PROPOSED LONG RANGE GOALS AND STRATEGIES FOR FIRST BAPTIST CHURCH: 2012-2014

The Church Coordinating Council moves that the following strategic plan be adopted by the church to provide space and means to accomplish the church’s mission. The plan by its nature necessitates the closure of First Baptist Christian Academy.

The Church Coordinating Council, composed of the church staff, chairs of all other committees and councils, and the Chairman of Deacons, is tasked by the church bylaws (section 2, III, B, ii) as follows:

a. Help the church understand its mission and define its priorities.
b. Discover and analyze long-range church and community needs and recommend long range goals and strategies to meet these needs.
c. Review and coordinate suggested program plans and actions by the church staff, church officers, organizations, councils, and committees, and provide for adequate communication among staff, officers, organizations and committees.
d. Evaluate program achievements in terms of church objectives and goals, and report evaluations to the church.
e. The Church coordinating council will meet at least quarterly.

The following plan is the result of over nine months of prayer, fasting, study, surveys and discussion. It entails major changes in ministries and job descriptions, an outlay of over $200,000, and a refocusing of the church’s energies. The plan makes major changes in three areas: buildings, staff and ministries. The plan recommends refurbishing Building #1 for use as a Children’s Building for ages birth thru fifth grade, removing four of our deteriorating portable buildings, and erecting a new metal building with restrooms for use by our senior high and college ministries—all with the goal of increasing our space capacity in Sunday School. In the area of job descriptions, it recommends changing the associate pastor job description to remove responsibilities relating to children and to add responsibilities relating to adult Bible Fellowship Groups and to create a new staff position of Director of Children’s Ministries / Volunteer Ministries. In the area of ministries, it recommends placing increased focus on our outreach and discipleship ministries. While these strategies necessitate the closing of our school, the plan envisions working cooperatively with other churches for the furtherance of Christian Education in the same manner as we currently work together in the areas of right to life (South Texas Pregnancy Care Center) and feeding the hungry (Christian Cupboard).

Church Coordinating Council
David Arnold (church treasurer) Brice Mandaville (Senior Pastor)
Robin Brittain (chair Children’s Council) Ken Mangum (chair Personnel Comm)
Bill Brown (chair Stewardship Comm) Brett McDonald (Associate Pastor)
Dewey Coley (chair of deacons) Norma Reece (chair Nominating Comm)
*Glen Green (chair Properties Comm) Kay Rhodes (chair Missions Comm)
Howard Hudiburg (Minister of Music) Diana Strom (chair School Board)

*unable to attend meetings due to job duties
First Baptist Church Seguin exists to grow a Christ-exalting, loving, evangelistic, maturing church.

Priority 1: Seek God’s Moving in our Church
- Have a weekly time at 5:30 PM on Sundays during 2012 to pray for revival
- Encourage members to seek the Lord’s guidance in various ways (example: fasting one day per month)

Priority 2: Connect to Each Other – Have 500 average attendance in Bible Study Fellowship Groups / Sunday School Classes by 2015

Goal 1: Create/Provide an Inviting Atmosphere for Bible Fellowship Groups
- Renovate Building #1 for use as a Preschool/Children’s Building for use by birth thru fifth grade (estimated cost $100,000)
- Remove four portable buildings and replace them with a metal building with restrooms and partition walls (estimated cost $100,000). Use it on Sunday mornings for Senior High.
- Develop plans for the future renovation of the fellowship hall to include enlarging the restrooms and making them ADA compliant, replacing partition walls and renovation of kitchen. Utilize the building on Sunday mornings for adults age sixty and above.
- Utilize Building #3 for adult groups, with new groups to be added.
- Utilize Building #4 for sixth-eight grade on Sunday mornings.
- Utilize the Choir Room for the Empty Nester’s Class.
- Equip all rooms with appropriate and attractive furnishings.

Goal 2: Provide Overall Leadership for Bible Fellowship Groups / Sunday School
- Rewrite the Associate Pastor Job Description to remove responsibilities relating to children and to add responsibilities for adult Bible Fellowship Groups.
- Create a new position of Children’s Director / Volunteer Coordinator.
- Job responsibilities for both of the above positions in relationship to providing leadership for Bible Fellowship Groups / Sunday School will include:
  - Enlist leadership
  - Oversee training
  - Evaluate materials / ensure groups have curriculum materials
  - Advocate for Bible Fellowship Groups / Sunday School
  - Seek ways to improve this area
Goal 3: Expand Bible Fellowship Groups to Include More Options
- Change the names of some existing groups as needed to be more inclusive
- Determine what additional groups are needed and our ability to form them
- Enlist leadership for new groups
- Determine meeting times and locations
- Provide curriculum options for new as well as existing classes

Goal 4: Build Stronger Connections within Groups
- Provide options to groups for ways they may
  - Follow up on visitors
  - Contact members who miss
  - Have group fellowships
- Have a Monthly Church Dinner on a Sunday Evening
  - Encourage all age groups to attend
  - Rotate the program planning between Bible Fellowship Groups (ie. testimonies, music, speaker, or whatever that group plans)
- Organize an ongoing visitation ministry to our homebound members

Goal 5: Utilize a wider ethnic diversity on Sunday Worship
- In music
- In prayers
- In testimonies

Priority 3:  Connect to God – Baptize 10% of average Sunday School attendance each year

Goal 1: Establish a Church Welcome Team
- Enlist people across age groups to staff the team
- Provide appropriate training for the team
- Staff the information booth in the foyer
- Conduct a visitation ministry
  - Enlist a visitation leader
  - Develop an effective system for tracking prospects utilizing appropriate software
  - Provide a list of age appropriate visitors to Bible Fellowship Groups each week
  - Conduct an ongoing visitation ministry
  - Develop a visitation package for visitors and newcomers to the community
Goal 2: Provide Training in Evangelism for the Church Membership
- Conduct quarterly training events on multiple approaches for evangelism
- Provide a class for parents on how to lead their children to Christ and help them begin their Christian life

Goal 3: Reach out to a broad ethnic diversity
- Encourage members to participate in community cultural events
- Be intentional in planning some outreach activities into non-anglo communities

Goal 4: Utilize “Wednesday Night Live” to Share the Gospel with Youth
- Play more games outside, including construction of a gaga court
- Have a time for homework (tutoring)
- Have greeters for newcomers

Goal 5: Increase Outreach to TLU Students
- Provide space for College Ministry in Building #3 on Sunday mornings
- Conduct a “coffee house” with Wi-Fi one night weekly in the new metal building to be constructed in place of four of our current portable buildings
- Seek ways to increase our visibility on the TLU campus

Goal 6: Conduct an Outdoor Service
- Utilize the downtown Gazebo or another suitable venue
- Conduct a less formal service with the community invited

Priority 4:  Serve Seguin – Have 25% of average Sunday School attendance participating in some type of service to Seguin

Goal 1: Create the Staff Position of Children’s Ministry / Volunteer Coordinator
- Identify opportunities of community service
- Communicate opportunities that are available
- Coordinate a major mission project in the Seguin area each year

Goal 2: Develop Teams to Serve Together in Community Ministry
- Provide opportunities for people to “try out” a ministry team
- Provide options for team formation (all from one Bible Fellowship Group, across age lines, etc.)
- Have a means for teams to report back to the church on their work
**Goal 3: Support Christian Education as an Option for Parents**
- Cooperate with other local churches in the furtherance of Christian education
- Begin a designated fund to scholarship alumni of FBCA at a Christian school
- Utilize the church library for a reading program for the community
- Publicize opportunities for Christian education in the community and beyond

**Priority 5: Establish a Communications Team**

**Goal 1: Create a Communications Team**
- Develop a list of team responsibilities
- Enlist people with skill sets and desires which match the needs, including computer skills and graphic design.

**Goal 2: Better Utilize the Internet and Multimedia**
- Utilize social media such as Facebook
- Redesign the church website
- Place announcements on the auditorium screen prior to services
- Develop a DVD promoting church ministries

**Goal 3: Produce Materials for Use in the Church**
- Produce brochures about the church and various ministries, including Bible Fellowship Groups
- Place effective signage around church
- Produce promotional materials for use in outreach

**Goal 4: Publicize What We Do in the Community**
- Provide in-house advertising about church community ministries
- Make available items which members can use to publicize the church in the community (shirts, lapel pins, etc.)
- Publicize church events in the community (consider newspaper, radio, banners, billboards, etc.)
PROVIDING SPACE FOR GROWTH

The proposed plan involves renovating Building #1 into a secure Preschool/Children’s Building and replacing four of our portable buildings with a new metal building.

What Building Code restrictions do we have?
In order to construct or renovate facilities, we must meet city codes. These codes include the following:

- We cannot put any non-permeable surfaces on the ground (i.e. foundations, parking lots) which would prevent water from soaking into the ground without first doing a drainage study and construction a retention pond to handle any additional runoff.
- We cannot add to our total square footage without adding parking spaces. (We have a letter of authorization from the Seguin ISD to use the high school parking lot on Sundays, but until the high school construction issue is settled, they are not in a position to grant us any long term parking privileges which would allow us to meet building code.)
- If we do over $50,000 of renovations to any building (moving walls, chipping foundations) we must bring the building up to current code. Neither cosmetic changes (flooring and paint) nor repairs (roof work, replacing a/c units) are considered as “renovations.”
- If we update or replace our current portable buildings, we must first receive a zoning variance.
- Any “portable” building which we construct must have a state occupancy permit prior to people using the building as a meeting space.

What possibilities have we considered for obtaining more space for Sunday School?
We have considered a number of options for space.

1. Relocate the church. We have priced new facilities. The cost estimate of constructing facilities to handle 550 in Sunday school as per the architecture department at the Baptist General Convention of Texas would be approximately six million dollars, not counting the cost of the property. To consider such a possibility, we would need to sell our current facilities for a major portion of that cost. The only likely purchaser of our property would be the Seguin ISD if they were to expand the high school across Cedar Street to include their Oak Park Mall property. The district considered such a possibility in 2011 but when it was found that the main utility lines of the city run down Cedar Street and it would cost one to two million dollars to move them, the proposal was abandoned. Apart from the SISD, there is no likely purchaser for our current property who would pay near market value.

2. Move to an early and late Sunday School with a worship service in the middle, thus using our educational space twice on Sunday mornings. The plan called for having our younger adults and children’s classes at the later hour and our older adult classes at the early hour so both would have room to expand. We examined each Sunday School class and found that virtually every adult department had either (a) individuals with children or grandchildren who came with them, (b) individuals who
worked as a class secretary in a children’s department and then came to the adult class for the remaining time, and/or (c) individuals who had a spouse who worked in a children’s department. Because of these factors, having two Sunday Schools would entail the necessity of fully staffing children’s and youth departments at both hours and was no seen as a viable alternative due to staffing issues.

3. Rent nearby facilities on Sunday morning. The Seguin ISD is not amenable to renting space at the high school or Oak Park Mall on an ongoing basis. In addition to the expense factor, there is no known adequate space available for rent in the area which could be used on a once-a-week basis. Financial considerations also come into play.

4. Have home groups which meet during the week rather than meeting on Sunday mornings. The same difficulty exists as in option 2 above in relation to providing for children and youth. While there are churches which rely on home groups, our church has found the Sunday School to be the most effective means of establishing small groups for the purpose of discipleship and fellowship ties.

5. Remove one of our current buildings and replace it with a two story facility. Even if money were not a factor, building code does not allow us to add square footage without additional parking, and until the city decides what to do regarding Seguin High School, we cannot obtain a long term parking agreement with the High School.

**We used to average over 500 in Sunday School and had adequate space. Why is space an issue now?**

From 1982 until 1994, the church averaged over five hundred in Sunday School attendance almost every year (exceptions 1989 avg. 497, 1994 avg. 495). Between 1992 and 1996, the average attendance dropped significantly due to multiple factors, including the church sponsoring a staff member to replant McQueeney Baptist Church (a number of members joined him in this church plant). First Baptist was left with space which was no longer being used, and in 1995 we began an elementary school. Since the inception of FBCA in 1995, the church has never averaged above 360 in Sunday School. That is our current average with multiple classes at room capacity. While space is certainly not the only factor which impacts our growth, it is a major factor.

Fifteen rooms which were used for Sunday School prior to 1995 are not currently being utilized as such due to (1) being used directly by FBCA, (2) being used by the library as it has expanded to serve FBCA, or (3) being used by the church for storage as previous storage space is now being utilized by FBCA. The computer lab and teacher’s lounge (required by accreditation) are former Sunday School rooms. In 1995, the church library was in the room now occupied by the FBCA principal in Bldg 2. With the beginning of a school, the library moved in 1996 to Bldg 4 and began to expand to serve the school, eventually taking up eight former Sunday School rooms. One of the rooms (410) is still being utilized for Sunday School (Parent’s of Youth Class) and one room (412) can be utilized in the future. The six other classrooms have either been taken out to expand the library or are being used as library rooms with shelving, desks, etc. and are no longer usable as classrooms. The three rooms used for church storage are necessary because of a lack of closet space elsewhere to use for storage. FBCA utilizes fifteen storage closets at the church in addition to two former Sunday School rooms. The closets average approximately 4’x 6’ of floor space, with two walk-in closets.
three times that size. The church has consequently had to use for storage three rooms previously used for Sunday School

**Are there other factors which have limited our Sunday School space?**

Several other factors have limited our Sunday School space, including (1) people generally like more “personal space” than in previous years, meaning that more square footage is needed per person and (2) we have moved from lecture style classes to more discussion classes, with members preferring to sit where they can see each other. Fewer people can sit in a room when chairs are set up in this fashion rather than in rows. In addition to these two factors, the norm is to have larger adult class sizes than 25 years ago, when adult education on Sundays was traditionally a “departmental time” followed by smaller (6-10 people) “breakout classes.” While our children’s ministry utilizes smaller breakout classes, adult classes have moved to larger coed classes as a norm.

**How would closing FBCA allow us to have more space for Sunday School?**

We would be able to increase space available for Sunday School in three ways:

1. Some rooms could be converted directly to Sunday School space, such as rooms 319 A-D.
2. We would be able to remove four of our portable buildings by not needing the FBCA storage building (Portable #2) and moving college and singles classes into Building #3. We could then construct a new building of equal square footage which could be used as Sunday School space for youth.
3. We would be able to move all of our elementary classes into a renovated Building #1 and either (a) dual use the main room in the “arc” and break out rooms for both older and younger children as they rotate sessions on Sunday morning, or (b) utilize rooms 107 and 108 as break out rooms – they are currently storage rooms but with more closet space available their contents could be relocated. This would free up rooms in building three which are currently being utilized as children’s Sunday School rooms.

While we would not regain fifteen rooms for use as Sunday School rooms (our library would remain as it is), we can add ten rooms which are not currently usable on Sunday mornings, increasing our capacity to over five hundred.
CURRENT BUILDING USAGE FOR SUNDAY SCHOOL/BIBLE FELLOWSHIP GROUPS

**Bldg #1**
- Bed Babies & Toddlers
- 7-12 Grade Classes
- Empty Nesters Class
- 3 Adult Classes in 60s
- Ladies Class 70+

**Bldg #2**
- 2,3,4 Yr Old Classes
- Parents of Preschoolers Class
- 3 Adult Classes 70+

**Bldg #3**
- K-6th Grade
- Parents of Elementary
- Adult Topical Study

**Bldg #4**
- Ladies Class
- Parents of Youth

**AUDITORIUM**
PROPOSED BUILDING USAGE FOR SUNDAY SCHOOL/BIBLE FELLOWSHIP GROUPS

- **Bldg #1**: Birth – Fifth Grade
- **Bldg #2**: Age 65+ (Adults incl. College & Singles)
- **Bldg #3**: Youth 6th - 8th Grade
- **Bldg #4**: Youth 9th - 12th Grade
- **Auditorium**: Empty Nest Class

Legend:
- **Janitor Supply Bldg.**
- **New Building**: Youth 9th - 12th Grade
PROPOSED RENOVATION OF BUILDING #1