

Southern Baptist Church

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Southern Baptist Church's Strategic Plan for 2020

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** (see Acts 1:8). 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** (see Heb. 10:24-25). By this, we mean helping saved people (i.e., children to seniors) to grow in the Lord to being 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 abundant life (see Jn. 10:10; certain amount of self-sufficiency - ability to provide for at least one's basic needs with a positive mental attitude).
- 3. Love** (see Jn. 13:34-35). 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 (see Jn. 4:23-24). 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. 34:1-7; Col. 3:16-17; I Cor. 14:23-26).

5. Community Involvement (see Mt. 5:13-16). By this, we mean that we are to be involved in improving the quality of life in 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 (see Phil. 3:12-14; Rev. 3:14-16). By this, we mean that we believe that God wants all things related to His church to be done greatly, not just at a "good enough" level. We don't want to be so structured that we quench or grieve 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 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 2020

(i.e., a summary of how we see ourselves in the future along with goals and plans)

In obedience to what we believe to be God's will, our 2020 Vision Statement is to effectively use the power of our relationships and strategic ministry effort to help our loved ones and those in our vicinity to get saved and grow in the Lord, while making significant renovations to our church house. We see ourselves positively influencing especially our members' spiritual, health, wealth, and relational well-being. We see that our being intentional with leadership development will have a great impact on our ministry with the various age groups in our church family and our community involvement, as outlined in our following goals and plans:¹

Evangelism Goals and Plans (see Acts 1:8)

1. 250 candidates for membership (i.e., at least 40 people will come to join the church each year from 1/1/2015 to 12/31/2020). 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. 125 average attendance in our 7:30 a.m. worship and 275 in our 10:45 a.m. worship. The same efforts used to secure the candidates will be used for these goals, 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 contacted at least monthly).

¹ This last sentence was not agreed upon by the Cabinet nor Executive Committee.

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 balancing the minimizing of announcements with the idea of keeping people informed will be major methods of reaching this goal.

5. Develop and implement plans to evangelize especially those between the ages of 30 and 50 years old, which will include the further development of our evangelism of 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. Greater effort will be given to marketing.

6. Ten Avondale and vicinity partnerships, three home mission projects outside of Cincinnati, and three foreign mission projects. Preaching and teaching about the importance of community involvement, and urging each ministry group to do some type of community service each year will be used to reach this goal. The Avondale and vicinity partnerships may include the Avondale Community Council, NAACP, Every Child Succeed, Urban League, Rockdale School, Drop Inn Center, Talbert House, 2020 Juvenile Correction Facility, nursing homes, and the like. The home mission projects outside of Cincinnati will include HBCUs (i.e., historically Black colleges and universities) and perhaps other projects. The three foreign mission projects will include at least Africa and Haiti.

Edification Goals and Plans (see Heb. 10:24-25)

1. 250 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. 135 average adult Sunday School attendance, 85 average Wednesday Bible Study attendance, and 55 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.

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

4. Develop and implement plans to edify especially those between the ages of 30 and 50 years old, which will include the further development of our edification of young people (i.e., 30 years old 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. More effort will be given to marketing.

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, relationship building efforts, and comforting one another in times of need will be used to reach this goal.

6. 70 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. 35 need meeting ministries. Preaching, teaching, training, and programming will be major methods of or reaching this goal. The following are some of the ministry groups we hope to develop: Singles, Marriage Enrichment, Health, Seniors, and Crucial Link (i.e., 35-45 ish year olds) Ministries, as well as further develop our Economic Empowerment and Discipleship Development Ministries.

Other Goals and Plans (see I Cor. 14:40)

1. Complete major renovations of the building and pay for the work. The following are some of the renovation projects in mind: do something with the sanctuary ceiling; replace the sanctuary seating, choir stand seating, pulpit furniture, and carpet; enhance our media presentations during worship; upgrade the Reading Road restrooms; clean the exterior of the building; replace the awnings; put a nice sign in the front of the church that allows for the publicizing of events; signage throughout the building; Mann Place parking lot; handicap accessible fellowship hall; etc. Preaching and teaching about the importance of saved people paying their tithes and giving their offerings (i.e., \$945k by December 2020), being accountable with the church's funds, promoting the 2020 Campaign (i.e., people giving extra money to finance the renovation project), and giving diligence to renting out underutilized space will be used to finance the renovation work. It is hoped that we will agree to save at least half the cost of the projects we intend to do, before borrowing any money.

2. Continue contributing to the endowment. We will contribute at least \$5,000 a year to this fund that we hope to build up to \$1,000,000 by 2025. The vision for this endowment is to be able to give away at least \$50,000 a year for scholarships and grants in addition to the church's budgeted funds. The endowment will also be an emergency fund for the church.

3. 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).

4. Monitor compliance with the strategic plan and develop a 2025 plan before December 31, 2020.

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; see Pro. 27:23)
The following are key ideas from the SWOTS analysis conducted in 2014:

Strengths

1. Pastor. Per our 2014 SWOTs survey and discussion groups, our Pastor is noted for strong Bible based preaching and teaching that places a high emphasis on application to real life issues. His leadership style is rather transparent and focused on the goals that have been agreed to by the church. In order for this to remain a strength, effort must be given to the Pastor's over all health (e.g., physical, spiritual, emotional, etc.) and delegating a number of issues (e.g., management, non-crisis care, petty arguments, and undisciplined officers), so he can stay focused on feeding and leading the church.

2. Loving Members. Our members are known for being rather friendly. There is ample willingness to carefully build relationships among the disciples of the church. In order for this to remain a strength, effort will be given to maintaining a spirit of friendliness, fellowship activities, relationship building projects, and discipleship development sessions with accountability partners.

3. Worship. Our worship service is known for great music and singing. The fact that it starts on time and includes helpful preaching is noteworthy as well. In order for this to remain a strength, effort must be given to keeping the choir and music staff focused on carrying out their God given ministries with godly spirits. Effort must also be given to helping the congregation worship God "no matter what happens (see Ps. 34:1, Living Bible)," instead of being dependent on skilled worship leaders.

4. Community Involvement. Our church volunteers over 2,400 hours a year and gives over \$17,000 a year to Avondale and vicinity. Our partnerships include the NAACP, Avondale Community Council, Urban League, Rockdale School, Every Child Succeed, the Drop Inn Center, voter registration and education, and more. We send money to HBCUs (i.e., historically Black colleges and universities), foreign missions, our denomination, and more. In order for this to remain a strength, effort must be given to challenging all ministry groups to partake in our annual community involvement vision, budgeting needed funds, reporting to the body the great work that is being done, and celebrating the great work that God is doing through His people.

Weaknesses

1. Lack of Participation. There are too many members who sit back and spectate, instead of participate in the work. There are some who spectate and criticize. In order to make this less of an issue, effort will be given to building disciples (i.e., study, serve, and give), publicizing the good work that is being done, and urging the other half of the church family to participate at a higher level, so we can do even more.

2. Pastor. Some say that our Pastor is too negative, controlling, and focused on money. A large majority of the church disagrees with this statement. The truth is when the positive promises of God doesn't move

those who profess to be saved, God expects His preachers to tell them about the negative promises of God. As for controlling, the Pastor is paid well to give diligence to things being done decently and in order, primarily through appointed helpers but sometimes through personal involvement, when appointed helpers are not performing properly. As for money, there is a strong correlation among half the church giving less than \$10/week, the church having \$1 million worth of debt, \$1 million worth of desired renovations, and very little staff to address the ministry needs of the young people and community and the Pastor's emphasis on money (i.e., annual three part series about obeying God, one offering during worship instead of two, and financial reports and updates to reduce the "I don't know factor"). In order to lessen this "weak" area, effort will be given to building disciples and leaders who will make prophetic preaching, pastoral involvement in management, and emphasis on "stop robbing God" less of an issue.

3. Lack of Ministry for Young People. On one hand, we give a great deal of energy to our young people (e.g., Children's Church, Boys to Men I, Little Christian Women, Sista to Sista/Boys to Men II, Mimes, Angels, Youth Ministry, record breaking scholarships, continuing education scholarships, core curriculum, etc.). But on the other hand, there is so much more that needs to be done (e.g., deeper understanding of how to live by the core curriculum, mentoring, etc.). It is painful but true that we do our best work with the young people attached to members of our church, as opposed to unchurch young people who are not affiliated with anyone in our church. In order to address this area, effort will be given to hiring "empowerment staff." This means they will recruit, train, coordinate, and work to retain more than simply do the youth work by themselves.

4. Unfriendly Members. It is said by some that there are some unfriendly members in the church. This cannot be denied. However, it is not a description of the majority of members. In order to address this area, effort will be given to developing loving disciples and responding to complaints about people causing offense.

Opportunities

1. Outreach. We have a huge number of needs that are calling for us to respond to them. For example, there is a need for job training and jobs; personal coaching and self-esteem enrichment; marriage, parenting, and blended family programming; personal financial management and home ownership programming; and the list could go on and on. In order to address this area, we need to strategically do what we can do a great job at and provide support for those things that are beyond our scope. Collaboration is going to be crucial in helping the community without hurting our church, by doing subpar ministry that we are ill equipped or unwilling to do with excellence.

2. Ministry to Young People. What is said about outreach and young people above can be repeated here. The church doesn't have a magic wand to make all of the young people do better. However, the children and youth ministry of the Bible is called "family." In order to address this area, effort will be given to collaborating with other youth oriented organizations and projects with the hope that some of the young people will become saved disciples of Christ and members of our church family. We also believe that parenting ministry will help with at least the prevention of juvenile delinquency among the young people connected to those who participate.

Threats

1. Blight. Even though great effort is being given to the renaissance of Avondale, there is still a great deal of violence and crime in the community (i.e., both real and perceived). There is also a rather high unemployment and poverty rate in the community. Middleclass church goers are becoming less and less willing to leave their middleclass communities to drive to the blight of Avondale. To address this area, we will continue to carryout our community involvement work and help disciples of Christ know that we are

the light of the world, not just the middleclass areas.

2. Declining Church. In spite of the great effort being given to the growth of Southern, the truth is that churches all across our city and country are experiencing decline, especially in light of teenagers and young adults becoming more and more unaffiliated with churches. To address this area, diligence will be given to doing the best that we can with what we have and trying to be as flexible as God allows us to be, while not causing unnecessary stress for those who have been supporting the church for years.

3. Church Doesn't Have the Right Spirit for Avondale. On one hand, there are those who are too indifferent or snooty for the working class and poor people in Avondale. But on the other hand, many are compassionate and willing to work with those who are willing to help themselves. To address this area, diligence will be given to reminding our middleclass members that if it were not for the grace of God, we would not have what we have. Diligence will be given to helping the poor and working class to develop the self-esteem needed to be happy in Jesus, even when their money is not right. Diligence will also be given to helping them improve their lot in life.

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.

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 and vicinity.
- 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.