accessibility of fellowship hall, carpet, and sanctuary ceiling). Preaching and teaching about the importance of saved people paying their tithes and giving their offerings, being accountable with the church's funds, promoting the 2014 Campaign (i.e., people giving extra money up to the end of 2014 to finance the elimination of debt, enhancing the building, and building an endowment), and being intentional about enhancing the building with budgeted funds will be used to reach this goal. Effort will be given to renting out underutilized space in the church building and creating a separate housing corporation, as additional ways of reaching our financial goals.

2. Be debt free. In addition to doing what is mentioned for enhancing the building, intentionality will be given to eliminating debt with budgeted funds and sacrificial giving to reach this goal.

3. Start an endowment. In addition to doing what is mentioned for enhancing the building, intentionality will be given to starting an endowment with budgeted funds to reach this goal.

4. A grade of 4 out of 5, with 5 being high, regarding 2/3 of those in worship being highly concerned with following godly pastoral leadership in having things done with excellence. Preaching, teaching, and training will be major methods used in reaching this goal, in addition to showing the people of God how doing things God's way works for the good of God's people (e.g., status reports along with transparent, accountable, and focused leadership).

5. Monitor compliance with the strategic plan and develop a 2020 plan before December 31, 2014. Executive Committee Members will be assigned various parts of the strategic plan to monitor and report on. Reports will be shared with the Cabinet and church family.

SWOTS Analysis

(i.e., Strengths, Weaknesses, Opportunities, Threats, and Suggestions as well as assumptions)

The following are key ideas from the SWOTS analysis conducted in 2010:

Strengths

1. Worship. Our worship services are noted for great preaching and singing along with normally a moderate level of energy, even though sometimes we just have a "Holy Ghost fit." The skill level and commitment of the Pastor and choir are very instrumental in this being a strength. In order to keep this a strength, deliberate effort is to be given to monitoring the attention given to regular great worship, especially relevant Bible based preaching, singing, congregational participation, and a loving spirit.

2. Teaching. Our teaching has grown from near the bottom of the list of strengths (i.e., initial February 2009 questionnaire) to a ranking strength primarily because of Pastoral involvement, significant teacher training, and preaching about the importance of congregational study. In order to keep this as a strength, deliberate effort will be given to teacher training, teaching supervision, and developing more relevant curriculum and teaching venues based on interest. The Curriculum Committee will play a key role in developing and approving curriculum in a timely fashion.

3. Loving atmosphere. The Pastor works on having greeting periods, using humor, exemplifying the demonstration of affection, and preaching and teaching about the importance of demonstrating love towards one another and visitors. In order to keep this as a strength, deliberate effort will be given to maintaining greeting periods, preaching and teaching about love, promoting the importance of showing affection, comforting one another in times of crisis, and having fellowship projects throughout the year.

4. Various ministries. We have 39 ministry groups at the time of this writing (see current Membership Handbook). The ministries range from efforts designed for the young to those things that really cater to the seniors. There is a singles ministry. In order to keep this as a strength, deliberate effort will be given to leadership and ministry development and making sure ministries are need meeting with a mind to improve. Ministering to young families, scholarship programs, and outreach can be expected areas of ministry development.

5. Pastoral leadership. The Pastor is lifting a vision, managing the affairs of the church, and including the church family in the process at a level that is new, refreshing, and challenging. We believe that he will lead us into being a greater church for God. In order to keep this as a strength, deliberate effort will be given to finding and developing helpers who have the spirit that God has given the Pastor (see Num. 11:14-17), so the Pastor will not get burned out. Deliberate effort will also be given to keeping people with the wrong spirit from causing unnecessary grief for our Pastor (see Heb. 13:17; Jos. 1:16-18).

Weaknesses

1. Lack of mature disciples. This manifests itself in a lack of involvement, lack of unity, and the existence of cliques. Having some people stuck in the past, while some are trying to move forward, is a form of disunity. The developing of disciples who study, serve (inc. outreach), and give, as parts of the one body of Christ, as discussed above (i.e., discipleship goal), will lessen this weakness.

2. Lack of trained disciplined leaders. There is too much resistance by existing office holders to being trained and too much fear or apathy by non-leaders to becoming trained disciplined leaders. The emphasis on discipleship development with an aim to develop leaders will lessen this weakness (see the goals and plans regarding active Training Union graduates and disciples).

3. Lack of under 30 year olds. The developing of ministry managers, teachers, and follow-up workers to minister to this age group will be used to lessen this weakness. Teaching age appropriate curriculum and providing age appropriate ministry opportunities with intentional follow-up is in view.

Opportunities

1. We are well known in the city and have an easy to find location. Radio, cable television, and word-of-mouth will be used to take advantage of this opportunity for the sake of our goals and plans.

2. Many souls need to be saved and need services. Our evangelistic efforts, having each ministry group perform some type of community project (i.e., outreach or service) each year, and our being deliberate in

ministering to the community as a whole will be used to take advantage of this opportunity for the sake of our goals and plans.

3. We can influence political systems and distributions of goods for Avondale. The Pastor intends to be more involved in the political issues and building relationships with the politicians, as the church matures in carrying out its strategic plan.

4. Community groups need the space that we have. We will work on ways to make our space available to worthy groups and causes that allow for a win-win situation for them and the church. Liability, damage recovery, rent, and other issues will need to be addressed.

Threats

1. Recession. The Pastor believes the worst of the recession is behind us at the time of this writing. Our Economic Empowerment Ministry will be urged to prioritize financial literacy and discipline to lessen the impact of the recession on individuals.

2. Avondale's reputation for crime and poverty. The Pastor believes this is a threat that will nurture a certain amount of "middle class flight." Some of the loved ones of our middle class members may not want to join the church. Some of our members may stop attending, when they become middle class. However, preaching about God's concern with the poor and less fortunate, while building people into compassionate working class and middle class Christians, will help to lessen this threat.

3. Some are over exposed to unsatisfying religion and negativity attached to the church. That is, some people have been to so many churches that put a greater emphasis on traditionalism, emotionalism, and rules than on helping people to get saved and strong in the Lord that they may not want to try another church. Some people have heard so much negativity about the preachers and members that they may not want to take another chance. However, our doing a great job of pursuing our mission will help to lessen this threat.

Assumptions

1. Pas. Baines, Jr. will still be here. It is the Pastor's intention to retire from Southern Baptist Church. Obviously, God has the last word on this matter. It is important to the Pastor to see the church grow, before we entertain any type of maintenance mode.

2. Great emphasis will be given to pursuing the strategic plan. Executive Committee members will be tasked with monitoring various parts of this strategic plan, and reports will be made to the Cabinet and church family about our compliance and need for adjustments.

3. The population will remain about the same. If there is an exodus of people from the Cincinnati area, it may be difficult to continue being a growing church. However, doing the best we can with what we have right now will be our method of addressing this assumption.

4. The economy will not get much worst. If the economy goes from recession to depression, it will be difficult to carry out our financial goals. However, doing the best we can with what we have right now will be our method of addressing this assumption.

Conclusion and Call for Commitment

These are nice and perhaps exciting thoughts. However, in order for us to accomplish the things outlined in this strategic plan, everyone is going to have to be committed to carrying out his or her part. The following commitments are needed:

- The Pastor is called upon to stay focused on feeding and leading the church in godly evangelism and edification that positively impacts Avondale, vicinity, and much more.
- Every leader is called upon to be a trained disciplined helper of the Pastor.
- Every member is called upon to commit to being a registered disciplined reacher in this body.

Will you do your part? Will you help us encourage others to do their part? Will you help us keep the devil from getting us distracted? Passages like Luke 19:12-27 teaches that God will bless us at our level of faithfulness.