

REPORT OF THE LONG-RANGE PLANNING COMMITTEE

TO THE CONGREGATION OF

**FIRST BAPTIST CHURCH
KNOXVILLE, TN**

Over the past nine months, the members of the Long-Range Planning Committee (LRPC) have met regularly in an attempt to begin to discern and document the direction that we believe to be appropriate and desirable for First Baptist Church of Knoxville over the next five years. As a result of these meetings and our efforts, the Committee has developed the attached Long-Range Strategic Plan (LR Strategic Plan) and brings four recommendations related to it before the church, as follows:

Recommendation 1: Adopt the LR Strategic Plan as the principal document to guide the direction for First Baptist Church over the next five years. Achieving the goals of the LR Strategic Plan will require significant work, as well as diligence, accountability, and flexibility from all of those tasked with its implementation.

Recommendation 2: The LRPC should be assigned responsibility for oversight of the implementation of the Long-Range Strategic Plan (LRSP). To assist in this effort, all Councils, Committees, and individuals tasked with responsibility under the LRSP will be requested to report annually, in the fall, to the LRPC. It is envisioned that these reports will include actions taken to date and results, priorities for the future, and plans and schedules regarding future actions to be taken. It is also requested that these reports include a proposed method of measuring and evaluating the success of each action taken and recommendations regarding continuation of the actions going forward.

The LRPC recognizes that in addressing these initiatives and accomplishing the goals of the LR Strategic Plan and continuing the ongoing efforts of the church, there may be a need for realignment of staffing or personnel and changes in roles, responsibilities, and functions. The LRPC believes that the development and implementation of any such changes are best left to the Pastor, the ministerial staff, and the Personnel Committee.

Recommendation 3: The Pastor, the ministerial staff, and the Personnel Committee should develop and implement a staffing alignment and changes in roles, responsibilities, and functions that best utilize the ministerial staff, lay staff, and lay leadership in addressing these new initiatives; accomplish the goals of the LR Strategic Plan; and allow for continuation of the ongoing efforts of the church.

Recommendation 4: The Finance Committee, in conjunction with the Pastor and reports from the various Councils and Committees, should develop future annual budgets that reflect both the ongoing efforts of the church as well as the plans and goals set forth in the LR Strategic Plan, in conjunction with the actions taken and planned for the coming year.

**LONG-RANGE STRATEGIC PLAN
(2010 – 2014)**

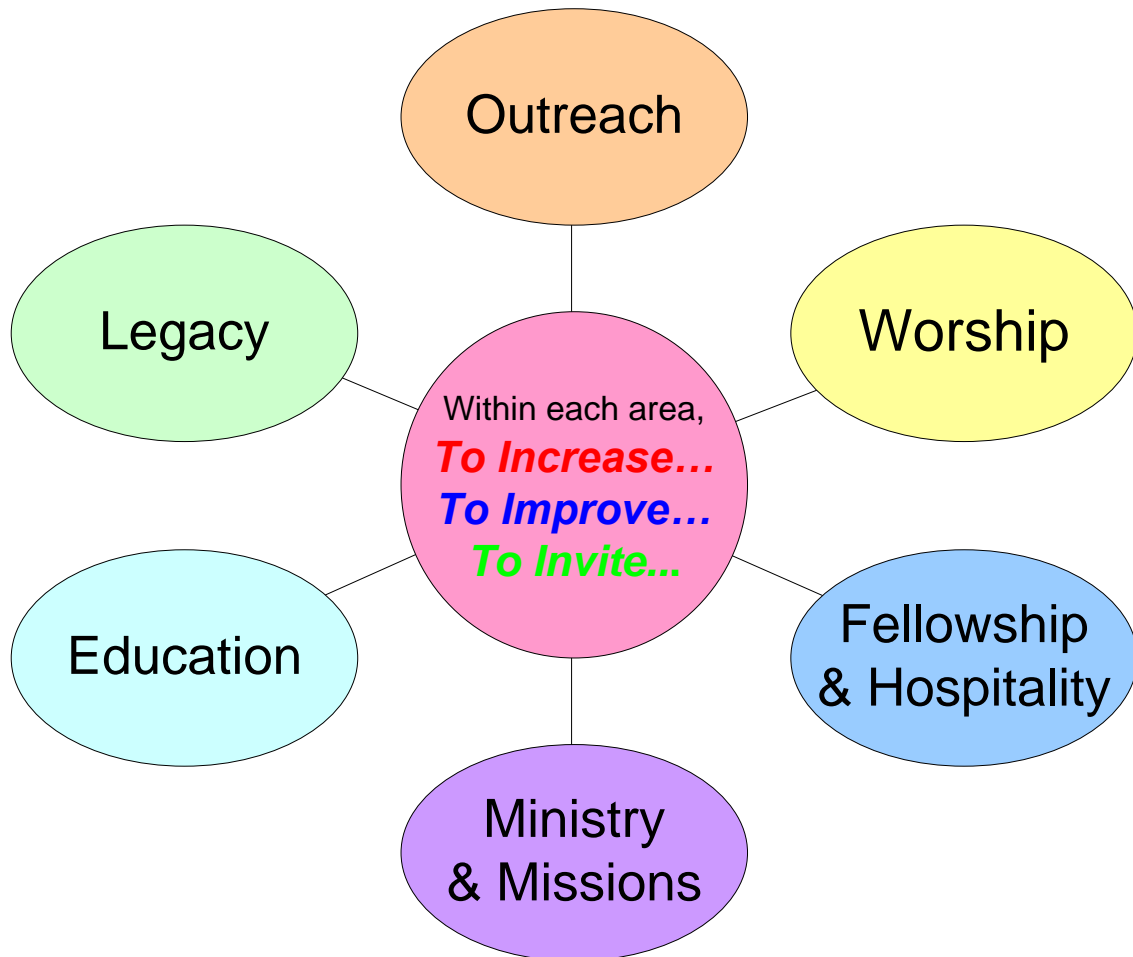
FOR

**FIRST BAPTIST CHURCH
KNOXVILLE, TN**

NOVEMBER 2009

The Long-Range Planning Committee (LRPC) has met throughout this year to discern and document the direction that we believe to be appropriate and desirable for First Baptist Church of Knoxville over the next five years. As a result of these meetings, the Committee has developed this Long-Range Strategic Plan (LR Strategic Plan).

This LR Strategic Plan is structured around six fundamental areas of our church. Within each of these areas, the LR Strategic Plan identifies possibilities for ways to **INCREASE** participation, to **IMPROVE** the quality, and to **INVITE** others to join with us in serving our Lord in Knoxville and beyond.



OUTREACH (“COME UNTO ME”)

I. To increase the “visibility” of First Baptist Church by

- A. Developing new “Front Doors” that provide and encourage :
 - 1. Entry through improved website, including developing and implementing webcasts, launching FBCKnox.tv (a web TV Channel)
 - 2. Entry through involvement of non-members in ministry/mission efforts
 - 3. Entry through fellowship and “building community” with those in “our community”
 - 4. Entry through special outreach events (e.g., community “meet and greet”, cookouts, UT away game “tailgate parties” with big screen TV, outdoor music events, coffee shop, children’s events)
 - 5. Entry through special invitation to specific non-members groups (e.g., South Knoxville Elementary parents/children, targeted downtown residences/condos)
 - 6. Entry through non-member and community use of facilities
 - 7. Entry through joint member and non-member activities (e.g., downtown Bible study (men/women, college, 20-30 somethings, hikes, or trips)
- B. Developing a new “Back Door” by establishing a Neyland Drive presence/visibility through:
 - 1. Planning and implementing special visibility/events (e.g., UT football games, Boomsday, Dogwood Arts, waterfront activities)
 - 2. Planning for the use of Trentham Hall/restrooms and providing bottles of water (with FBC logo?) during Boomsday, home football games, etc.
 - 3. Planning and developing our rear property “green space” into an attractive and useable space
 - 4. Increasing signage identifying FBC visible from Neyland Drive

II. To improve our communications regarding “who we are” and “what we are about” by :

- A. Developing, implementing and promoting a message that communicates both our “uniqueness” and opportunities at FBC, to
 - 1. Those in our “neighborhood”
 - 2. The entire Knox County community
 - 3. Our television audience
 - 4. Our website audience
- B. Developing short, and memorable statements/messages
 - 1. For overall use
 - 2. For use to target audiences
 - 3. for website

- C. Incorporating such statements/messages into ongoing activities
- D. Educating our membership in “who we are” and “what we are about” through regularly communicating :
 - 1. All of the various ongoing ministry and mission actions being undertaken and accomplished, ongoing small group activities, and the various opportunities & activities available for members to be a part of
 - 2. The results of ministry and mission actions undertaken
- E. Creating and developing a “Social Media Team” to improve communications with others by managing and updating our website and participating in new methods of communication including social networking vehicles such as Facebook, Twitter, and blogs
- F. Developing (and keeping current with annual revisions) new literature/DVDs about FBC for use in communicating and as hand outs
- G. Developing and implementing an FBC version of a “welcome wagon” approach to new residents and for “new arrivals” (i.e., “a diaper bag” welcome)
- H. Developing and implementing a booklet (print and electronic versions) of guest and new member information for in-house use in improving communications and outreach to them.
- I. Reviewing the potential use of available Church Growth Tools module of ACS (SOF – Soaring, Ongoing, Falling and RISK – Regular, Irregular, Sporadic, Non Attendance)

III. To invite people to “come and see” who we are and what we are about by

- A. Developing “church-initiated” communications including :
 - 1. In worship services
 - 2. On TV/webcast
 - 3. In First Light
 - 4. In mailings/advertisements
 - 5. On website
 - 6. Loaf ministry
- B. Developing and implementing targeted special outreach events
- C. Encouraging “individual initiated” communications including :
 - 1. Developing an Individual outreach approach/model that focuses on :
 - a) “Where YOU are – there is Jesus”
 - b) “Where YOU are – there is FBC”
 - 2. Educating, encouraging and training members in “relational outreach” that
 - a) invites people to “come and see” based on their relationships

- b) engages people to reach out where each member is uniquely situated by employment, residence, or interest groups
 - c) emphasizes opportunities for members to invite guests for small group socialization
3. Intentionally reaching out to Young Adults, DINKs, & empty nesters

WORSHIP (“WORSHIP ME”)

I. To increase commitment to corporate worship and shared worship opportunities by

- A. Emphasizing the importance of corporate worship and renewed commitment to current shared worship opportunities
- B. Evaluating the desire and need for and feasibility of other “special” or seasonal options for corporate/shared worship, including :
 - 1. A Renewal/Revival service
 - 2. An outdoor worship (on the grounds)
 - 3. An off site worship service (in the mountains/on the river/on the lake)
 - 4. A shared worship with churches in our “neighborhood”
- C. Evaluating the desire and need for and feasibility of other “regular” worship services (on campus) including worship services :
 - 1. Held on a different day of the week and at a different time
 - 2. Targeted to specific groups (college/couples/singles)
- D. Developing a “Children’s Church” option during the regular 11:00 worship. Enlist, staff, and train leaders and establish a plan for integrating children into regular worship.
- E. Evaluating the desire and need for and the feasibility of options for other worship services (off campus) that engage people “where they are” including worship services :
 - 1. Held on Sundays (contemporaneous with 11:00) in different locations around our area, nursing homes, condos etc.
 - 2. Held on different days/times
 - 3. Held in different locations (“ where they are”) including college campus, parks, Vol Navy, YWCA
- F. Evaluating the feasibility of any new option by considering staffing issues and the quality nature of the new option. Where there is a desire, need and feasibility then implement the option.
- G. Evaluating and recommending a proposed role for Deaf worship going forward. Consideration will primarily focus on the issue of continuing the current separate worship services or integrating the Deaf into the current corporate/shared “hearing” worship services. Any strategic planning in this regard will include input from Deaf members and leadership and will also consider issues regarding collaborative outreach, worship and ministry opportunities to all Deaf.

II. To improve worship experience through increased involvement by

- A. Developing mechanisms to encourage and increase attendance at existing services
- B. Developing means by which worship is more interactive, e.g.,
 - 1. Increasing lay involvement in worship services (e.g., adding testimonies, mission/ministry moments, "thank you's", dramas, use of plasmas in 11:00 worship, etc)
 - 2. Implementation to be a staff function, but consideration should be given to soliciting congregational input via church survey/questionnaire

III. To invite more members and non-members to worship by

- A. Developing an emphasis on corporate worship among active members
- B. Reaching out to non-attending/previously active members with personal invitations
- C. Promoting a relational based invitation mechanism for members to invite guests to worship

FELLOWSHIP AND HOSPITALITY ("ABIDE IN ME")

I. To increase fellowship opportunities for church members and hospitality to guests through

- A. Planning and implementing seasonal church wide fellowships (to be multi-generational)
- B. Planning and implementing intentional generation-specific fellowships (e.g., 20 somethings – 30 somethings, 40 somethings – 50 somethings, senior adults) as well as activities that bring young adults and senior adults together
- C. Integrating special outreach events with member involvement to promote fellowship and relationships
- D. Planning and implementing more Sunday after-church fellowships and/or lunches/cookouts
- E. Considering the viability of an after -8:42 service breakfast
- F. Planning and implementing specific "performance" events involving members/ministers/staff
- G. Planning and implementing recognition services (or integrating them into other events) to recognize member accomplishments/years of service, etc
- H. Planning and implementing an annual "this year at FBC" fellowship that incorporates a video/photo montage (which can also be used for outreach)that highlights the life-of-the-church over the past year (including changes, accomplishments, ministry/mission efforts, and

recognizing births, new members and honoring those who passed away)

- I. Planning and implementing a special staff appreciation luncheon
- J. Planning and coordinating quarterly “after church downtown lunches” at various restaurants
- K. Planning and implementing intentional, invited small-group socialization activities

II. To improve relationship-building and the level of engagement within and without the FBC family by

- A. Planning, enlisting ,training and establishing a mentoring program where each new member gets a current member(s) as a mentor
- B. Establishing a “family of mentors” for a “family in need”
- C. Emphasizing and encouraging relationship and fellowship opportunities presented during ministry and mission activities

III. To invite unengaged members and guests to fellowship and hospitality by

- A. Targeting “members” who rarely come or are not currently engaged and specifically inviting them to specific fellowship and hospitality opportunities
- B. Planning events that are conducive to inviting friends, neighbors, co-workers to a time of hospitality, fun and fellowship and meeting friendly people

MINISTRY AND MISSIONS (“FOLLOW ME”)

I. To increase involvement, engagement, and empowerment of the family of faith in ministry and missions and increase relationships by

As to both Ministry and Missions –

- A. Promoting and motivating the congregation to become involved and connected with at least one ministry or mission opportunity
- B. Moving from a “commodities based” focus on ministry and missions to a “transformational based” focus. (i.e., focusing less on giving things to people, and focusing more on relationally engaging with the people we are serving to bring about long term change).
- C. Developing, printing and disseminating a comprehensive booklet describing the various ministry and mission opportunities available, the type of activity involved, the commitment required, and how to

become part of each one. Also placing the same information on our web site

As to Missions –

- D. Implementing a “Strategic Missions Model” (in addition to cooperative giving) that:
 - 1. Increases involvement through a “self-directed” model of mission action and increased opportunities
 - 2. Increases engagement through local participation in decision making including where we go, what we do, who goes, and where money goes, in addition to personal participation in the mission activity
 - 3. Increases empowerment to individual calls to mission and ministry through encouraging laity-led, small-group and individual mission activities
 - 4. Builds and increases relationships with both those “on mission” and with the beneficiaries of the mission effort
- E. Encouraging, engaging and involving non-members in mission support opportunities, thereby building relationship with them

As to Ministry

- F. Increasing involvement in Ministry activities through regular communication of the various opportunities and needs, as well as an ongoing emphasis on the discipleship role of all Churches and Christians
- G. Increasing engagement through planned enlistment, and training and the connecting of individuals with particular ministries
- H. Increasing empowerment through encouragement and education as to impact they can have on lives of others as well as impact on their own life.
- I. Building and increasing relationships between those doing ministry and with those they are ministering to

II. To improve the way we do ministry and missions

- A. Evaluating all current ongoing ministries and missions in terms of continued, increased, or decreased support for each
- B. Being open to and evaluating new ministry and mission opportunities
- C. Emphasizing a ministry and mission mindset of doing with others versus doing for them
- D. Developing specific ministries to those in times of transition (e.g., out of college – before marriage, empty nesters, new parents, retiring)
- E. Developing specific ministries to those in crisis times (e.g., divorce, death, addiction [support groups/recovery groups])
- F. Retaining large impact, large involvement ministries (with “minister to recipient” ratios of approximately 1 to 10)

- G. Developing smaller ministry efforts (with “minister to recipient” ratios of 1 to 2 or even 10 to 1)
- H. Offering wedding opportunities to the often excluded (e.g., to non-members, to those divorced, pregnant, living together)
- I. Being open and prepared for unexpected ministry opportunities
- J. Promoting ministry involvement and opportunities as “an opportunity to make a difference in the lives of others – and in your own life”
- K. Developing a ministry to the affluent
- L. Evaluating the potential for ministry opportunities without an FBC brand/label (e.g., Lord Lindsey opportunity (redeem building/redeem people)
- M. Providing a means to participate/sign up via the website
- N. Utilizing our church facility more as a mission/ministry site

III. To invite people to join us, to be involved and engaged in ministry and missions efforts by

- A. Issuing invitations that emphasize both the importance of being involved in mission and ministry as a Christian and the additional byproduct of building relationships with both members and non-members in the process
- B. Emphasizing the movement from spectators to participants and movement from serving ourselves to serving others
- C. Developing and implementing a means of partnering with a neighborhood church on a joint mission project and a joint ministry effort
- D. Encouraging and engaging non-members in ministry efforts by inviting those who would like to “feed,” “teach,” “help, or “swing a hammer” – but have no organization/“vehicle” for engagement
- E. Encouraging and engaging recipients of ministry effort into participating in ministry
- F. Emphasizing the movement from “projects” to “relationships” and relationship building through missions and ministry

EDUCATION (“LEARN OF ME”)

I. To increase opportunities for spiritual growth by

- A. Developing and implementing spiritual growth opportunities that “attract” people and make Bible study and spiritual growth opportunities vibrant, relevant and inspiring
 - 1. Revamp Bible study classes from the current specific age groups by adding and attractively naming new interest-based or option-based classes e.g., :
 - a) Large lecture format classes

- b) Smaller interactive/facilitated format classes
 - c) Midsize classes
 - d) Book/Video series study - Books of the Bible or other books
 - e) Broader age ranges (e.g., 20 somethings, 30 somethings)
 - f) Life-specific classes (e.g., "Basics of faith" classes)
2. Add an additional Bible study or spiritual growth vehicle similar to January Bible study
 3. Start small group Bible studies - on campus or off campus
 4. Develop a viable mechanism for spiritual growth interactions across age-groups
 5. Develop an intentional mechanism for identifying and training leaders
 6. Conduct VBS in city parks in the evenings

II. To improve Bible study and education format/opportunities and method of assimilating new members and guests/visitors into Bible study by

- A. Changing the name of 9:45 Sunday morning Bible study from Sunday School to an alternative name e.g.,
 1. Bible Study Fellowship
 2. Bible Study Communities
 3. Life Groups
 4. Cross Training
 5. Sunday Bible Study, or just Bible Study
- B. Developing and implementing a method of identifying, enlisting, training, evaluating and growing quality teachers
- C. Developing and implementing an appropriate method of communicating changes and establishing membership acceptance and "buy-in" of changes
- D. Promoting the concept of encouraging people to experience various options and to explore new opportunities without being tied to a class.
- E. Evaluating the idea of rotating teachers among various classes
- F. Evaluating the feasibility of establishing alternative times and place for Bible study/spiritual growth
- G. Developing and implementing a method for assimilating new members and guests/visitors at "point of entry" into Bible study and identify, enlist and train a "knowledgeable" point person tasked with this endeavor
- H. Developing and implementing a plan that establishes continuity between various church councils and committees for sharing information and actions being taken, and for providing orientation in types of leadership and membership changes on the various councils and committees

III. To invite the presently unengaged and guests to Bible study and educational opportunities by

- A. Developing and implementing a method of identifying unengaged members and having friends/acquaintances issue personal invitations to return to Bible study
- B. Creating educational/spiritual growth opportunities that promote inviting guests to attend without an initial commitment(similar in style to The Bridge)
- C. Evaluating the feasibility of providing transportation for senior adults
- D. Evaluating and develop a plan regarding the “space utilization” issues involved in making any proposed changes

LEGACY (“REMEMBER ME”)

I. To increase financial stability in the present and in the future, through education regarding needs, needs for church planning/prioritization and opportunities for individual future financial planning by

- A. Establishing an institutional support mechanism that is designed to deal with the operational costs associated with designated giving
- B. Promoting the need for future facility maintenance and the importance of the same
- C. Establishing and implementing partnering/grant writing and alternative funding mechanisms, primarily for missions and ministry
- D. Promoting financial planning programs/seminars in areas of Estate Planning, Wills, planned giving, etc
- E. Promoting ongoing operating needs to accomplish current endeavors and goals
- F. Promoting the FBC Endowment
- G. Continuing the work of the Generosity Task Force
- H. Developing a long-term staffing plan that matches staffing to priorities

II. To improve stewardship mentality by

- A. Developing and implementing new approaches to talking about money (e.g., More direct? Less direct?)
- B. Promoting a laity-led emphasis on stewardship
- C. Evaluating the use of “thank-you” moments during worship regarding anecdotal impact examples of stewardship and its effect on individuals and groups
- D. Promoting the importance of reducing debt in present as well as the positive nature of debt for growth in the future

- E. Developing an ongoing list identifying specific capital projects and needs that could be accomplished through specific gifts by an interested donor (e.g., new hymnals, sanctuary window repair/refurbishment, Neyland Drive signage, underwriting cost of specific ministries, etc)

III. To invite members and non-members to be involved in support by

- A. Encouraging overall budget support as a means of supporting each individual's interest (whether for missions, ministry, worship etc)
- B. Encouraging continued and increased non-member giving