



BEULAH BAPTIST CHURCH OF DEKALB COUNTY INCORPORATED

2017-2022

Five-Year Strategic Plan

YEAR-ONE (2017) REVIEW AND REPORT

Prepared by

THE STRATEGIC PLANNING COMMITTEE

APRIL 2018

BEULAH MISSIONARY BAPTIST CHURCH

2340 Clifton Springs Road | Decatur, Georgia

The Reverend Jerry D. Black, Pastor

Many are the plans in the mind of a man, but it is the purpose of the Lord that will stand

(Proverbs 19:21)

“Helping You Get Where God Wants You To Be”

www.beulahbaptist.org



YEAR-ONE (2017) STRATEGIC PLAN REPORT

The *2017-2022 Five-year Strategic Plan* for Beulah [Missionary] Baptist Church is based on the Vision, Mission, Core Principles and Motto purposed by God for the members and stakeholders to address and support needs in multiple areas (Proverbs 19:21). The plan is guided by the Holy Spirit and approved by Reverend Jerry D. Black, church leaders and the Corporation. Ten Central Areas of Focus and Priorities, along with supporting scriptures, were identified as the areas on which members and stakeholders would like to focus to address the fulfillment of the mission and vision.

A comprehensive review of the goals, actions, strategies and next steps in the report is framed by the 10 Central Areas of Focus and related Priorities. While the report includes all 10 Areas of Focus and related Goals, the Status and Next Steps, are also presented in each of the 10 areas. At least one new Goal (7) emerged and was added in Central Area of Focus 1 – Worship, specifically related to Music. Another Goal was modified in Central Area of Focus 5 (2.2), dealing with Family Life Center personnel. Additionally, through the Status, Next Steps, and Notes within the chart for each of the 10 Areas, and in the Narrative and Implications for each Recommendation discussed, the Report yields information that allows the updates and incomplete goals and actions to guide implementation and modification where needed.

BACKGROUND AND CONTEXT

Beulah [Missionary] Baptist Church (Beulah) has been serving the communities within Atlanta and Decatur, Georgia for over 121 years. Under the leadership of Pastor Jerry D. Black, Beulah is a strong pillar internationally, nationally, statewide, throughout the metropolitan Atlanta area, and in the DeKalb County community. The church has a large and diverse membership. The church's motto, "Helping You Get Where God Wants You to be", is designed to align with the mission and vision of the church to meet the needs of its members. Beulah Baptist Church of DeKalb County, Incorporated is also a corporation and complies with procedures that govern corporations. However, the overarching role of Beulah Missionary Baptist Church is in keeping with its mission and vision to address the spiritual, physical and mental needs of the members.

In 2010, the initial work of conducting a Strategic Plan was undertaken to assess and address the progress of the Beulah Family Life Center. A further determination by the Board of Directors was made in 2014 to extend the work to conduct a church wide Strategic Plan.

The next phase of strategic planning began in late fall of 2015 and was underway for most of 2016. The 2017-2022 Five-Year Strategic Plan was formally presented and submitted in March 2017 by the Strategic Planning Committee to Beulah Baptist Church of DeKalb County, Incorporated, and Beulah [Missionary] Baptist Church; Ex Officio and Pastor, the Reverend Jerry D. Black; members of the Board of Directors; Board of Deacons; Board of Trustees; church members and other vested stakeholders.



THE REPORTING PROCESS

While the work of the Strategic Plan was conducted by the Strategic Planning Directors, the Facilitator, Committee members, and Sub-Committees, specific oversight for the work is conducted by the Board of Directors for Beulah Baptist Church of DeKalb County, Incorporated.

Each committee member is responsible for managing one of the 10 Areas of Focus and agreed to monitor the progress and status throughout the duration of the plan until completion of the work (2022). This includes preparing and updating information for yearly reporting. The Strategic Planning Facilitator will continue to facilitate the process including monitoring, reviewing, updating, providing additional data and reporting on the work throughout the duration (2022). The Facilitator will also continue to work with the Pastor, Board of Directors, Strategic Planning BOD Coordinators, Strategic Planning Committee(s), Beulah Baptist Church leaders, ministry leaders, and other stakeholders to ensure the fidelity of the work and process.

During the Year-two (2018) implementation, more direct monitoring will be undertaken to ensure that the work does not become static and any modifications, additions or adjustments can be made to further address the needs of church members. A determination of the extent of the monitoring will be made, again, after year two, and through the end of the Strategic Plan timeline of 2022.



SUMMARY OF THE PROGRESS

The progress shown for year-one of the plan is indicative of general industry expectations for the progress for the first year of a Five-year Strategic Plan. Specifically, goals and objectives typically show that most of the ratings primarily fall into categories 2-4 rather than into Category 1, which indicates Full Implementation and Completion.

The Status for the Goals throughout the Report shows four primary ratings/criteria including, the lower two ratings as well as the third rating which involves partial or incomplete implementation. However, with the objective for all areas being—to meet or show a modification with the goal(s), this category also provides implications for how the work needs to move forward. The information suggests that—how to address the goals, through the actions and strategies outlined, or modify the goals, is embedded in the status attained.

The separate Recommendations are addressed in narrative form and use the same ratings and criteria shown in the chart for the Central Area of Focus to denote the extent to which each was fulfilled. In addition, an Implication is provided for each Recommendation. The Status/Progress for each Goal was assessed by the following:

1. Implemented/Completed – The Goal was [fully] met and/or the work implemented and completed. This category might also have Ongoing added to it to indicate that while implemented, the work is continuing. The dominant rating, however, is Implemented/Completed
2. Partially Implemented/Incomplete –The Goal has multiple parts, with a part not having been implemented or it was partially met and might still be incomplete.
3. Not Implemented - The Goal was not met; and, the work is not implemented. Limited or no action was undertaken to begin, engage in, or complete the work.
4. In Progress/On-going – The Goal(s) was implemented but the actions are fluid and have an extended timeline.

The following is a cumulative summation of the ratings for the Goals in each of the 10 Areas of Focus (CAF). However, CAF 2 did not include some goals that were not addressed.

Goals Implemented/ Completed	Partially Implemented/ Incomplete	Not Implemented	In-Progress/Ongoing
Total = 41	Total = 17	Total = 15	Total = 21

THE FRAMEWORK

The Strategic Planning Committee (Leaders) reviewed the data and worked collaboratively with other church members and stakeholders to identify the Goals, Actions, Persons Responsible, Timeline, Indicators of Success and Status for the specific Central Area of Focus. In addition, each Area of Focus has a Priority and scripture to further frame and guide the work aligned with—

THE VISION - (*Where we are going*) - “A church with a Holistic Ministry that meets the needs of the total person, physically, mentally, and spiritually”.

THE MISSION - (*How we will get there*) - Led by the Holy Spirit, and following and embracing the Baptist doctrine, the mission of Beulah Missionary Baptist Church is to win souls for the glory of God by the teaching and preaching of God’s word through [worship services], bible study, evangelism, mission work and Christian education in a highly spiritual environment and atmosphere for parishioners to come and worship the Lord. We will also endeavor to ensure that, in all that we do, we are Bible-based, Christ-led and mission-bound.

THE CORE PRINCIPLES - The Core Values and Principles define (who we are, and what we believe), in conjunction with the Vision and Mission of Beulah Missionary Baptist Church. Our Core Values are based on God’s Word. The values are manifested through the Articles of Faith, to which the National Baptist Convention, USA, Inc., the national governance body of Beulah Missionary Baptist Church, ascribes. When presented, the Core Values form the acrostic and indicate who we are-**BEULAH**

WE BELIEVE IN

- B** Baptism and Holy Communion (The Two Ordinances) - Acts 8:36-39
- E** Eternal Life - I Peter 4:7
- U** Understanding the Scriptures - II Timothy 3:16-17
- L** Loving Lifting and Leading Others to Christ (Evangelism) Matthew 28:19-20
- A** Articles of Faith
- H** Hope in the Holy and the True God- John 4:24; Psalm 83:18; Mark12:30

The following section presents the 2017 Year-one Report of the 2017-2022 Five-year Strategic Plan showing the Status Updates and Progress of the Recommendations and each Goal for the corresponding Central Areas of Focus.

CENTRAL AREAS OF FOCUS AND PRIORITIES

CENTRAL AREA OF FOCUS

1. WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE – (PSALM 96: 2-6)

PRIORITY: Setting the atmosphere conducting spiritual worship through the Word, praise, prayer and music that lead new and seasoned members to develop a personal relationship with God that is in keeping with the Bible, Articles of Faith, Mission, Vision, Core Principles and Baptist Doctrine.

2. STEWARDSHIP: PREPARATION, TEACHING AND TRAINING – (EPHESIANS 4:11-12)

PRIORITY: Preparing and Training members for Participation in the Body of Christ as worshipers, committed Christians and good stewards in all areas; to remain a part of the Body of Christ at Beulah Missionary Baptist Church

3. EVANGELISM: MISSIONS, OUTREACH AND COMMUNITY INVOLVEMENT - (MATTHEW 28: 19-20)

PRIORITY: Evangelizing, involving and serving the community to share the Good news through love and fellowship; give the message of salvation; and promote the growth of the church.

4. ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING – (ROMANS 13:1)

PRIORITY: Ensuring that ministries, leaders, organizations and members understand the biblical principles of governance and oversight from the ecclesiastical and layman's positions so as to promote the growth and sustainability of the church, while encouraging inclusion and equity.

5. FACILITIES AND OPERATIONS: HUMAN RESOURCES, FAMILY LIFE CENTER AND INFORMATION TECHNOLOGY (JOHN 9: 4; ROMANS 12: 1-2)

PRIORITY: Evaluating the operations of the Worship Center and Family Life Center to provide and ensure quality physical facilities and related services that continue to promote the holistic development of the member spiritually, physically and mentally.

6. FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY – (LUKE 12: 42-44)

PRIORITY: Conducting fiduciary oversight, engaging in ethical financial practices, and taking fiscal responsibility that ensures: strong financial health and soundness; the maximization of resources and assets; and, the sustainability of Beulah Missionary Baptist Church through frequent reporting and use of relevant, transparent, and accurate processes aligned with biblical principles.

7. PASTOR JERRY D. BLACK-VISION PLAN AND LEADERS' GOALS (HABAKKUK 2: 2-3)

PRIORITY: This priority section encompasses those areas that might be addressed by the Pastor and his leadership team.

8. CENTRAL AREA OF FOCUS – YOUNG ADULT – FRESH (ISAIAH 43:19)

PRIORITY: Serving this "Present Age" by identifying and addressing the needs of the Young Adult-FRESH Ministry of Beulah Missionary Baptist Church that will lead them in developing a personal and real relationship with God while sustaining the church's heritage, legacy and ministries through Biblical teachings, Christian principles, the Baptist doctrine, missions, and service toward kingdom building.

9. YOUTH: YOUTH DEPARTMENT AND TEENAGERS (3 JOHN 1:4)

PRIORITY: Serving this "Present Age" by identifying and addressing the needs of the Youth of Beulah Missionary Baptist Church that will lead them in developing a personal and real relationship with God while sustaining the church's heritage, legacy and ministries through Biblical teachings, Christian principles, the Baptist doctrine, missions, and service toward kingdom building.

10. AWARENESS-PARTICIPATION-INCLUSION-RETENTION (HEBREWS 10:25; 1 THESSALONIANS 5:11; PSALM 26:2)

PRIORITY: Establishing and ensuring a spiritual atmosphere where members and visitors wish to participate in ministering within and outside of the church and desire.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 1	To reorder the worship service to reduce length of worship time; improve experience to make it more spiritual rather than routine.
Status	Implemented - Several actions were undertaken. a. In addition to the items proposed and enacted in 2017, the 10:45 service has now been reduced in length by the combining of the Missionary Offering and General Offering. Only one offering is taken up and this process has greatly reduced the time of service as well as creating a better flow into worship. b. An additional change was the return of the Congregation Hymn. It has been placed in the revised order of worship for First Sunday's only and it takes the place of Praise and Worship. This is done to meet the needs of those church members who prefer a more traditional praise service with hymns as opposed to a more contemporary format. Praise and Worship still remains for 2nd - 4th Sundays and 5th Sundays as well. c. "What a Fellowship" was removed to add the Altar Call. Individual Prayers no longer conducted during call to discipleship but still done in the Prayer Room.
Next Steps	Will continue to work with our Sunday worship team and follow the vision of our Pastor and listen to the requests of our members to stay on trend and enhance our worship service experience and focus on the overall goal of giving God the glory and drawing others to Him
Note	"What a Fellowship" has and will be used occasionally when deemed so by Pastor Black.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 2.1	To improve the streaming and online audience of Sunday worship
Status	Implemented/Completed: The new streaming service was Implemented and the platform is stable. Church Main Website: a. We now have a streaming viewing audience on Sundays which average between 5,000 and 14,000 viewers during live streaming on Facebook. b. We include giving opportunities with our live streaming audience thorough encouraging and thanking them for their giving. At the time of offering in the sanctuary, our e-congregation is also shown opportunities to give via our website, mobile, and text-2-give options
Next Steps	Continue to monitor for effectiveness and need for modifications.
Note	March 12, 2017 was the target date for the online delivery of services. Completed.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 2.3	To create churchwide Marketing Plan
Status	Implemented -MAP introduced to ministries and church to the Market plan to market both.
Next Steps	Continue to identify and develop more targeted and focused efforts to thoroughly market the church and all ministries.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 2.4	To update media ministry technology to make streaming more appealing.
Status	Completed/Implemented. New stationary streaming system dedicated to Facebook Live/Capturing provided. Wi-Fi is available to the entire campus. Streaming: Service has been enhanced to include start promptly each Sunday and graphics have been added to make the worship service comparable to that experienced in the worship center.
Next Steps	See Central Area of Focus 8 to view additional steps taken regarding effective use of technology.
Note	Additional information has been provided in Central Area of Focus 8



**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 3	To re-format and shorten Beulah News while making it more inclusive of all ministries
Status	Implemented -Beulah news was re-ordered in 2017 to be shown earlier in the service and not at the end
Next Steps	More dedicated and consistent use of BNN to phase out more of the Pastoral emphasis.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 4	Improve attendance and experience for Mid-week Worship Service and Bible Study
Status	Ongoing/In Progress - Beulah Institute of Biblical Studies Instituted as a part of the online learning phases
Next Steps	Conduct targeted discussions regarding the structure of Bible Study and Mid-Week services. PR/Marketing to increase awareness in conjunction with Pastor Black..
Note	The next steps for this goal will be determined by the Pastor and Minister of Christian Education

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.1	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Develop a mission statement for the Music Department that can be shared with all of the stakeholders (choirs, musicians, etc.) to promote growth and unity.
Status	Completed/Implemented
Next Steps	Communicate the mission statement more broadly. Timeframe to be determined.
Note	Pastor Black approved the mission statement.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.2	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Establish regular Production Team meetings to discuss and evaluate improvements to the flow of the worship services.
Status	Ongoing/In-Progress
Next Steps	Provide additional information on the progress toward this goal.



**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.3	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Re-evaluate the purpose and duties of the Presidents Council to ensure alignment with the expectations of the Pastor and Minister of Music.
Status	Ongoing/In Progress
Next Steps	Provide additional information on the progress toward this goal.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.4	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Re-evaluate the duties of all Music Department staff members to ensure alignment with the needs of the church.
Status	Completed/Implemented
Next Steps	Music Department staff is executing their assigned job duties. As future Pastoral expectations are communicated, the Minister of Music will redirect the Music Department staff accordingly.
Note	All Music Department staff job titles/duties were re-evaluated during the recent Human Resources initiative.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.5	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Re-evaluate the composition of the choirs within the Music Department to ensure alignment with the expectations of the Pastor and Minister of Music.
Status	In progress
Next Steps	Implementation is on a flow basis as Pastoral expectations are communicated to the Minister of Music.
Note	Teen Praise Team introduced in 2017. Forthcoming: Children's Praise Team and a Teenage Choir

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.6	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Re-evaluate the designated Sundays in which the various choirs within the Music Department are assigned to ensure alignment with the expectations of the Pastor and Minister of Music.
Status	Completed/Implemented
Next Steps	None
Note	In August 2017, Pastor Black communicated to the Music Department that the respective choirs and their assigned Sundays would remain the same. No change.



**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 5.7	Ensure the music ministry of the church is a cohesive unit positioned to support the overall ministry of the church.
Action	Provide periodic musical training via the use of internal/external consultants to increase music awareness and promote continued growth of the Music Department.
Status	Not Implemented/Incomplete
Next Steps	To Be Determined through follow up with the leaders of the Music Department

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 6	Increase progressiveness of the Music Department
Action	Create an informal council to serve as a focus group to explore opportunities for change.
Status	Implemented
Next Steps	To Be Determined
Note	Pastor Black approved the formation of this group.

**CENTRAL AREA OF FOCUS 1 -
WORSHIP: THE WORD, MUSIC, PRAYER, AND PRAISE - PSALM 96:2-6**

Goal 7	Promote the Music Ministry externally
Action	Mass Choir Recording
Status	Not Implemented/Incomplete
Next Steps	TBD



**CENTRAL AREA OF FOCUS 2
STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION - EPHESIANS 4:11-12**

Goal 1	Increase PLACE completers by 100% annually (100-200)
Status	Fully Implemented January 2017
Next Steps	Additional Facilitators have been identified and added to the current roster by Rev. Seals. The BOCE is in the process of accurately Benchmarking the number of completers through 2018.
Note	This course is being offered thru the Beulah Institute of Biblical Studies.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 2	Increase CROWN completers by 100% annually (100-200)
Status	Fully Implemented December, 2016.
Next Steps	Additional Facilitators have been added to the current roster by Rev. Seals. The BOCE is in the process of accurately Benchmarking the number of completers through 2018.
Note	This course is being offered through the Beulah Institute of Biblical Studies.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 3	Increase the number of Ministry Fairs from 3 to 6 annually to make it easier for members to join a ministry/activity.
Status	Fully Implemented January, 2017. Ministry Fairs will now take place twice per year to align with the Beulah Institute of Biblical Studies. Meetings will now take place during April/Midterm and September /Year End.
Next Steps	<ol style="list-style-type: none"> 1. New Members continue to be wait listed for PLACE and/or CROWN classes after completion of (NMO). 2. Ministry Fair has been aligned for placement of new members into a ministry/activity. Rev. Mark Seals and Sister Deborah Marshall continue to check and adjust Ministry Fair offerings which are currently being 3. In Progress - Existing Members: Leverage 12 Tribes Ministry for becoming involved in a ministry/activity. BOCE will evaluate this request during the April 2018 meeting to check the feasibility of this initiative. 4. Work with Bro. Hightower to align the Beulah News with the BOCE strategic initiatives and rollout. Rollout of the plan has been fully implemented effective January 2018. However, the plan is subject to change after a review by the Ministry Leaders.
Note	Rev. Seals, Mike Moore, and Christopher Hightower are responsible for the rollout plan.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 4	Teach Baptist Doctrine with Emphasis on the youth.
Status	Implemented-This initiative is in place effective January 2017.
Next Steps	BOCE will continue to provide lesson plans that place more emphasis on teaching church doctrine by building it into future lesson plans.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 5	Strengthen Sunday School Membership
Status	Implemented- The Beulah Institute of Biblical Studies was officially rolled out in January 2018. BIBS is designed to offer specialized Bible Study courses to enhance spiritual development. The Sunday has a weekly drive to increase membership.
Next Steps	Through collaboration with Rev. Seals and the Board of Christian Education, more facilitators have been added to ensure more classes are offered more often. BOCE leadership is considering options of when Sunday school could be offered throughout the week or weekend (Wednesday/Saturday) to enable more participation.



**CENTRAL AREA OF FOCUS 2
STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION - EPHESIANS 4:11-12**

Goal 6	Introduce more Christian Education Classes
Status	Implemented -The Beulah Institute of Biblical Studies was launched in 2018 and offers a full curriculum of additional Christian Education courses for continued growth of all parishioners.
Next Steps	Additional Facilitators have been identified and added to the current roster by Rev. Seals. The BOCE is in the process of accurately Benchmarking the number of course completers.
Note	More courses are being offered through the Beulah Institute of Biblical Studies.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 10	Mental Health and Suicide Awareness/Prevention Classes Needed
Status	Partially Implemented -Sister Monique Gadson will offer the first class in March, 2018.
Next Steps	The FLC, Rev. Seals, and Sis. Gadson will monitor the feasibility of adding additional class offerings and establish time intervals to align with the BOCE Strategic Plan initiatives.
Note	This course should be considered to move into the FLC Central Area of Focus.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 11	Provide more structure for New Member Classes.
Status	Partially Implemented -New Member Orientation completers will now be wait listed into PLACE and CROWN classes after completion of NMO effective 2017.
Next Steps	New Members continue to be wait listed for PLACE and/or CROWN classes after completion of (NMO). Ministry Fair has been aligned for placement of new members into a ministry/activity. Rev. Mark Seals and Sister Deborah Marshall continue to check and adjust Ministry Fair offerings to align with the Beulah Institute of Biblical Studies initiatives in 2018.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 14	Provide Sunday School Teaching that is more interactive.
Status	Fully Implemented in 2017 with regular training and workshops
Next Steps	BOCE has fully implemented Differentiated Instruction training for all classroom facilitators to make classes more interactive.
Note	Rev. Seals, Mike Moore, and BOCE are responsible for continuous monitoring of the classes to ensure success of this goal.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TRAINING, AND PARTICIPATION

Goal 16	Provide Job assistance and resume classes to members.
Status	Partially Implemented -This initiative is being revised to include BOCE members that have expertise in foundational skills of employability to include resume writing, cover letter, references, and how to properly fill out job applications.
Next Steps	BOCE will decide when they are able to roll out the plan for this initiative and what sub-committee will have responsibility. The discussion will take place during the next BOCE planning session in 2018. Beulah Business Network began this initiative in March of 2018
Note	While not implemented, completely, this goal is being partially met within the Beulah Business Network. Job assistance in a Job Fair held and Resume writing classes provided.



**CENTRAL AREA OF FOCUS 3
EVANGELISM: MISSIONS, OUTREACH AND COMMUNITY INVOLVEMENT-MATT. 28:19**

Goal 1	Love our community regardless of color, race, sins, hurts, pains, and needs
Status	In-Progress/Ongoing - The manifestation of love extends per goal one via 3,784 people attending Fun Fellowship, contacted over 5000 people, approximately 100 new souls, praying for hundreds at Maximum Impact of Love, new members via Christian experience, and baptism.
Next Steps	Witness Christ in substantial gang areas, mini Fun Fellowship at Thornberry Apartments, work the worse crime areas in DeKalb County, work gaming model, and Mid-night basketball.
Note	Carry out existing actions.

CENTRAL AREA OF FOCUS 3 - EVANGELISM: MISSIONS, OUTREACH AND COMMUNITY INVOLVEMENT

Goal 2	Substantial growth regarding the number of Evangels
Status	In-Progress/Ongoing - Additional 3% of the church became involved with Evangelism.
Next Steps	Evangel seminar for the entire church and require all new members learn of evangelism via new members class. November 2017, churchwide evangelism Sunday held, "Are You Sure?" to evangelize the entire church.
Note	Proceed with planning via the responsible individuals.

CENTRAL AREA OF FOCUS 3 - EVANGELISM: MISSIONS, OUTREACH AND COMMUNITY INVOLVEMENT

Goal 3	Evangelize the five-mile radius of the church community
Status	In-Progress/Ongoing - New members have come and are coming via Christian experience, prayer, and salvation.
Next Steps	Progressively perform the goal one week at a time.
Note	Follow through to make it so will be undertaken to ensure 2018 implementation.

CENTRAL AREA OF FOCUS 3 - EVANGELISM: MISSIONS, OUTREACH AND COMMUNITY INVOLVEMENT

Goal 4	Brand the souls of parishioners -BMBC Loves, Lifts and Leads the Community to Christ
Status	Incomplete -The status is efficiently and effectively "Pending and Ongoing."
Next Steps	Collaboration with Youth Council and other ministries. The most significant action is the weekly Friday event, which can make a major difference for youth in the community.
Note	We must work these action items hurriedly

CENTRAL AREA OF FOCUS 3 - EVANGELISM: MISSIONS, OUTREACH AND COMMUNITY INVOLVEMENT

Goal 5	Brand the Core Values (BMBC)
Status	Not Implemented
Next Steps	Targeted PR planning and action will be undertaken for implementation in 2018
Note	Core Values and Principles have been shared with ministry leaders and organizations.



**CENTRAL AREA OF FOCUS 4
ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING - ROMANS 13:1**

Goal 1	Increase awareness of Beulah's organizational structure. Ensure new and existing members obtain organizational information for Beulah.
Status	Implemented -Members Handbook Complete 3/8/17. Distribution to new members began Effective 5/15/17. Website includes directions on how to obtain a copy of the Handbook.
Next Steps	Process complete access to handbook has been established. Will contact Deacon Harris regarding process for ongoing updates by March 2018.
Note	As of March 2018, updates completed. Met with Deacon Harris who indicated revisions will only be made when major changes are required

CENTRAL AREA OF FOCUS 4 - ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING

Goal 2	Determine date for Church-Wide Q & A of Members Handbook content.
Status	Implemented -Deacon Harris contacted regarding current status. Process change made.
Next Steps	Church-wide Q & A will not be scheduled. Based on minimal response to input requested from membership during roll out, a determination was made to cancel plans for holding a church-wide Q & A.
Note	Question and Answer opportunity provided online through the BBC website in September i

CENTRAL AREA OF FOCUS 4 - ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING

Goal 3	Update organizational charts for each entity
Status	Implemented -Updates to the organizational charts for Spiritual and Temporal matters complete 12/22/16. Approved and included in the revisions of the Members Handbook.
Next Steps	Will contact Deacon Harris regarding process for ongoing updates.
Note	Per Deacon Harris, there are minimal organizational changes if any for key positions within the church. Updates will be made when required. Handbook updates made when major changes are required.

CENTRAL AREA OF FOCUS 4 - ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING

Goal 4	Increase attendance at Church Conference
Status	On-going-In Progress -As of 1/1/17, Church Conference schedule changed to six meetings for 2017.
Next Steps	No obvious change in attendance as of 12/31/17. Will follow up with SP Chairperson regarding earlier recommendation to include conference dates in the Beulah News and have Pastor announce during services prior to conference.
Note	Calendar modified to include Conference meeting dates. Beulah News Network and announcements from the pulpit to be utilized to announce church meetings. To be updated and modified in 2018.

CENTRAL AREA OF FOCUS 4 - ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING

Goal 5	Identify Steps Toward Succession Planning
Status	Not Implemented -This goal has an extremely low priority, but an extremely high focus.
Next Steps	Discuss with Deacons and obtain feedback on feasibility, possible timeline and person assigned as contact for SP Team by June 2018.
Note	Succession planning for key positions within the church is not in place, however, individual ministries and organizations have term-limits or succession plans. No immediate plans for discussion or the process are underway. Another effort will be made to address this Goal and area in 2018 regarding the churchwide offices and succession.



CENTRAL AREA OF FOCUS 4 - ORGANIZATIONAL STRUCTURE: SUCCESSION PLANNING

Goal 6	Development of a spiritually guided Leadership Development Program
Status	Not Implemented -Discuss feasibility with SP Chair and Minister of Christian Education for development of a spiritually guided Leadership Program with a primary focus on how to be a leader. Primary goal would be to develop leadership skills.
Next Steps	Met with Rev. Seals on 2/9/18 for in-depth discussion regarding implementation of a class with primary focus on leaders. Rev. Seals has requested that the SP Team make a determination if they want an internal or external facilitator. The recommendation is to consider an external facilitator. Additionally, Pastor would have to consider the requirement to make the class mandatory. If optional, attendance may not render the desired results. Contact initiated on 1/8/18 to Reverend. Seals. Feasibility to be determined after the decision for the format and attendance by Reverend Black.
Note	Follow-up Action required by SP Central Area of Focus Leader and is underway



**CENTRAL AREA OF FOCUS 5
HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY ROMANS 12:1-4**

Goal 1	Develop a PR / Marketing Plan for FLC with execution in a timely manner.
Status	Implemented -The center's current marketing plan is focused on increasing exposure and participation in several key areas such as events and activities. The Wellness Program (Personal Training), and Branding (Tell our Story) are a key component of the plan. The plan includes utilizing the following marketing tools, the new website, Facebook, twitter, and the Beulah News Network. Events included in the plan are Wellness Program Open House – 2/17/2018; Love Potion #Fine (Personal Trainer Special); Mind, Body, and Spirit Lifestyle Program – 3/5/2018; Mother's Day Event – 5/11/2018. Three Wellness Open houses are planned for 2/17, 5/19/, and 8/11. An additional large scale open house regarding the Mind, Body, and Spirit Auction and Donation Dinner Is planned.
Next Steps	Continue to execute the 2018 marketing plan with the assistance of the Family Life Center's PR / Marketing team.

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 2	Determine date for Church-Wide Q & A of Members Handbook content.
Status	Implemented -Deacon Harris contacted regarding current status. Process change made.
Next Steps	Church-wide Q & A will not be scheduled. Based on minimal response to input requested from membership during roll out, a determination was made to cancel plans for holding a church-wide Q & A.
Note	Question and Answer opportunity provided online through the BBC website in September i

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 1	Develop a PR / Marketing team that operates independent of the church's team, which will use tools such as the FLC website, Beulah News Network, TV ministry, updated pamphlets, referral programs and local papers (crossroads, champion, and DeKalb News)
Status	Implemented - The Family Life Center has currently developed a "FLC PR and Marketing" Team that consist of writers/editors, graphic design, photographer, and media. The Team operates through a process that takes projects from conception to design and delivers a final project that utilizes various marketing tools available to the family life center such as Beulah News Network, TV ministry, updated pamphlets, referral programs, and Social Media.
Next Steps	To continue to fine-tune the process by improving effective communication among team members regarding individual responsibilities-assigning specific task to specific team members with deadlines which will support implementation and improve delivery time.
Note	The Family Life Center is very excited about the launching of the center's New Website which will also be a valuable tool in marketing and branding of the center's programs and services.

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 1.2	Develop a realistic marketing budget and submit to finance for approval.
Status	Implemented - A 2018 Advertisement Budget was submitted to the Finance Department during the 2017 budget process and approved.
Next Steps	Ensure that the 2018 Marketing plan is aligned with the approved budget.



CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 1.3	Initiate programs that will attract youth and young adults.
Status	Ongoing-In Progress - The Family Life Center is continuing to address programs that will attract youth and young adults. Regarding young adults, the center is currently in the process of including memberships in its partners/vendors that will help address the area of young adults ages 25 – 35. This program targets the parents of children participating in various center programs and the clients of key rental customers such as the swim team, cheerleading, basketball, etc. The Family Life Center has also implemented several new classes in the afternoon slots which are geared towards young working adults.
Next Steps	To continue to grow the Taekwondo program and possibly expand into dance and soccer.

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 1.4	Initiate plans to start summer camp and the after-school program.
Status	Not Implemented - The key to starting the summer camp and after school program is to obtain a state license. The licensing process requires the church to have a playground to support the programs. The building of the required playground is currently in a holding pattern until funds are found to support its implementation. Alternative sources are being investigated.
Next Steps	To execute the Mind, Body, and Spirit Community Fundraising project. To investigate other ways of having the playground built.

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 1.6	Conduct an annual open house to attract new members with the first one coinciding with the FLC’s September 2016 anniversary date (10th anniversary)
Status	Implemented – (Ongoing) -The Family Life Center currently has 3 “Wellness Open House” campaigns planned for the year of 2018 (02/17/18, 05/19/18, and 08/11/18). We have also planned a large scale open house regarding the Mind, Body, and Spirit Auction and Donation Dinner which the center is driving as its annual event with this year’s focus on generating funds to support the playground objective.

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 1.7	An incentive plan was approved but implementation has been a challenge. The plan must provide an equal opportunity for all employees to participate. The traffic pattern at the center will provide certain employees an advantage in engaging members while others will have a limited opportunity.
Status	In Progress -Employee Incentive plan currently still processing.
Next Steps	Research and analysis of effective and trackable options for the development and implementation of the employee incentive program.

CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY

Goal 2.1	Increase the staffing level of the FLC to meet the demands of members and operational requirements.
Status	Implemented-Completed - All Staff Associate positions are currently filled with 2 new hires as of 01/22/18, the Supervisor Position is currently vacant as of 01/05/18.
Next Steps	Currently seek candidates for the supervisor position. The job description for this position will be revised to better meet the demands of the center’s operation and free up the director to manage the center’s initiatives, including grants.



CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.2	Hire an additional supervisor to work and cover the evening shifts.
Status	Partially Implemented - See above status on staffing. The revision of the supervisor's job description will reduce the need to bring on a new hire for the evening.
Next Steps	See above status and next steps regarding the vacant supervisor's position to determine why this Goal was marked as such.
Notes	This Goal shows a modification
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.4	Change the FLC Director's work schedule to 7am - 4pm. This would align with the objective above regarding a new supervisor.
Status	Implemented - Completed -Director's Work Schedule currently set to meet the various daily needs of the Family Life Center's Operations. The director's schedule will stabilize once a new supervisor is hired and properly trained.
Next Steps	Hire a new supervisor.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.5	Provide in-depth training on a continuous basis for all FLC staff regarding all aspects of their job responsibilities.
Status	Implemented-Ongoing -The Center's Director provides in-depth training on a continuous basis for all FLC staff regarding all aspects of their job responsibilities. The director uses standard management tools introduced with the implementation of the HR manual.
Next Steps	Training is an on-going process.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.6	Take appropriate actions when it is determined that a staff member is experiencing challenges in the performance of their job in accordance with the HR manual.
Status	Implemented/Ongoing -The Center's Director takes appropriate actions when it is determined that a staff member is experiencing challenges in the performance of their job in accordance with the HR Manual. Individuals receive training that is documented and followed up for compliance.
Next Steps	This is an on-going process.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.7	All FLC staff will be required to wear name badges to assist members in identifying who they are when communicating with them.
Status	Implemented - Name Badges have been issued. New Hires receive name badges after their 90- day probation period has ended.
Next Steps	Follow-up to 90-day process when relevant.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.8	Establish FLC member fees that support market rates and the FLC operations while offering discounts to the church's membership.
Status	Implemented - The family life center currently offers a market-based fee for the community in which it is located and a discounted fee for members of the church.
Next Steps	Implement where relevant
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.9	Provide classes that meet the expectations of its current members at a time that will encourage them to participate.
Status	Implemented - In addition to the fee-based classes, additional classes have been added throughout the day, especially in the evening to meet the needs of the center's members and to attract a younger demographic.
Next Steps	Continue to monitor class participation and the ever-changing requirements of members to provide the classes they wish to have at the center.



CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 2.10	Provide special fee-based classes for the public. These classes will not be part of the core programs. These classes will be marketed to the young adults up to 45.
Status	In Progress/Ongoing -The special fee base classes will continue to be monitored and changed as needed to meet the expectations of the center's members.
Next Steps	The Family Life Center has implemented special fee-based classes for the public with the implementation of the center's "Specialty Classes" concept which are available to members and non-members for \$12 per class or a 10-class pass may be purchased for \$90. The church members also receive a discounted fee for membership.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 3	Replace the existing equipment in the fitness room, as needed.
Status	In Progress - The family life center's cardiovascular equipment is currently in a state of decline. The family life center needs to begin phasing in the purchase of various new equipment pieces beginning with the cardio equipment.
Next Steps	The director will meet with the Trustee Board to develop a replacement plan for the equipment that is in decline, prioritizing the cardiovascular equipment. The cardiovascular equipment costs approximately \$3,500 per machine.
Note	It will be critical to begin phasing in the equipment this year due to the current equipment's age and condition. This will be pivotal to keeping the center competitive and marketable.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 4	Promote safety within and outside the walls of the Church.
Status	Implemented - The installation of security system is completed and is in proper operation for the FLC, Worship Center and the Parking Lot.
Next Steps	Ensure the security system is operational at all times and the security guards are on duty.
Note	Final cost for this is \$62,000.00
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 5	Preserve the edifice; ensuring it to be in good condition for future generations.
Status	Implemented - Upgrade current sound system Worship Center - Sanctuary Audio (sound) System .Installation is completed
Next Steps	Up-keep and service the equipment; Make adjustments and repairs when needed.
Note	Final cost \$675,797.25
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 5	Preserve the edifice, ensuring it to be in good condition for future generations
Status	Not Implemented (See below) <ul style="list-style-type: none"> • Paint the wrought iron fence - \$10,000.00 • Repair or redesign the fountain - \$10,000.00 • Replace the carpet in the Worship Center – No quote • Repair and maintain the pews in the sanctuary – No quote
Next Steps	Prioritize these items along with other general maintenance; meet with Finance Department about the budget and when funds may come available, Implement
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 5	Preserve the edifice, ensuring it to be in good condition for future generations
Status	Ongoing/In Progress - Clean restrooms in the Church and FLC frequently
Next Steps	The maintenance supervisor conducts a meeting and a walk-through every Tuesday in the FLC and the Worship Center with the Janitorial staff. This will continue until noted.
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	



CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 6.1	Implement the policies related to the Human Resource Manual.
Status	Implemented and Completed second quarter of 2016
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 6.2	Meet with all department managers to review the HR manual content and provide training for proper implementation of the HR Manual.
Status	Implemented and Completed second quarter of 2016
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 6.3	Hire an HR Manager
Status	In progress. The former manager resigned as of 1/5/2018.
Next Steps	Hire an HR Manager
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 6.4	Establish standard training processes for employees that include orientation and relative training, as needed.
Status	Implemented/Completed. The only opportunity to implement the process has been the Family Life Center. There have been no new hires for the remainder of the church.
Next Steps	On-going
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal 7.2	Develop a salary structure for each position based on required qualifications and experience and share it with the new and future employees.
Status	Not Implemented - Plans are to initiate the salary and wage study mid-year 2018.
Next Steps	TBD-Will be reported during Year-two
CENTRAL AREA OF FOCUS 5 - HUMAN RESOURCES, FLC, OPERATIONS, AND INFORMATION TECHNOLOGY	
Goal	Organize an IT Support Team (Goal 2 from Central Area of Focus 8)
Status	Implemented/Completed. The team consists of: Rev. David Cotton (network infrastructure, security video cameras); Anthony Reddick (desktop support); Keith Jackson (network support); media ministry staff. Additional support is provided through the service provider for the cloud base applications used by the family life center, finance department, and administrative staff.
Note	This IT Goal related to Operations is taken from Central Area of Focus 8 (Goal 2).



**CENTRAL AREA OF FOCUS 6
FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY - LUKE 12:42-44**

Goal 1	Retire the Indebtedness of the Church Mortgage in five years
Status	In Progress/Ongoing
Next Steps	Continue to make additional monthly mortgage payments as funds are available. Greater emphasis will be placed on the Vision Plan - resume and increase giving. Finance and other church leaders met with Pastor Black recently to discuss plans to reintroduce and emphasize the Vision Plan. A presentation will be made in both services on 3/4/18. Though our new mortgage loan is written for 8 years, plans are to accelerate the payments. The current required payments are at a level that makes it favorable and obtainable to pay additional monies.

CENTRAL AREA OF FOCUS 6 - FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY

Goal 2	Increase online giving members to 1000 in the next 3 years
Status	Implemented - Goal reached in year one. As of 2/1/18 there were 1060 members participating in Online giving. Introduced additional ways to give, i.e. from the Smart Device by downloading the Church Life app.
Next Steps	Increase online giving members to 1100 by 12/31/18. Continue to emphasize Online Giving as an option. During worship services continue to acknowledge the option to give online, thus reaching individuals who join us via live streaming. Work with the Media Ministry to incorporate additional communication methods to be used during live streaming to increase Online giving and the ease in doing so.

CENTRAL AREA OF FOCUS 6 - FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY

Goal 3	Increase the church saving account to \$1.5 million
Status	Not Implemented - Goal not met. Due to large unexpected expenses of the Church and the FLC we have been extremely challenged in meeting this goal.
Next Steps	Finance will continue to address the need to aggressively increase our Church savings. This a 2018 priority for the Finance Chairpersons. The reduction in our mortgage payments provide an option to use for contributing to our savings account.

CENTRAL AREA OF FOCUS 6 - FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY

Goal 4	Increase Tithes by 10 percent
Status	Not Implemented - Goal not met.
Next Steps	The Finance Department will continue to work with Pastor Black and Christian Education to incorporate additional teaching regarding tithing. Plans to develop a program/mechanism to better track the progress in this area and encourage tithing.

CENTRAL AREA OF FOCUS 6 - FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY

Goal 5	Evaluate annual distributions for ministries
Status	Implemented - Goal Met
Next Steps	This is an ongoing goal which will be evaluated annually. Provide increased open communication to hear from ministry leaders as it relates to their needs for resources for their ministries.

CENTRAL AREA OF FOCUS 6 - FIDUCIARY OVERSIGHT AND FISCAL RESPONSIBILITY

Goal 6	Reduce the amount of financial support of the Family Life Center over the next five years
Status	In Progress/Ongoing - This goal is still in progress.
Next Steps	The Beulah Board of Directors and the Finance Department are continuing to work to determine ways to reduce the FLC support. While the income of the Center increased in 2017, over the last two years, large unexpected expenses of the Center greatly impacted the progress in moving toward the attainment of this goal. An Advisory Council, which includes Beulah members and community members has been established to assist in obtaining this goal.



**CENTRAL AREA OF FOCUS 7
PASTOR JERRY D. BLACK - VISION PLAN AND LEADERS' GOALS - HABAKKUK 2:2-3**

Goal 1	To retire the indebtedness of the Church Mortgage in five years.
Status	Implemented/Ongoing – In 2016, Pastor Black, the Finance Department and other Leaders of the church met with the congregation to discuss and introduce the Pastor’s vision and the goal of paying off the church mortgage and the process that would be used to do so in keeping with biblical principles of tithing and giving. a. To have each member contribute monthly 20% above his/her tithes. This began on Vision Sunday, January 31, 2016 and is still ongoing.
Next Steps	Continue to encourage additional pledges and provide opportunities for others to make this commitment. (Also see Central Area of Focus 6 – Fiduciary responsibility)
Note	Indicators for success are provided in the Monthly financial updates by the Finance Department made to the Church Conference and on the Marketing banner in the vestibule

CENTRAL AREA OF FOCUS 7 - PASTOR JERRY D. BLACK - VISION PLAN AND LEADERS' GOALS

Goal 1	To retire the indebtedness of the Church Mortgage in five years.
Status	Implemented/Ongoing - b. To increase the church’s monthly income by \$80,000.00
Next Steps	Update the status of this goal to reflect the steps taken to attain the amount and surpass it.
Note	Also see Central Area of Focus 6 – Fiduciary responsibility.

CENTRAL AREA OF FOCUS 7 - PASTOR JERRY D. BLACK - VISION PLAN AND LEADERS' GOALS

Goal 1	To retire the indebtedness of the Church Mortgage in five years.
Status	Implemented c. To promote and internally market the Vision Pledge campaign through quarterly marketing efforts.
Next Steps	Vision cards were formatted and printed for the entire church body at the initiation of the project. A review of the current process needs to be made with PR Marketing and shared with the membership for persons who might not be aware of the Vision Pledge. Envelopes are available in the pews.
Note	(Also see Central Area of Focus 6 – Fiduciary responsibility)



**CENTRAL AREA OF FOCUS 8 (2, 3, 10)
YOUNG ADULT/FRESH - ISAIAH 43:19**

Goal 1.1	Substantial Growth Regarding the Number of Young Adults in Church Leadership
Status	Implemented/Ongoing - We have seen a substantial increase of participation within the FRESH Ministry. We do not have official numbers but, in general, we started with 5 individuals who consistently participate. We are now seeing around 15 individuals who consistently participate.
Next Steps	To continue growing the ministry. We are in the process of setting up our recruitment and retention committee to come up with ideas of how to attract and keep Young Adults engaged.
Note	Action: Increase the number of active FRESH Ministry Members by 50% by 2020

CENTRAL AREA OF FOCUS 8 (2, 3, 10) - YOUNG ADULT/FRESH

Goal 1.2	Substantial Growth Regarding the Number of Young Adults in Church Leadership
Status	In Progress - The responsibility for this action is in the hands of church leadership.
Next Steps	Work collaboratively with the leadership to identify and develop young and upcoming leaders to include deacon candidates.
Note	Action: The Church was asked to search the congregation and identify 14 young adults of good reputation, full of the Spirit and of wisdom, and meeting any other qualifications to recommend for the office of Deacon. See Recommendation

CENTRAL AREA OF FOCUS 8 (2, 3, 10) - YOUNG ADULT/FRESH

Goal 1.3	Substantial Growth Regarding the Number of Young Adults in Church Leadership
Status	Implemented - The responsibility for this action was in the hands of the Trustee Board.
Next Steps	Action: Trustee Board to search the congregation and identify young adults meeting qualifications to recommend for the Trustee Board.
Note	The Trustee Board sought new and young members in 2017. After identifying the criteria for becoming a trustee, members who met them were invited to apply. Three potential members met all criteria with two having accepted and were named Trustees and Introduced to the Conference in December 2017.

CENTRAL AREA OF FOCUS 8 (2, 3, 10) - YOUNG ADULT/FRESH

Goal 1.4	Substantial Growth Regarding the Number of Young Adults in Church Leadership
Status	In- Progress - The responsibility for this action is contingent upon the Finance Department. The Finance Department did reach out to me, Jerrod Owens, to provide a recommendation.
Next Steps	Jerrod Owens to provide a recommendation(s) to the Finance Department. Identify persons and provide the recommendation during 2018, Year 2.
Note	Action: Increase the number of Young Adults in the Finance Department who have a financial background.

CENTRAL AREA OF FOCUS 8 (2, 3, 10) - YOUNG ADULT/FRESH

Goal 1.5	Substantial Growth Regarding the Number of Young Adults in Church Leadership
Status	Partially Implemented/Not Implemented -The responsibility for this action is in the hands of each ministry and the church leaders. However, the FRESH Ministry (per By-laws) indicates no officer can serve more than two consecutive terms in the same office.
Next Steps	Action: Limit the number of consecutive terms and develop a succession plan for Leaders to implement the last 6 months of their term, where applicable. Most ministries do not have a succession plan, but efforts are underway to encourage the implementation. This is also a focus for Central Areas of Focus 4, 10

CENTRAL AREA OF FOCUS 8 (2, 3, 10) - YOUNG ADULT/FRESH

Goal 2	Provide and Effectively Use Technology -
Status	Completed/Implemented: Wi-Fi is now available to the entire campus.
Next Steps	To provide Internet and reliable Wi-Fi Hotspots on the Campus



CENTRAL AREA OF FOCUS 8 (2, 3, 10) - YOUNG ADULT/FRESH

Goal 2a	Church to provide electronic forms of payments (outside of tithes and offerings).
Status	<p>Completed/Implemented. A mobile app is now available to members that will provide the following services:</p> <ol style="list-style-type: none"> 1. Allow members to pay their tithes & offerings on their smart phone, tablet, or personal computer. 2. View events and activities on a calendar within the mobile app 3. Sign up for events and activities with the mobile app. <p>The app “Church Life” will be rolled out to the congregation during the month of May, 2017.</p> <p>Additional mobile giving is available via Text-2-Give which allows members to text their contributions to #73256 for instant giving. Both of these options are shown on our lower 3rds during our broadcast and our Sunday live streaming services.</p> <p>8/7/2017 - Event Tickets: A trial was conducted with the assistance of the Women’s Ministry to determine the viability of allowing members to purchase event related tickets online. If successful, the implementation of the process will yield the following benefits:</p> <ol style="list-style-type: none"> 1. Members will not be restricted to purchasing tickets on Sundays and eliminate the need to go to the lower levels on Sundays. 2. Members may pick up purchased tickets Monday – Saturday at the family life center or after services on Sundays. <p>Mobile Text: The texting application was rolled out to the general membership of the church in June / July. The program was made available to a few selected ministries. PR / Marketing is currently using the app to keep members informed of events and activities.</p> <p>Church Websites eCommerce site (used by the Media Ministry): a new site was launched during the month of July via Shopify. With the addition of the updated site, it provided the following benefits:</p> <ol style="list-style-type: none"> 1. The site accepts all major credit cards, including those who may wish to use Pay Pal. 2. Online transactions purchases are processed and deposit in the Church’s account, eliminating a need to process such transactions manually with the Finance Department. 3. Purchases of sermon manuscripts are processed automatically without the need for a member of the Media Ministry to intervene. 4. Next steps: start selling Beulah related items; caps, bumper stickers, T-shirts, etc. (<i>Trial for selling church t-shirts was done for Ministry Day in April, 2018.</i>) <p>Church Main Website: An RFP was been developed to solicit a company to update and replace the current website. The church website was redesigned and updated by the company awarded the contract, The Sapient Web.</p> <ul style="list-style-type: none"> • Update - The updated websites for the church and family life center went live in February, 2018. <p>Streaming: Service has been enhanced to include start promptly each Sunday and graphics have been added to make the worship service comparable to that experienced in the worship center.</p>
Next Steps	The services of Mobile-Text Alerts have been secured for the church. The goals are to roll out the availability of the service to the congregation during the month of May 2017. The congregation will be encouraged to “opt-in” for text messages from the church and selected organization.
Note	



**CENTRAL AREA OF FOCUS 8 (2, 3, 10)
YOUNG ADULT/FRESH - ISAIAH 43:19**

The following Areas of Focus (2, 3, 10) also relate to Central Area of Focus 8 – Young Adult/Fresh.
Updated and cross-referenced information presented through
Central Area of Focus 8 – Young Adult/Fresh, can be found in the specific Central Area of Focus that is related and aligned.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TEACHING, AND TRAINING

Goal 4	Teach Baptist Doctrine with emphasis on the youth.
Status	In Progress/Ongoing - The FRESH Ministry is currently looking at how to incorporate Baptist Doctrine. We currently have a young adult Sunday School class. The FRESH Ministry started the “Back to Basic” Series which deal with aspects and tenants of the Baptist Doctrine.
Next Steps	TBD – Review for 2018
Note	Action: Target all youth classes to incorporate Church Doctrine into lesson plans

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TEACHING, AND TRAINING

Goal 17	Message Tithing focus to all members thru new member orientation offerings for all members.
Status	Not Implemented - Currently, no status from the FRESH Ministry.
Next Steps	Look at ways to incorporate discussions of tithing to the young adults.
Note	Action: Incorporate a lesson on Tithing in all new member classes for all ages.

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TEACHING, AND TRAINING

Goal 18	Provide more social skills classes to be taught
Status	Not Implemented - Currently, no status from the FRESH Ministry.
Next Steps	TBD – Review for 2018
Note	Action: Incorporate lessons on social skills into all youth lesson plans being taught

CENTRAL AREA OF FOCUS 2 - STEWARDSHIP: PREPARATION, TEACHING, AND TRAINING

Goal 4	Brand the Soul of each Parishioner - “BMBC Loves, Lifts, and Leads the Community to Christ”
Status	Not Implemented - Currently, no status from the FRESH Ministry.
Next Steps	TBD
Note	Action: Create church campus activities to attract children, teens, parents, and families

CENTRAL AREA OF FOCUS 3 - EVANGELISM: MISSIONS, OUTREACH, AND COMMUNITY INVOLVEMENT

Goal 4	Brand the Soul of each Parishioner - “BMBC Loves, Lifts, and Leads the Community to Christ”
Status	Completed/Implemented: Wi-Fi is now available to the entire campus.
Next Steps	TBD
Note	Action: Family Life Center Weekly Event to attract souls to Christ



CENTRAL AREA OF FOCUS 3 - EVANGELISM: MISSIONS, OUTREACH, AND COMMUNITY INVOLVEMENT

Goal 4	Brand the Soul of each Parishioner - “BMBC Loves, Lifts, and Leads the Community to Christ”
Status	In Progress - The FRESH Ministry has requested to have a School Supply give away in support of the Fun Fellowship via the MAP.
Next Steps	TBD
Note	Action: Fun Fellowship into a major DeKalb Community event

CENTRAL AREA OF FOCUS 10 - AWARENESS-PARTICIPATION-INCLUSION-RETENTION

Goal 2	Outline a plan to assist new members through a one-year process.
Status	In Progress - Per the Strategic Plan, the FRESH Ministry will work with the Retention Committee. Currently, no status from the FRESH Ministry.
Next Steps	TBD
Note	Action: The care team members will be divided by the month of the year. Example: If a person joins the church in January 2017, the care team members for January will follow up with the January 2017 new members once a month for one year.



**CENTRAL AREA OF FOCUS 9
YOUTH-YOUTH DEPARTMENT-TEENS - 3 JOHN 1:4**

Goal 1	Increase awareness, opportunities, and activities related to talents and interest of pre-k – 7th grade
Status	Partially Implemented/Incomplete
Next Steps	Add members to the team. Recreate survey instrument to gather information to use with planning
Note	This effort and next steps are underway.

CENTRAL AREA OF FOCUS 9 - YOUTH-YOUTH DEPARTMENT-TEENS

Goal 2	Identify three activities that focus on Christian Growth of youth.
Status	Partially Implemented/Incomplete - The BOCE is currently working to solidify a budget to take youth and teens to the State Christian Education Conference. youth will start attending the 5th District Youth Rally.
Next Steps	Contact 5th District to find out the date of the next Youth Rally.
Note	Sister Patricia Fickling will make contact.

CENTRAL AREA OF FOCUS 9 - YOUTH-YOUTH DEPARTMENT-TEENS

Goal 3	Grow children’s church attendance, financially, and spiritually. 2. Increase adult volunteers by 20% every six months. 3. Added emphasis on ages 10-13
Status	Partially Implemented/Incomplete - Adult volunteers have been added. But we have lost two teachers and they need to be replaced. A new curriculum has been selected for 2018. The new curriculum proves the ability to select specific areas to in which focus life lessons and spiritual growth.
Next Steps	The remaining parts of the Goals will be addressed for implementation or a status report in the Year-two 2018 report.
Note	This Goal originally included addressing attendance/growth at the ROCK and was modified to address that initiative separately, in the Recommendations section.
Next Steps	Children’s Church will continue to build on the above-mentioned activities. Determine how this information will be determined and indicate the 6-month benchmarks. Identify and Indicate what the benchmarks will be for impact on the curriculum.
Note	Monitor the impact of the new curriculum and make adjustments if needed.

CENTRAL AREA OF FOCUS 9 - YOUTH-YOUTH DEPARTMENT-TEENS

Goal 4	Partner with organizations in the church to emphasize and promote current spiritual and educational learning opportunities for youth.
Status	Implemented/Ongoing - The Middle School Group participated in an etiquette class that will be repeated during 2018. Pre-k – 3rd participated in a financial literacy class. The class will be repeated during 2018. All of the grades participated in a healthy snack session sponsored by the Health Resource Ministry.
Next Steps	Continue to partner with [parents] and organizations to increase youth participation.
Note	Sister Fickling will continue to create partnerships with other ministries to enhance Children’s Church. Parents were added to include as partners.



**CENTRAL AREA OF FOCUS 10
PARTICIPATION, AWARENESS, INCLUSION AND RETENTION
HEBREWS 10:25; PSALM 26:2; I THESSALONIANS 5:11**

Goal 1	Establish a Retention Care Team to assist with retaining new members and old members at BMBC to promote member retention and involvement.
Status	In Progress/On-going -The Retention Care Team was established from the 12 Tribes Ministry and other ministries in the church in 2016. Information was presented in the 2017 Planning Council Meeting regarding the plan and efforts to recruit the 60 members of the team
Next Steps	The process will commence September 2016 through November 2016 pulling together volunteers. A written plan to be completed by December 2016.

CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 2	Outline a plan to assist new members through a one-year process
Status	Partially Implemented - A written plan was Completed by December 2016. The plan was designed for the Team to participate in variations of the follow to assist new members. <ol style="list-style-type: none"> 1. Call new members the week they join the church 2. Send Birthday cards 3. Conduct Intake process 4. Family day picnic 5. Mid-Week Service, assist with baptism 6. Breakfast 7. Mid-week service 8. Church Conference 9. Complete new members classes 10. New members fellowship 11. Encourage people to attend Sunday School - Ministry Fair 12. Reach out to new and old members
Next Steps	Follow up with the leaders to determine which parts of the plan are effectively used and/ or will be modified or changed for 2018; determine how well the current plan is working and provide data to support the assertion.
Note	Regardless of the structure and efforts made through planning, this area, Retention is one of concern and is critical to the sustainability of the church.

CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 3	Increase visibility and participation of the Church Ministries to promote involvement and awareness for all demographics.
Status	Implemented/Ongoing - As part of the New Members Ministry (NMM) two (2) New Members Fairs (NMF) were conducted in 2017. Attendance dropped in October from the April 2017 fair. The fairs are designed to promote involvement and participation in organizations and ministries. An intentional focus was also placed on Goal 3.2, to encourage more targeted youth involvement in ministries by becoming active participants. The 4th Sunday in each month was expanded to include the youth and Young Adults as members of the Praise Team and in presiding and delivering major parts of the worship service Youth continue to usher, welcome the visitors, greet parishioners and serve on specific committees
Next Steps	Continue throughout the year and beyond implement the goals and actions and review the work to ensure that all demographics are included and made aware of the work of the church. Review the actions in alignment to the Recommendation for this Central Area of Focus and also cross reference it with CAF 2 where there is a variation in the information reported regarding the frequency of the Ministries Fair.



CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 4	Develop a church-wide Marketing Plan and brand/logo to promote the mission, goals and core values of Beulah Missionary Baptist Church.
Status	Implemented/Completed – In 2017, the Year of Purpose, the PR/Marketing Director presented the goals of the team to market and brand the church in support of the Pastor’s vision and the church’s mission. At multiple intervals during the year, the process, components, and steps for introducing and rolling out the MAP, contingent upon the guidance and sanction of Pastor Black, were reviewed and shared with various stakeholders. The Ministry Action Plan (MAP) was rolled out during the last part of 2017 with an expectation of full implementation beginning 2018, the Year of Commitment.
Next Steps	Work and follow up with the PR/Marketing Director to ensure that the MAP process is working to support the ministries of the church and the members on the road to the kingdom.
Note	Marketing for the Worship Center and the Family Life Center are under separate Teams.

CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 5/6	Recruit and add to PR Marketing Team; Identify Separate Marketing Team and Plan that promotes the Family Life Center as a community business and a ministry of BMBC.
Status	Implemented/Completed - To effectively all of the ministries of the church, along with Pastor Black, a recommendation to the Board of Directors was needed (and made) to call for a separate team of professionals to develop and implement Family Life Center Marketing Plan to promote the Center as 1) a community business and 2) a ministry of Beulah Missionary Baptist Church. The Recommendation was accepted and the separate Marketing Team was established in 2017
Next Steps	Work and follow up with the PR/Marketing Team of the Family Life Center to ensure that the process for marketing the FLC is leading to an increase in wellness-participation and ultimately revenue in support of the facility and the community as well as the church.
Note	Marketing for the Worship Center and the Family Life Center are under separate Teams

CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 7	Establish Term Limits for Ministry and Church Officers (where applicable) to help develop and encourage new leaders in the ministries.
Status	Partially Implemented – Term Limits and Succession Planning is limited to the individual ministries that may or may not have within their rules and by-laws, procedures that limit the terms of office for its members. Major concern and desire for term limits centers, primarily on church officers/offices and leaders. There are no term limits for Chair Persons/Presidents where church officers are elected by the members. This is a status that some members wish to modify or change so that other leaders can be developed or serve in leadership capacity in those positions as well as within the individual ministry.
Next Steps	Obtain information in 2018 from each ministry to assess the Term Limits processes. Follow up with church leaders to determine if this goal and the accompanying Recommendation will be addressed, further, to modify or change it as one that if fully implemented and completed.

CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 8	Promote a healthy church climate and behavior toward one another to encourage a greater desire to participate.
Status	In Progress/Ongoing -The Ministry Fairs, New Members Fellowships, monthly meetings of organizations, Intercessory Prayer, Bible Study, Service Guild, Benevolent Committee, Courtesy Guild/Greeters, Ushers Ministry, What a fellowship, Altar Prayer, etc., collaboratively ensure that members are aware, included, and encouraged to participate in the ministry and the church. The scripture reminds us that we are one body with many members (I Corinthians 12:12-27) and one purpose in our quest for salvation—worshiping and magnifying God.
Next Steps	Identify additional ways to include all members and encourage participation in the ministries and church wide activities. Guide all members to Place classes and other Christian Education opportunities that promote unity and awareness.
Note	Members will be encouraged to take the PLACE class that guides members in identifying where they should participate in the church. Central Areas of Focus 2, 10. Family Day along with Family and Friends Day will also be focused to promote awareness, inclusion and participation to encourage retention.



CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 9	Increase Participation among the Youth particularly in the Music Department
Status	Partially Implemented -The Youth have taken a more direct role as members of the Youth Praise Team that handles the Praise and Worship Services on 4th Sunday. However, this effort, also noted in CAF 1 and to be further addressed as indicated in the Recommendations for, 2018, is Not Implemented with regard to organization of a choir for the Youth or the establishment of an orchestra or Symphonic Band.
Next Steps	Continue the discussion with the leaders and cross-reference with CAF 1, 9 (Worship and Music component; Youth/ROCK) to ensure that the Recommendation to address this Goal with fidelity is undertaken in 2018.

CENTRAL AREA OF FOCUS 10 - PARTICIPATION, AWARENESS, INCLUSION AND RETENTION

Goal 10	Increase participation of the pew member in activities and ministries
Status	Partially Implemented – This goal aligns with Goal 3 to increase awareness among all members to move them from “pew members to do members”. The Ministries Fairs held at least twice per year encourage that participation. PR Marketing efforts as well as the Social Media partnerships do the same. Other fairs also include the Sunday School Fair held to encourage involvement in another opportunity to become active through Christian Education. The human element as encourager of participation is strongly included through the Beulah News Network each Sunday.
Next Steps	Additional efforts will be made during 2018 to help identify the talents and gifts that members have that they might be willing to register and use toward advancing the kingdom. The Beulah Business Network is accessible to the members of Beulah who are involved in Businesses throughout the metropolitan area as well as in Georgia and the United States. Leaders and members of BBN hosted multiple events throughout 2017 to support members in their quest for employment and the acquisition of needed related skills and are on target to do the same in 2018. Procedures for making members and the community aware of the Beulah Business Network and their offerings are primarily done by the marketing through the MAP process discussed here and in other areas of Focus. BBN also partners with other ministries to promote the mission of the organization and touch as many members as possible.
Note	Deacon Percy Brinkley and Sister Jenice Brinkley, along with other BBN members, engage with multiple outside metro agencies throughout the year to keep the church congregation and community informed of all aspects of the collaborative business work at BMBC and beyond and how they might benefit from it.



2017-2022 FIVE-YEAR STRATEGIC PLAN RECOMMENDATIONS AND ACTIONS
YEAR-ONE (2017) REPORT

The following Recommendations (14) were derived from the 10 Central Areas of Focus, CAF, and were sanctioned for immediate action by the Board of Directors of Beulah Missionary Baptist Church, Incorporated, members of the Corporation (voted), and the Strategic Planning Committee in March 2017. Of the 14 Recommendations presented, only 10 were identified to be completed during year-one (2017) of the Strategic Plan. The remaining four (4) Recommendations, requiring a longer focus for implementation, would be worked toward, but targeted for Implementation between 2018 and 2022.

1. *Identify who the members of Beulah Baptist Church are and identify a clear method to track and maintain the church membership. (CAF 10

The Twelve Tribes Ministry and New Members Ministry work collaboratively to maintain relevant information on new members who join the church as well as provide ongoing support and contact with the members for a designated period of time. In addition, the Finance Department uses an internal system to identify and manage members of the church. The Beulah leadership interfaces with each of the aforementioned entities and now uses church wide, the ASC Database to track and manage the church membership. The following is a sample of data fields from the first quarter of 2017, Beulah Baptist Church Data Report, generated through the ASC System.

Sample of Data Fields from 2017 Report:

Names in File:	Active:	2220	Total in Database:	2220
Head(s) of Households	Active:	1588	Total in Database:	1588
Males:		839		
Females:		1320		
Gender Blank:		61		
Adults (18 - 20):		81		
Adults (21-64):		1538		
Seniors (65 & Over):		292		
Total Families w/ children:		248	13.8%	
Total Families w/out children:		1549	86.2%	
Families with Head & Spouse		45	2.5%	
Families w/ single parent (female):		82	4.56%	
Families w/ single parent (male):		24	1.34%	
Families w/single parent (gender blank):			0.06%	
Children w/out parents:		109	6.07%	
Average Household Size:		1.24		
Average Household Size (married):		2.45		
Average Household Size (w/children):		2.18		
Joined in the last year:		182		
Head(s) of Households				
Average Age (sum of ages divided by 1560):		49.31		
Median Age (half younger, half older):		46		
Modal Age (most frequent):		36		
All Names in Database				
Average Age (sum of ages divided by 2170):		44.19		
Median Age (half younger, half older):		42		
Modal Age (most frequent):		36, 53		



To address retention and how to maintain the church membership, a Care Retention Team began work in 2016 in alignment with the Pastor's vision and the church's mission, principles and goals. A minimum of 60 plus members that would be comprised of members from groups and ministries was identified for building the Care Retention Team (Central Area of Focus 10). The Pastor requested that The Twelve Tribes Ministry work with the New Members Retention Ministry to help maintain members.

The New Members and Retention Committee also met with an outside consultant to review a model used by another church to promote retention within the congregation and commitments from leaders. Several aspects from the model were reviewed for inclusion in the Beulah goals and model for a Retention Plan. However, several other aspects were deemed not in alignment with the needs, vision, mission and principles of Beulah Missionary Baptist Church. Some individual committee/ministry goals were identified and developed for consideration for what was needed to promote retention.

A plan was identified for beginning the work including trying to identify the 60 members from various ministries and groups to comprise the Retention Team:

As part of the New Members Ministry (NMM) three New Members Fellowships (NMF) and Ministry Fairs (MF) were conducted in 2016. Only two (2) NMF were conducted in 2017. Attendance dropped in October from the April 2017 fair. This might have been, in part, because of multiple events held at the same time. The decline in attendance led to the return of two NMFs per year, in the Spring (April), and in the Fall (September or October).

Names of at least 40 of the 60 suggested volunteers needed were provided to form a part of the Retention Team. The In-take Process, 12 Tribes Ministry, New Members Ministry and Fellowship are used to support and retain new and old members, targeted work is still needed from many areas to support the sustainability of the church membership. However, multiple efforts continue to support and retain all members of Beulah Missionary Baptist Church.

Status of Recommendation (and related Goals) – Partially Completed and Implemented

Implications – This Recommendation and related Goals and concerns necessitated more detailed discussion and information. The Implication for furthering the Recommendation and related Goal(s) of the Strategic Plan is that to show substantial progress toward the Goals and fulfill the Recommendation, additional member registration opportunities are needed to gather information for future ASC data collecting and reporting (Central Area of Focus 10). This includes purging data points as well. Steps are underway to fully complete and implement this Recommendation to ensure inclusion, awareness, tracking and retention of the members through the New Members Ministry and Twelve Tribes Ministry.

This will be conducted through a review of the Recommendation, related Goal(s) and Actions, and collaboration with the ministry Leaders in 2018 to determine, further, *what is working, what is not and what needs to be done* to fulfill the Goal(s) of retaining members of Beulah.

The tools for managing and tracking for output are in place. The validity and reliability of the input component will depend on the members' fidelity when asked to submit information. Retention, however, still depends on more than the management of the church rolls. Several variables determine the extent to which members remain an active part of the congregation after joining. A major implication for the retention of members in all demographics is that a willingness to candidly view and review all aspects that might affect retention must be undertaken.



2. ***Provide the auxiliary leaders and church members with a way in which the church is structured, organized and how it functions in decision-making and establishing new ministries via multiple means of communication including easy-to-access link on the BBC web page. (CAF 4, 10)**

New members who join the church receive information regarding the structure and organization of the church and how it functions (Central Area of Focus 4) in New Member Classes. The Beulah Baptist Church Conference meets bi-monthly, now, and is the general decision-making body (temporal) of the church. The meetings are announced several times prior to the date of the meeting. The Board of Directors and the Members of the Corporation make decisions in the temporal and lay-arena, with an Annual Meeting held in March of each year. The Pastor makes decisions in both temporal and spiritual matters and partners with Deacons and Trustees to handle other decision-making needs. Each partner ensures that information and procedures are properly shared through meetings, including regular Planning Council meetings for all ministries and leaders.

For the overall church body, the revised handbook has been uploaded to the newly updated Beulah website and was rolled out in September 2017. The Beulah News Network, for the first three Sundays in September, provided information regarding the online availability and hard copies of the Handbook. The Handbook in both the online and hard copy formats provides members with information regarding the structure and organization of the church and how it functions, including the Vision, Mission, Core Principles and Motto. Before the final iteration of the handbook, members could complete a Q & A form/document if they desired relative to the Handbook.

After completion of the online Q & A period, the document was released in its final form and the Recommendation was considered met until needed updates and modifications are made based on a specific time set for doing so.

Status - Fully Implemented/Completed

Implication - Members of Beulah Missionary Baptist Church have more opportunities to participate in decision-making and are more aware of the structure and processes for doing so, thereby, allowing for a more inclusive and informed church membership (Central Area of Focus 10) that is equipped to love, lead and lift (Central Area of Focus 3). The goal continues to be that of encouraging more participation (Central Area of Focus 10) through awareness.

3. ***Identify Millennial and/or other young adults (under age 40) to serve on the Boards of BBC- Deacons, Trustees, Board of Directors. (CAF 8, 10)**

Members were sought to meet this Recommendation through multiple public (BNN) announcements as well as online advertisements. After the closing of the application, interview and selection processes, new members were added to the Trustee Board and the Board of Directors in 2017. The new additions included persons who are Millennials as well as members from other demographics (Central Areas of Focus 8; 10).

In 2018, the Deacon Board began the process of identifying “a few good men” in keeping with the Biblical principles and tenets for doing so. Because the process and oversight for selecting a deacon are limited solely to the Pastor and Board of Deacons, the full report from the Deacon Board will be made in the Year-two (2018) Report, after the process is completed in accordance to their procedures and will be updated when completed.

Status - Partially Implemented

Implication - Full Implementation of the Recommendation will be evidenced and will meet the goal of having members of a specific demographic involved in high-level leadership positions (Central Area of Focus 8).



4. ***Provide leadership mentorship to the youth and young adults that will prepare them with training that allows them to assume future leadership roles.**

(CAF 4, 8, 9)

Neither the Recommendation nor the Goal has been implemented. Feasibility of the implementation will be discussed with the Area of Focus leader, and Minister of Christian Education for development of a spiritually guided Leadership Program with a focus on how to be(come) a leader. The primary goal would be to develop leadership skills in conjunction with the guidance and expectations of Reverend Black. These areas will be addressed to help prepare next generation leaders for succession and succession planning (See Central Areas of Focus 4, 8, 9).

Status - Not Implemented

Implication-Development of a spiritually guided Leadership Development Program is necessary to the encouragement and inclusion of new leaders from an underrepresented demographic in leadership roles, specifically. Doing so is also necessary for the sustainability of the Beulah Missionary Baptist Church. The goal of modeling for, training, and growing new leaders is essential. This Recommendation will remain active and extended to be addressed in 2018.

5. ***Create a technology support group that includes the services and expertise of the Youth and Young Adult members. (CAF 5, 8, 9)**

The IT Support Team/Group was established and consists of members who support all relevant areas of technology (network infrastructure; security video cameras; desktop support; network support and media ministry staff). Additional support is provided through the service provider for the cloud base applications used by the Family Life Center, Finance Department and the BBC Administrative Staff.

Two Young Adults are members of the Public Relations and Marketing Team. The PR Team, Media Ministry, and Creative Services utilize technology to market BMBC and share the worship services and announcements of the church; Live Stream, Social Media, TV Broadcast.

Status – Implemented

Implication-Services that include and address the needs of the Youth and Young Adults regarding technology and media are now provided and are accessible for use by all church members and demographics (See Central Areas of Focus 5, 8, 10). This includes the youth and young adults who are prolific native users of technology and engage in its use through their ministries and platforms. Inclusion of this demographic in the use of technology supported Text2Give in collaboration with the BMBC Administrator and Finance Department. Intentional efforts to include the expertise of this demographic wherever and whenever possible will continue, “To serve this present age.”



6. ***Expand the College Ministry and outreach; allow for inclusive leadership of the college-age members. (CAF 8)**

The current structure of Beulah and its outreach is longstanding. The mission of the College Ministry is to celebrate the students' completion of high school before their matriculation through related activities. Students receive care packages during one of the celebrations.

Status – Not Implemented

Implications - Although college-age or young adult members have not been discouraged from participating in the current College Ministry, any new aspects, plans for expansion, and re-defining of the ministry outside of its current structure, will have to be addressed by the Pastor, Minister of Christian Education, BBC Leadership and any person who has oversight for the establishment of an additional organization, or authorization of major changes or additions to this or an existing organization. Thus, it is suggested that there is a review of this recommendation (through the Board of Directors) to seek additional guidance from the leaders regarding changes and modifications, if there are any to be made. This will determine next steps for meeting any goals and needs outside of those identified by the College Ministry and for responding to the desire for an additional focus outside of the current ministry focus.

7. ***Review the relevance and structure of the Rock and Children's Church. (CAF 6, 9)**

Review of this recommendation is on-going under the Pastor, Youth Minister, Children's Church Director, and the Board of Directors. Efforts continue to increase participation in both the ROCK and Children's Church, and involve the youth in each category in the normal operations of the church.

Status – In Progress/Ongoing

Implications - Strategies and input have been sought from other stakeholders with the reporting of the findings to be presented in June 2018. Data for the Youth SWOT Analysis, Focus Group and Questionnaire as well as other anecdotal data indicate that the youth who attend the R.O.C.K. and Children's Church are an important and relevant part of the church. The diminishing presence of each demographic is a concern regarding the sustainability of Beulah Baptist Church. Not pointedly addressing the decline of participation in both groups as well as any other demographic, threatens the life of the church. A continued effort will be made in 2018 to provide definitive plans of action for the growth of Children's Church and the plans for conducting the R.O.C.K. Additional strategies are being discussed at this time.

8. ***Establish a separate Operational Board (Advisory Council) for the Family Life Center to include a Marketing Committee not to supersede or usurp the authority of the Board of Directors, but it should align with the current FLC Director to provide additional support. The Council should include members of Beulah and non-members of the Family Life Center. (CAF 5,6)**

Status: Completed/Implemented

Implication - The Advisory Council was established for the Family Life Center in early 2017. In addition, a new website was launched and a FLC Public Relations and Marketing Team was developed to improve the communication and marketing for the Family Life Center to promote its mission and goals. This should lead to more targeted marketing and support that promote the health of the FLC. Future reporting based on the Indicators for Success will be provided (Central Areas of Focus 5; 6).



9. * **Develop a deliberate marketing plan for Beulah as a whole, both internally and externally. (CAF 10)**

In 2017, the Year of Purpose, the PR/Marketing Director presented the goals of the team to market the church in support of the Pastor's vision and the church's mission. At multiple intervals during the year, the process, components, and steps for introducing and rolling out the Ministry Action Plan, *MAP*, contingent upon the guidance and sanction of Pastor Black, were reviewed and shared with various stakeholders.

- Develop a church wide Marketing Plan and brand/logo to promote the mission, goals, and core values of Beulah Missionary Baptist Church.
- Work collaboratively with Pastor Jerry D. black to design and implement a Marketing Plan to enhance the church structure for programs.
- Work collaboratively with Creative Services, Planning Council, and Strategic Planning to develop [a] ministry review (2016) and Ministry Action Plan (MAP) (2017). Note: The Calendar Committee was also included.

It was held by the PR Marketing Director and team that, to effectively and equitably market and support all of ministries of the church, along with Pastor Black, a recommendation to the Board of Directors was needed (and made) to call for a separate team of professionals to develop and implement a Family Life Center Marketing Plan to promote the Center as 1) a community business and 2) a ministry of Beulah Missionary Baptist Church. The Recommendation was accepted and the separate Marketing Team was established in 2017 (Central Areas of Focus 5, 10).

The Ministry Action Plan was rolled out during the last part of 2017 with an expectation of full implementation beginning 2018, the Year of Commitment.

Status – Implemented

Implication – The Ministry Action Plan, *MAP*, was rolled out during the last part of 2017 with an expectation of full implementation beginning 2018, the Year of Commitment.

Status – Implemented

Implication – The Ministry Action Plan (*MAP*) allows for deliberate and targeted planning by the ministries which results in more relevant (internal and external) marketing for the fulfillment of church and ministry goals. The *MAP* along with the electronic and technology platforms, including the Beulah News Network, Social Media, Television Broadcast and Live Stream, support the systematic and consistent marketing of the ministries and Beulah Missionary Baptist Church in its mission of bringing souls to Christ.



10. * **Monitor and properly manage the finances to ensure fiscal soundness with the goal of paying off the church's debt within the next five years. (CAF6)**

The Pastor, Church Leaders and The Finance Department work continuously to promote and maintain the financial health and fiscal soundness of the church through the biblical principle of giving through tithes and offerings. The goal of paying off the mortgage is still applicable and is in year-three of its application. Reports (visual and oral presentation) are provided bi-monthly regarding the financial progress made toward reaching the goal To Retire the indebtedness of the Church Mortgage in Five Years. In addition, access to any financial information is available upon site visits. (Central Areas of Focus 5; 7).

Status – Ongoing

Implication – In the role as fiduciary agents of the church, members of the Finance Department continue to promote the holistic ministry of the church by ensuring fiscal soundness through annual financial audits by outside auditors, financial evaluations of ministry needs, church needs, benevolent needs, Family Life Center and community support. This role also includes identifying the most economical products and services for Beulah Missionary Baptist Church as shown in a recent change in financial institutions.

*-Denotes the 10 Recommendations identified for action during year-one (2017) of the Strategic Plan. The remaining four (4) Recommendations, while already receiving attention, will be addressed, monitored and presented in the Year-two (2018) and any subsequent reports.



2017-2022 FIVE-YEAR STRATEGIC PLAN RECOMMENDATIONS AND ACTIONS
YEAR TWO TO YEAR FIVE

The following Recommendations are a part of the Five-Year Strategic Plan and will be addressed for completion and implementation starting in 2018 and reported on in the Year-2 Report. It should also be noted that with each review, and because the work is a living work, changes might be made to modify the Recommendations according to the needs and goals of the church. The needs will be determined by data and any additional Recommendations and/or Goals will be based upon the information garnered from the data and discussions.

11. Review all programs within the church to determine their relevance in meeting the needs of the members, ensuring fiscal soundness and “serving this present age.” (CAF 6, 10).
12. Expand the music department to include an orchestra. (CAF 1, 6, 10)
13. Re-establish a true youth choir to focus on members ages 13-19. (CAF 1, 8, 9)
14. Create a Human Resources Department/Committee not to supersede or usurp the authority of the Human Resources Board of Directors, but to align with them to ensure proper compliance in all areas of operations and to provide additional support. (CAF 5)



SUMMARY OF THE YEAR-ONE (2017) STRATEGIC PLANNING REPORT

The Strategic Plan is a planning and assessment tool most often used in businesses and corporations to assess *what they are doing, the extent to which it is being done, and if what is being done should be continued or discontinued*. As a registered corporation, Beulah Missionary Baptist Church, Incorporated employed a strategic plan to engage and include all stakeholders in enhancing and authenticating the decision-making processes.

While the second iteration (2017-2022) of a Strategic Plan was employed by BMBC to address many areas of the work of the church, the most salient point to remember is that the plan for how this should be done was provided thousands of years ago. It was rendered, first, in the Old Testament of the Bible (Ten Commandments) and, later, made even more clear in the New Testament when the Commandments were condensed into Two (Greatest) Commandments. Thus, God provided the best Strategic Plan when He, through the work of the Holy Spirit, gave us His Word.

Although no other tool can supersede the plan(s) outlined for Beulah in the Holy Bible, as noted by the scripture that anchors this body of work (Many are the plans in a person's heart, but it is the Lord's purpose that prevails, Proverbs 19:21 [NIV]), Beulah, as a church body and corporation, is blessed to have spirit-led leadership from the Pastor and Ex-Officio, Board of Deacons, Board of Trustees, Board of Directors and Strategic Planning Committee members, who, like Paul, when speaking to the church at Philippi (Philippians 1:3-5), understand the importance of the partnership and purpose of this church.

Thus, the work of the Strategic Plan was sanctioned and has been underway for two years. The plan centers on answering Five (5) basic questions (or similar ones) that result from the implementation of a Strategic Plan and are woven throughout the Central Areas of Focus, Goals, Strategies, Actions, and Indicators of Success:

- 1. What goals have been achieved to date?**
- 2. What obstacles might exist that are preventing the goals from being achieved?**
- 3. Where has the performance fallen behind or surged ahead?**
- 4. Who is resisting change?**
- 5. What do we need to do to move forward?**

Answers to the questions will vary. However, the Strategic Planning Committee works collaboratively with the leadership to maintain the integrity of the process and objectively provide information that will lead to the best answers and decisions being made in the Will of God. Therefore, the First-year (2017) Strategic Plan Report not only provides information, but it also encourages each member—to purpose himself or herself through prayer, reflection, and, in the 2018 Year of Commitment at Beulah... Commitment to serving and being more like Him. According to Thom S. Rainer (2014), in *Autopsy of a Deceased Church – 12 Ways to Keep Yours Alive*, although data and numbers are good, the end results, must be shown in our purpose, our actions, our willingness to make disciples, our desire to change ourselves, and our desire to change our focus from inward to outward so that the life of the church can be sustained!



As the work continues, you, a member of the body of Christ, the church called Beulah, and the corporation of the same name, are encouraged to partner with the Pastor, church leaders, and members to positively impact the community and the church. Praise and thanks be to God for what he has already done and is going to do!

Gratitude is extended to members, individuals and ministries who are not named members of the Strategic Planning Committee (everyone is), but who are (in)directly involved with one of the Areas of Focus and have oversight for providing guidance and information to the committee: Reverend Seals, Reverend Parison, Officers, Ministries, Creative Services, the Business Administrator, BNN, Office Staff, Family Life Center Staff, PR/Marketing; Minister of Music; 12 Tribes Ministry; New Members Ministry.

Each person is encouraged to read the Report and pray for the continued work/ers and implementation. If you have questions, and idea, or desire to work with a committee member on a specific Area of Focus, please contact any member of the committee who will direct you.

This report is prayerfully submitted to the members of the church and the corporation (Beulah) by the Strategic Planning Committee through the Board of Directors and Strategic Planning Board of Directors.

In His Service,

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