



MT CARMEL BAPTIST CHURCH

2017-2020 Strategic Plan



REVIVE



RETURN



RETAIN

MAY 07, 2017 EDITION
MT CARMEL BAPTIST CHURCH
1012 Pennsylvania Ave, Clearwater, FL 33755

MT. CARMEL BAPTIST CHURCH

Strategic Plan for 2017-2020

Revive, Return, Retain

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Background and Purpose

In 2016, under the spiritual leadership of Pastor William F. Sherman, the “Meeting of the Minds” was organized to assess the state of Mt Carmel and begin to develop strategic plans for its future development.

On January 14, 2017, Dr. Barbara Morrison-Rodriguez (President of BMR Consulting, LLC) and Trenia Cox from the Juvenile Welfare Board (JWB) led Mt Carmel in a strategic planning session in which the vision, mission, values, SWOT analysis, goals, and work plans were developed. This living document includes the content from the strategic planning session with JWB as well as subsequent plans for further strategic development.

Vision, Mission, & Values:

Vision: Families, young adults, and youth believe our church is a safe and supportive environment where they can create fulfilling lives as they are shepherded to overcome spiritual and worldly challenges to their wholeness.

Mission: To fulfill the mandate of the Great Commission by utilizing the gifts, talents, and treasures of the entire church body to create viable ministries to the glory of God that address everyday life challenges specific to each generation while building bridges of mutual understanding between generations.

Values we believe that guide our planning and action:

1. All people regardless of age or social position have value, are worthy, and can be saved.
2. Young adults and youth have the capacity to be resilient with the right guidance and support.
3. Each generation needs to be supported in conquering its special challenges in a rapidly changing world.
4. Our church has a central role to play in promoting inter-generational harmony and mutual understanding.
5. Our church has a special mission to support the development of resilience in all of its members and those in our community who are struggling.
6. Our church has a special mission to support and educate parents and other caregivers to meet the challenges of raising children in today’s dysfunctional and unhealthy society.

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Strength, Weaknesses, Opportunities, and Threats [SWOT]

SWOT Analysis for stated Mission: To fulfill the mandate of the Great Commission by utilizing the gifts, talents, and treasures of the entire church body to create viable ministries to the glory of God that address everyday life challenges specific to each generation while building bridges of mutual understanding between generations.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Some past experience with young adult ministries and mentoring programs. • Church leadership and members are committed to creating and implementing change toward greater inclusivity. 	<ul style="list-style-type: none"> • Limited to no experience in working with the transition age young adult population in a deliberate manner. • Have not been consistent in recruiting and outreaching to young people to sustain their engagement in our ministry and programs. • Current leadership structure is not designed to move us forward. • Lack of focus on "succession planning" and developing young leaders who will lead the church in the future.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • To engage in <i>active listening</i> that will identify the needs of younger adults in their own words as a way to inform our future work. (Young adult dialogues). • To identify and engage other faith-based and social services agencies serving transition age as partners.(Leveraging knowledge, experiences and resources) • To educate ourselves about the special spiritual needs and life challenges of each generation. • To learn from other faith-based programs that have been successful in implementing generation-based and inter-generational strategies (best practices and program models). • To capitalize on our underutilized facilities (AD Lewis Building, Mac J Williams Building, vacant properties) 	<ul style="list-style-type: none"> • Resources are limited to help us achieve our strategic agenda. • Potential for inter-generational conflict as the church transitions to be more inclusive of more diverse ages (potential clash of worship styles, values, beliefs and behaviors). Change is never easy.

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Strategic Goals

Our Strategic Goals for 2017-2020

Goal 1: Strengthen our leadership structure and its capacity to meet our mission focused on addressing the everyday life challenges specific to each generation while building bridges of mutual understanding between generations.

Goal 2: Recruit, sustain and offer age appropriate programming for transition-age young adults ages 18-34.

Goal 3: Recruit, sustain and offer age appropriate programming for adults 35 plus including the special needs of elders ages 60 and over.

Goal 4: Recruit, sustain and offer age appropriate programming for youth ages 12-17.

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WORK PLANS FOR EACH STATED GOAL¹

Goal 1: Strengthen our leadership structure and its capacity to meet our mission focused on addressing the everyday life challenges specific to each generation while building bridges of mutual understanding between generations.

Desired Outcome(s) with Time-Lines What do you want and when?	Specific Success Measures What will you show that you got there?	Action Steps and Lead Person(s) What will you do and when?
<p>1.1 Create leadership positions and related duties that will address the recruitment and programming goals for each specific age group (12-17, 18- 34 and 35+) by January 31, 2017.</p> <p>1.2 Recruit for and fill key leadership roles by March 31, 2017.</p> <p>1.3 Start and complete training all new leaders for their designated positions between February 1 and June 30, 2017.</p>	<p>1.1 Completed job descriptions approved and on file for "Transition Coordinator", 3 Program Coordinators each with 1 or 2 "Associates" by January 31, 2017.</p> <p>1.2 Letters of appointment on file by March 31, 2017.</p> <p>1.3 Training protocol developed and implement with documentation of attendance and feedback by June 30, 2017.</p>	<ul style="list-style-type: none"> • Lead Person: Reginald Sherman designated as lead with support from this task group and the church Nominating Committee. <ul style="list-style-type: none"> ○ Develop job descriptions by January 31, 2017. ○ Start advertising positions in the pulpit, church bulletins, church programs, info sessions, and person to person word of mouth by February 12 ○ Finish advertising and start interviews/selection process by May 12, 2017 ○ Select leaders by May 31, 2017. ○ Complete training by June 30, 2017
<p>Resources Required (Financial and/or other) What do you need to do the work?</p>	<p>Recommended Collaborative Partners Who can help you?</p>	<p>Progress Report/ Progress Notes</p>
<ul style="list-style-type: none"> • Resources for outreach and advertising of leadership positions. • Training resources and opportunities across a diversity of topics and skill sets. • Funds to pay for refreshments during training sessions. • Funds for supplies, etc. to support leadership activities. 	<ul style="list-style-type: none"> • Juvenile Welfare Board as a training resource. • Pinellas County court systems. • Ministerial Alliance • Other churches and faith-based programs who can share best practices in doing generation-focused and inter-generational ministry. 	<p>Will provide monthly updates on progress.</p>

¹ During the strategic planning session, congregational members in the session were assigned to develop work plans for each of the four strategic goals. The membership of each of these work groups is listed at the end of this document. At the request of Pastor William Sherman, these groups will continue working as the plan is finalized and moves into its implementation phase.

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Goal 2: Recruit, sustain and offer age appropriate programming for transition-age young adults ages 18-34.

Desired Outcome(s) with Time-Lines What do you want and when?	Specific Success Measures What will you show that you got there?	Action Steps and Lead Person(s) What will you do and when?
<p>2.1. Present a formal set of recommendations for program planning for this age group.</p> <p>2.2 Recruit and retain 10% of the church membership for members ages 18-34 for each year of this planning cycle.</p> <p>2.3 Ensure that leadership and programs of the church are meeting the needs of transition age adults.</p> <p>2.4 Ensure that transition age adults have ministry opportunities</p>	<p>2.1 Set of formal recommendations presented to the church leadership by March 30, 2017.</p> <p>2.2 Analysis of church membership rosters by age on an annual basis.</p> <p>2.3.1 Analysis of church leadership positions by age on an annual basis.</p> <p>2.3.2 Analysis of programs offered by age on annual basis including feedback from the Congregation [survey].</p>	<ul style="list-style-type: none"> • Lead Person: Valerie Fuzz <ul style="list-style-type: none"> ○ Initial meeting with transition age adults to create a dialogue agenda and schedule on January 28th, 2017 ○ Invite transition age adults to work with this planning group on further development of this goal by February 25th, 2017 ○ Present a full recommended plan for this target age group to church leadership by March 30th, 2017 ○ Expand use of social media by May 30th, 2017 ○ Launch new programming by July 1st, 2017. ○ Monitor and Adjust if needed by November 11th, 2017.
<p>Resources Required (Financial and/or other) What do you need to do the work?</p>	<p>Recommended Collaborative Partners Who can help you?</p>	<p>Progress Report/ Progress Notes</p>
<ul style="list-style-type: none"> • Settings to hold the dialogues & events • In-kind donations of refreshments • Angel Care nursery volunteers for events • Day care so that more young parents can participate. 	<ul style="list-style-type: none"> • Life Skills – R. Yates, D. Carter, J. Jones • Mentoring Programs – Earnell Samuels • JWB and its conference facilities • Upper Pinellas County Ministerial Alliance • Legal Assistance – Local Bar Assoc. • Family Guidance – Counselors, Deacons 	<p>Monthly or quarterly progress reports. This schedule is to be determined by the church leadership.</p>

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Goal 3: Recruit, sustain and offer age appropriate programming for adults 35 plus including the special needs of elders ages 60 and over).

Desired Outcome(s) with Time-Lines What do you want and when?	Specific Success Measures What will you show that you got there?	Action Steps and Lead Person(s) What will you do and when?
<p>3.1 Increase number church members who 35years or older by 25 persons per year for each of the 3 years in this planning cycle.</p> <p>3.2 Provide the church leadership with a recommended program approach to promote inter-generational communication and mutual support (brand new program focus).</p>	<p>3.1 Analysis of membership rosters by age on a quarterly basis.</p> <p>3.2 Plan presented and adopted by the church leadership by March 30th 2017</p>	<ul style="list-style-type: none"> • Lead Person: Patricia Mickens <ul style="list-style-type: none"> ○ Meet with church members to address issues and concerns that are hindering church members for this age group by February 11th, 2017 ○ Reach out to inactive church members to find out why they left and how to get them back by March 30th, 2017 ○ Survey or focus group of church members age 35+ to ascertain their programming needs and preferences by May 30th 2017 ○ Develop recommended approach to inter-generational programming by July 30th, 2017
<p>Resources Required (Financial and/or other) What do you need to do the work?</p>	<p>Recommended Collaborative Partners Who can help you?</p>	<p>Progress Report/ Progress Notes</p>
<ul style="list-style-type: none"> • Volunteers to work in new or expanded program areas such as inter-generational programming • Training of volunteers in evangelism and program components • Funds or other resources for new or expanded program areas. 	<ul style="list-style-type: none"> • Evangelical team • Other churches who can share program components and designs to recruit and retain this age group. 	<p>Monthly or quarterly progress reports. This schedule is to be determined by the church leadership.</p>

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Goal 4: Recruit, sustain and offer age appropriate programming for youth ages 12-17.

Desired Outcome(s) with Time-Lines What do you want and when?	Specific Success Measures What will you show that you got there?	Action Steps and Lead Person(s) What will you do and when?
<p>4.1 Increase youth participation in church and all youth activities by 85% by September 30th, 2017</p> <p>4.2 Improve retention of Vacation Bible School attendees by September 30th, 2017</p> <p>4.3 Establish a dedicated space for youth worship and activities by June 11, 2017</p> <p>4.4 Transition children’s church from an “extended Sunday School” model into a children’s worship model by April 30, 2017 to develop Spirit filled Christian children with a yearning desire to worship. (See Appendices D and E.</p> <p>4.5 Determine if facilities can be leased for use as a daycare by 2020.</p>	<p>4.1 Sunday school participation will increase by 85%.</p> <p>4.2 Youth program participation will increase by 85%.</p> <p>4.3 Weed & Seed building remodeled with 3 TV monitors, 3 gaming systems, lounge area, access to Christian music/videos.</p> <p>4.4 Weekly children’s church worship instead of “extended Sunday School”</p> <p>4.5 Complete a Market Analysis and Feasibility Study.</p>	<ul style="list-style-type: none"> • Align all youth activities by March 30th, 2017 – Team • Enlist volunteers who have a “heart to work” by March 30, 2017 - Team • Children’s Church <ul style="list-style-type: none"> ○ Develop order of worship by 3/1/17 ○ Develop worship themes by 3/18/17 ○ Recruit speakers/musicians by 3/18/17 ○ Determine needed supplies by 3/18/17 ○ Prepare children’s church room by 5/28/17 ○ Start children’s church worship by 6/04/17 • Dedicated Youth Space by 6/11/17 • Develop Body & Soul Model by December 1st, 2017 • Youth Tutoring June 30, 2018 • Daycare Lease study <ul style="list-style-type: none"> ○ Market Analysis by 12/31/17 ○ Feasibility Study by 12/31/18
<p>Resources Required (Financial and/or other) What do you need to do the work?</p> <ul style="list-style-type: none"> • Committed leaders • Van ministry/Drivers • Money for youth space (budget to be determined) 	<p>Recommended Collaborative Partners Who can help you?</p> <ul style="list-style-type: none"> • City of Clearwater Parks and Recreation • YDI • Ministerial Alliance • Sororities and Fraternities • Clearwater Police Department • Pinellas County Sheriff’s Department • Youth Trained Counselors/Child Evangelist • JWB 	<p>Progress Report/ Progress Notes</p> <ul style="list-style-type: none"> • Track monthly participation • Look at attendance patterns/concerns each quarter • Assess and revamp if needed each quarter

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Plan for Monitoring Progress

Task	Plan	Actual	Status/Comments
Goal 1			
Create leadership positions/job descriptions	1/31/2017	1/31/2017	Complete
Start advertising positions	2/12/2017	2/12/2017	Complete
Finish advertising/Start interviews/selection	5/12/2017		Selections in-process.
Select leaders	5/31/2017		
Train leaders	6/30/2017		
Goal 2 (ages 18-34)			
Meet/dialogue with young adults	1/28/2017	1/28/2017	Complete
Invite age group to engage in planning	2/25/2017	2/25/2017	Complete
Present full plan for age group	3/30/2017		
Expand use of social media	5/30/2017		
Launch new programming	7/01/2017		
Monitor and Adjust programming	11/11/2017		
Goal 3 (ages 35+)			
Meet/dialogue with this age group	2/11/2017		
Reach out to inactive members	3/30/2017		
Present full plan for age group	3/30/2017		
Survey program needs/preferences	5/30/2017		
Develop programming	7/30/2017		
Increase age group by 25	12/31/2017		
Goal 4 (ages 12-17)			
Align youth activities	3/30/2017		
Enlist volunteers	3/30/2017		
Start Children's Worship Services	6/04/2017		
Establish a dedicated youth space	6/11/2017		
Increase youth by 100%	9/30/2017		
Body, Mind, & Soul	12/1/2017		
Daycare Lease Market Analysis	12/31/2017		
Youth tutoring	6/30/2018		
Daycare Lease Feasibility Study	12/31/2018		

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Ministry Matrix

The ministry matrix below exhibits the current ministries by age group and category. Pursuant to the mission of this document, program development will work to diversify in order to attain inter-generational ministries.

	Age Groups						
	Youth			Young Adults	Adults		
	Pre-school	Elementary	Middle/HS	18-34	35-49	50-64	65+
Worship (See Guidelines in App B)		Children's Church Youth Ushers Youth Choir Christmas and Easter Plays/Skits		Worship Service Ushers Choirs Audio Visual Ministry			
Fellowship	Church Picnic						
		Pizza Parties(after play/skit practice) Baseball Outings		Church/Pastor Anniversary Homecoming Birthday Dinners New Members Dinner Revival Christmas Banquet Countryside Fellowship Law Day Medical Arts Day			
Missions				CITA Breakfast Ministry Nursing Home Evangelism WMU Benevolence Ministry			
Christian Ed	Sunday School (See App B) VBS						
		Youth Activities Youth Retreat		WMU Brotherhood Singles Ministry Couples Ministry Doctrinal Studies Bible Study(See App B) Spiritual Growth Class Spiritual Gifts Survey New Member Orientation			
Education		School, Sports, Community, & Graduation Recognitions Black History Month					
Social Justice				NAACP Tea Willa Carson Banquet FAST SEPIA			
Fundraising	See App C						

Incorporate Appendix A (Triple P) in ALL Ministries

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List of Planning Participants

- Goal #1 Members:** *Reginald Sherman-Leader*, Lucelia S. Barchue, Eleanor Breland, William Harris, Angie Harris, Paul A Hachett, Jr., Cornelius Owens, Barbara Owens, Reverend William Sherman, Sr., Olivia Sherman, Elouise Williams, Arlington Nunn, Ruth Nunn, Vedna Augustin, Phyllis Farley, Barbara Williams
- Goal #2 Members:** *Valerie Fuzz-Leader*, Joyce Aldridge, Bertha Boone, Arlene Echols, Alvin Fuzz, Erma Johnson, Jackie Kalaimai, Cheryl Moody, Howard Moody, Janine Stafford, Maurice Mickens, Allison Stafford, Mattie Campbell, Terry Gomes, Maria, Gomes, Ann Dunmore
- Goal #3 Members:** *Patricia Mickens-Leader*, Debbie Harris, Michael Jones, Wendy Nisbett, Chris Reed, Tammy Smith, Freddie Spencer
- Goal #4 Members:** *Johnnie Crawford-Leader*, *Joshua Sherman-Leader*, Frankie Cheer, Marissa Cheer, JohnNathan Graham, Sarah Hamm, Jeff Jones, Eartha Mims, Terry Sherman, Irene Stevenson, Kim Nunn-Crawford, Sharquita Adams, Lynn Reeves, Naomi Williams

Appendices

Turning The Tide

**Additional Steps to Enhancing Existing Ministries
Mt. Carmel Baptist Church
Clearwater, FL**

Appendix A - Powerful Prayer, Powerful Plan, and Powerful People equal Powerful Progress

(Triple P)

Powerful Prayer

- . Prayer must be the principle priority in all we do
- . Invoking the Divine presence and guidance to permeate all deliberations
- . Divine intervention in the recruitment of disciples/soldiers – Matt. 9:37-38
- . The significance and dominance of prayer in worship
- . Priority given to praying for church family concerns
- . Devote 3 worship services each year to a dedicated prayer time
- . Enhance the once a month prayer time for the ministry and family
- . Reestablish a breakthrough yearly calendar for entire membership
- . Each district of the church be responsible to host a prayer fellowship
- . Enhance the Wednesday morning prayer time to include Bible Study with our seniors
- . Establish a Prayer Line

Powerful Plan

- . Always maintain a clear and simple vision – Proverbs 29:18
- . The church must fulfill its calling to do the work of Evangelism and Missions – Matt. 28:19, 20
- . Each ministry group in the church must adopt and develop 1 specific in-reach/ out-reach work
- . **All church events must be carefully planned and executed with dignified quality (no haste or mediocrity)**
- . Prioritize and promote all special events: Black History Month, Easter, Christmas Program/Party
- . A viable stewardship plan must be adopted annually (workshop, giving, financial planning)
- . Adopt and execute a church wide Fellowship program
- . Promote and encourage the participation by all in all church events and activities

Powerful People

- . The church's principle responsibility to the gospel is to "make disciples" – Matt. 28:19, 20
- . The need for dedicated, committed, steadfast, and dynamic disciples must be emphasized
- . Priority must be given to training and preparation of leaders in the church
- . The church must promote and encourage growth of its entire membership by active participation in:
 - . Sunday School
 - . Bible Study
 - . Specialized small group study (men, women, young people, elderly)
 - . Retreats for growth and fellowship
 - . New Member Orientation
 - . Spiritual Growth and Development Class
- . Develop an intentional plan to recruit workers and provide opportunities to serve
- . Host a Recognition and Honoring Service once a year for all servant leaders

Appendix B - Promoting and Enhancing the Evangelistic and Edification Ministries

Worship Service

- . Promote Greeters' Ministry
- . Promote Ushers' Ministry
- . Promote a worship atmosphere that welcomes all people
- . **Priority on a new worship style accommodating both traditional and contemporary experiences**
 - . Fresh music reaching the entire populace of the church
 - . Dynamic, exegetical, and thematic preaching for all age group
- . BE TIME FOCUSED – yet guided by the Holy spirit

Sunday School

- . Recruit, train, and assign Teachers for all grade levels
- . Restructure Sunday School classes?
- . Promote and give meaning to combined adult classes each 5th Sunday
- . Launch annually a promotional campaign
- . Develop periodically topical studies for entire church (e.g. tithing, evangelism)
- . Develop a plan to increase attendance by 25% annually
- . Redesigning Youth Room to reflect children's emphasis

Bible Study

- . Recruit new teachers
- . Conduct on-going study on topics that directly impact the life and ministry of members
- . Encourage attendance
- . Conduct a day time class to accommodate the evening working class (Wednesday, 11:00 AM):
 - . Include day time Doctrinal Study
 - . Include some specialized small group study
- . Develop a plan to increase attendance by 25% annually

Appendix C - Avenues for Growth in Revenues

Existing Property

Boarded up Houses

- . Trustees to explore idea of partnership with HUD to provide housing for veterans

Mac J. Williams Library

- . Completely invest in and transform the building into a Student Ministry Center (See Appendix E)

Amos D. Lewis Fellowship Building

- . Cease and desist from a free for all use of the property
- . Trustees to develop a workable and sustainable plan for effective use of the property:
 - . Research business adventures for consistent and profitable use of space
 - . Explore viable lease options, i.e.:
 - . Before and after care
 - . Day Care
 - . Vocational partnership with SPC/PTEC
 - . Health Care Training
 - . Weddings
 - . Funerals
- . We need a plan as soon as possible for overall **security**

Fundraising Ventures

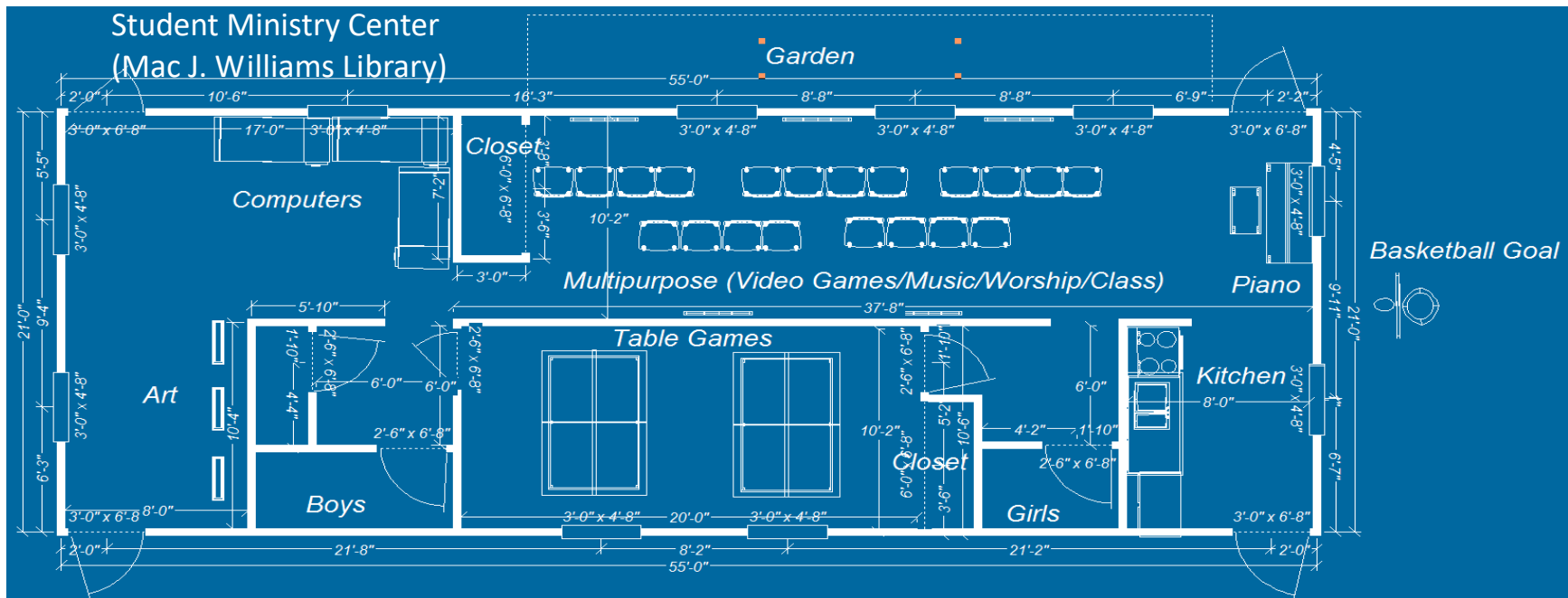
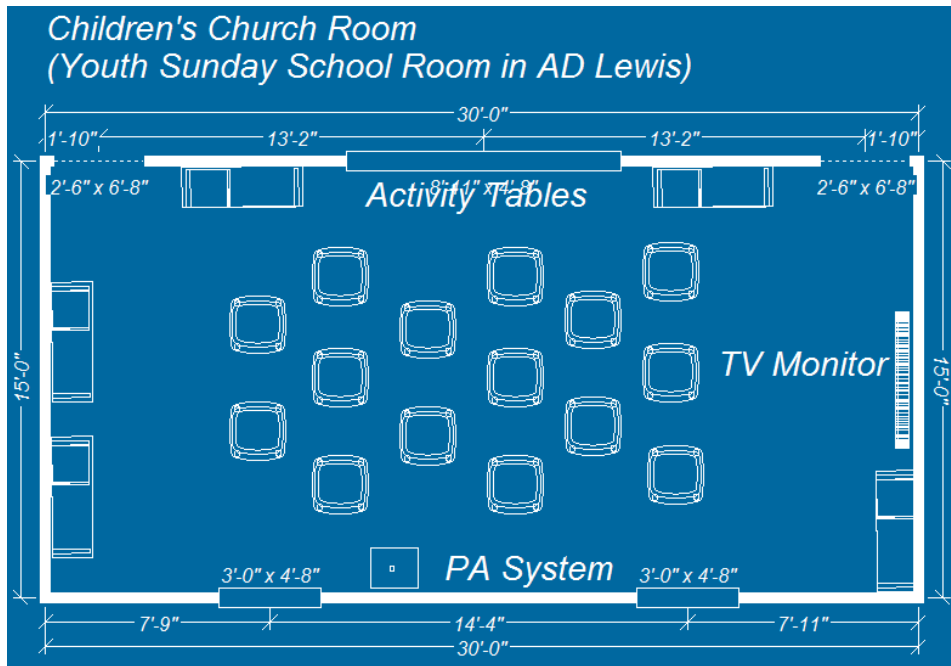
- . Stewardship/A-Team must adopt a Mortgage Burning Plan for ADL building
- . Sponsor Musical Concerts to include sale of refreshments at intermission
- . Execute a formal dinner annually (include specialty, e.g. valentine, date-night, etc.)
- . Continue (for the next 3 years) to be a part of the Valspar Championships
- . Host a grand yard sales
- . Elevate, enhance, and promote full participation of:
 - . Homecoming and Friends Day
 - . Church and Pastor Anniversary

Notes/Ideas

- **Mt Carmel Youth/Children’s Church**

- Praise and Worship
 - Music/Singing
 - Skits
- Separate into Children and Youth Groups
 - Lesson/Discussion/Sermon
 - Interactive Activities to enhance Bible Lesson/Sermon
 - Prayer
 - Invitation to Discipleship
 - Benediction
- Free Time
 - Music/Singing
 - Art
 - Computers
 - Video Games
 - Table Games
 - Basketball
 - Garden
- Snacks
- Clean-up
- Parent Pickup

Appendix E – Youth/Children’s Facilities Changes



Mt Carmel Baptist Church

Dr. William F. Sherman, Pastor

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Clearwater, FL 33755

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