

**MOUNT MORIAH BAPTIST CHURCH**  
**1636 EAST CAPITOL STREET N.E.**  
**WASHINGTON, DC 20003**  
**December 10, 2012**



**DR. LUCIUS M. DALTON, SENIOR PASTOR**



## **MOUNT MORIAH BAPTIST CHURCH STRATEGIC PLAN EXECUTIVE SUMMARY & OVERVIEW**

In 2005, the church's pastor, Dr. Lucius M. Dalton, organized a Dream Team committee – composed of a broad and diverse cross-section of the church's membership – charged with developing a 10 year Strategic Plan for Mount Moriah Baptist Church. The Biblical admonition from Proverbs – “where there is no vision the people perish” – guided the formation of a 10-year planning document that sought to envision the major activities and initiatives Mount Moriah Baptist Church should engage in to fulfill its mission as a “Christ-centered caring church family in the center of our community.” The idea is also to help create a vision for the church that guides its efforts as we seek, as a family, to share the Good News of Jesus Christ to our church and our community. As a result, our Mission and Vision Statement was developed by the Dream Team.

The initial document was presented to the Church in 2009; several of the recommendations outlined in the initial strategic plan have been implemented, such as the Intergenerational representation during our Sunday Worship Service. Mt. Moriah has continued to grow, to bring in more members and to strengthen the worshiping options and programming available – all with the goal of sharing the good news of Jesus' love and grace to both the church's membership and the larger community.

Perhaps most significantly – and in direct response to meet the needs of our diverse membership. In 2011, – the state-of-the-art audio visual screens were installed along with a new sound booth. In addition to that, a Church Sign was constructed, which inform members and non- members of the various services and activities taken place on a weekly basis. Visitor's Welcome Package was developed. Children Church School has begun under the leadership of the Church Youth Minister for children two to nine years of age. This document and its goals and objectives represent our five-year planning guide. The idea is that times change as do institutions, in ways both large and small. As a result, this planning document – both in duration and in scope – is needed for a church that in the last 10 years has grown significantly and added many new programs, services and initiatives.

This plan:

- Emphasizes the church's commitment to missions. Jesus' ministry, and, indeed, the entirety of the New Testament, is a call to serve those in need. This church has embraced that Christ-value, but needs to better execute our role in the community, in terms of programs and planning, specifically with respect to the role of a missionary.
- Looks at, in productive ways, the programs and worship options already in place for our membership and community. Mount Moriah has two worship services that address the needs of its membership, an active Sunday school program, Noon Day & Night Prayer and Bible Study, Friday Night Adult Bible Study, and children's music and dance ministries. But we must proactively find a way to promote these activities and services to increase participation from our membership. Volume would increase if we better define our activities.

- Addresses a concern that, as we grow and provide more options, we remain connected as a church family. We live in a world that is globally interdependent, where communications across thousands of miles and hundreds of countries take place instantaneously. Yet, within the context of one church, there is a concern that we communicate too slowly and infrequently with one another.

The Dream Team membership consisted of Sister Renee Bennett, Deacon Gary Boyd, Brother Sean Burns, Sister Sarah Coleman, Sister Carolyn Covington, Sister Constance Dorsey, Deaconess Mae Frances Frazier, Rev. Edward A. Hailes, Jr., Deacon Calvin Holloway, Sister Diane Kay, Trustee Mollie McPhail, Sister Patricia Truth, and Sister Beatrice Powe.; Contributing to this document are: Rev. Edward A. Hailes, Jr., Deacon Gary Boyd, Deacon Calvin Holloway, Deaconess Mae Frances Frazier, Trustee Mollie McPhail, Sister Patricia Truth, Sister Sarah Coleman, Sister Beatrice Powe, Sister Diane Kay and Sister Markietta Owens.

## **STRATEGIC FRAMEWORK**

### **MISSION**

Mount Moriah Baptist Church (MMBC) Mission is to lead souls to Christ, to demonstrate the standard of Christian living and to spread the gospel of Jesus Christ.

### **VISION**

The purpose of MMBC is to glorify God by being fruitful disciple makers of Jesus Christ. The Spiritual target of MMBC is the unchurched, the uncommitted, the unevangelized, and the unreached.

### **STRATEGIC PLAN**

A “Strategic Plan” is a document used to communicate goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what we are, who we serve, what we do, and why we do it, with a focus on the future. While it is a blueprint to achieve a future state, it is also dynamic; allowing us to evaluate as we go and make necessary adjustments. Under this plan, MMBC is to:

- Retain, Reclaim & Recruit (the 3Rs)
- Meet discipleship needs
- Continue to provide leadership training to MMBC officials and disciples
- Provide biblical training as a critical component of Christian living and success
- Empower leaders and disciples to convey and carry out the mission of this Church
- Build a community of leaders to evangelize

### **THE GUIDING PRINCIPLES**

The focus of Mount Moriah ministries is to edify and build up the body of Christ.

The focus of the plan is on specific goals and their objectives, strategies and tactics:

- Advance the spiritual growth of its disciples
- Advance the educational opportunities of its disciples
- Advance the Church

Fiscal responsibility and stability provide the foundation for the successful implementation of the plan.

MMBC is a vision-driven Church, committed to the highest levels of spiritual growth. Disciple value imbues the plan; disciple involvement is crucial to its success.

The plan builds upon strengths and successes of the past, while creating new initiative to meet a rapidly changing environment while at the same time keeping it in the realm of the Holy Spirit.

- Officers, leaders and disciples will be encouraged to support the plan.
- Performance against plan goals will be consistently evaluated, with an ongoing dedication to continuous improvement of the plan.
- Dream Team and volunteer resources, along with annual operating plans and budgets, will be created in accordance with the Church’s policies and procedures.

## **CORE VALUES**

### **Core Value #1 - We are committed to being a God-centered church.**

MMBC exists for God. In every person and ministry, God is first, and our ultimate goal is to please and glorify God.

### **Core Value #2 - We are committed to exalting Jesus Christ.**

In every ministry, we will work to exalt Jesus Christ and His marvelous work of redemption through His death on the cross and His glorious resurrection. We desire for others to see Jesus in us, while at church and in our daily lives.

### **Core Value #3 - We are committed to being a Bible-based/Bible-teaching church.**

MMBC is all about the Bible. We are working hard to ensure that every ministry of our church be rooted in God's Word. We believe that the preaching and teaching of God's Word is the substance for change in people's lives. Also, our members should be striving to live out God's Word, daily. Learning and living the Bible should be natural and normal to our church.

### **Core Value #4 - We are committed to making prayer a central focus of our church.**

In the church where God's people have a lively prayer life together, regenerating power is present, life is there, and the lost are saved.

### **Core Value #5 - We are committed to evangelizing the lost or as our Mission Statement states, the uncommitted, unchurched, the unevangelized and the unreached.**

We are not a church that simply exists for ourselves. We exist for others. We look beyond the walls of our church to serve and minister to the uncommitted, unchurched, the unevangelized and the unreached, demonstrating to them the love of Christ. Because of this, we must strive to connect with those that live in our community. We do not believe it is the lost' responsibility to seek the church, but our responsibility to seek the lost.

### **Core Value #6 - We are committed to equipping and growing believers in their faith.**

Believers should be learning, growing, and changing as Christ lives His life through them. We believe that every Christian should be growing in the grace and knowledge of Christ. Our church assists Christians in this process by offering Bible preaching and teaching, Bible studies, mentoring, retreats, conferences, and Ministers seminars. We are constantly exploring new methods to better equip believers in their spiritual walk with Christ.

### **Core Value #7 - We are committed to world-wide missions outreach.**

MMBC will continue to support Lott Carey Mission (Build the Well) water program. We are committed to be serving ambassadors, to give to the cause, to pray for the mission and the people in foreign country. MMBC will also extend its outreach by sending a representative to Africa and South America. "We are committed to missions (local, national and global).



## **OBJECTIVES AND GOALS:**

### **Objective 1: Retain current discipleship numbers (408 per Sunday).**

Goal 1: To conduct four prospect identification events that result in a prospect list equal to the number of persons currently enrolled in Church School.

**1-Year Goals:** (Note: percentages are not cumulative, i.e., they do not add up to 100%.)

60% of worship attendees involved in Church School or Bible Studies

10% of worship attendees implement personal spiritual growth plan

40% of worship attendees practicing regular giving

20% of worship attendees using spiritual gifts

**3-Year Goals:**

70% of worship attendees involved in Church School or Bible Studies

30% of worship attendees implement spiritual life growth plan

60% of worship attendees practicing regular giving

50% of worship attendees using spiritual gifts

**5 -Year Goals:**

90% of worship attendees involved in Church School or Bible Studies

80% of worship attendees implement personal spiritual growth plan

100% of worship attendees practicing regular giving

70% of worship attendees using spiritual gifts

Goal 2: To have active disciples complete Discipleship Training.

**1-Year Goal**

At least 25% of disciples to participate in discipleship training

**3-Year Goal**

At least 50% of disciples to participate in discipleship training

**5-Year Goal**

At least 70% of disciples to participate in discipleship training

Goal 3: To increase discipleship involvement in personal evangelism/outreach efforts. The ultimate goal of every Christian is to share the Gospel of Jesus Christ with those who may not know or follow Him. Personal evangelism occurs when individuals tell their personal stories about how God has changed their lives.

**1-Year Goal**

20% of our disciples will be active in personal evangelism

**3-Year Goal**

40% of our disciples will be active in personal evangelism



**5-Year Goal**

60% of our disciples will be active in personal evangelism

Goal 4: To increase membership involvement in the evangelism/outreach activities of the Church. The ultimate goal of all ministries is evangelism and outreach, which better equip us to spread the Gospel of Jesus Christ through the compassionate enthusiasm of the Holy Spirit.

**1-Year Goal**

Increase current ministry evangelism participation by 20%.

**2-Year Goal**

Increase current ministry evangelism participation by 40%

**5-Year Goal**

Increase current ministry evangelism participation by 60%

**Objective 2: Reclaim Inactive Disciples**

Goal 1: Implement Deacon Ministry Family Plan to reclaim inactive disciples.

**1-Year Goal**

Reclaim 10% of inactive disciples

**3-Year Goal**

Reclaim 15% of inactive disciples

**5-Year Goal**

Reclaim 20% of inactive disciples

Goal 2: Ministry leaders implement a plan to reclaim inactive disciples.

**1-Year Goal**

Reclaim 10% of inactive disciples

**3-Year Goal**

Reclaim 15% of inactive disciples

**5-Year Goal**

Reclaim 20% of inactive disciples

Goal 3: Implement a Church Reunion using Outreach/Homecoming/Anniversary Sunday to reclaim uncommitted and inactive disciples.

**1-Year Goal**

Invite at least 10% of uncommitted and inactive disciples to participate in their former ministry(ies) anniversary celebrations and/or special days in person or via video.

**3-Year Goal**

Invite at least 20% of uncommitted and inactive disciples to participate in their former ministry(ies) anniversary celebrations and/or special days in person or via video.

**5-Year Goal**

Invite at least 30% of uncommitted and inactive disciples to participate in their former ministry(ies) anniversary celebrations and/or special days in person or via video.

**Objective 3: Recruit the unchurched, the uncommitted, the un-evangelized and the unreached.**

Goal 1. Increase intake through baptism.

**1-Year Goal**

Baptize at least 4 believers per month which equates to 48 per year, at least 1/2 of whom will be adults

**3-Year Goal**

Baptize at least 6 persons per month which equate to 72 per year, at least 1/2 of whom will be adults

**5-Year Goal**

Baptize at least 10 persons per month which equate to 120 per year, at least 1/2 of whom will be adults

Goal 2: Conduct two recruitment classes per year.

**1-Year Goal**

10 disciples trained on how to recruit.

**3-Year Goal**

15 disciples trained on how to recruit.

**5-Year Goal**

20 disciples trained on how to recruit.

Goal 3: Each One, Bring One - Invite/bring Friends, Family & Neighbors to church services and activities

**1-Year Goal**

10% of discipleship brings visitors to church services and/or activities.

### **3-Year Goal**

30% of discipleship brings visitors to church services and/or activities.

### **5-Year Goal**

50% of discipleship brings visitors to church services and/or activities.

Goal 4: To sustain a music program that reaches multiple generations, includes different genre of music, is multigenerational, and ushers in the Spirit of God to every worship experience. Music is often the element that first attracts or reaches new disciples to develop a relationship with God.

### **1-Year Goal**

Creatively develop a ministry that will increase the availability of ministry projects, such as; workshops, concerts and cantatas, etc.

The music ministry will creatively develop a music library of printed material.

Plan for a major Worship and Arts production per year.

Hold an annual community workshop for choirs and praise team.

Liturgical Dance and Drama Ministries are integrated und the Worship and Arts Ministry

### **3-Year Goal**

Purchase choir robes for Sanctuary choir.

One Music Worship and Arts Concert Annually.

Acquire additional staff for Music & Arts ministry.

Evaluate the need of young adult congregants to foster involvement in the ministry.

### **5-Year Goal**

Continue to enhance and improve goals from year one thru four.

## **Objective 4: Expanded Community Impact**

Goal 1: Personal evangelism in our Church community and the Washington Metropolitan Area. Our strategic goal is to position our church to be a major Christ-centered force for racial unity and social justice in the neighborhood and Washington Metropolitan Area. We want our church family to be on earth as it is in heaven. We will accomplish this by increasing our evangelism and new member recruitment focus on unchurched community members from various racial, ethnic, and cultural perspectives, reflecting demographic changes in our community. A diversity of racial, ethnic, and nationality groups speaks very positively to a holistic application of the Gospel. We will assess opportunities to promote worship experiences and programs that are appealing to a racially and ethnically diverse population and measure our success by actual numbers of new disciples who reflect the changing demographic diversity of our community.

### **1-Year Goal**

Within the first year, one (1) service or church outreach program will be intentionally targeted to populations in our community that are not currently and regularly represented in our congregation. The number of non-African American disciples in our church family will increase up to 1% of the congregation.

### **3-Year Goal**

By year 3, at least two (2) worship experiences will involve activities that highlight diversity themes. The number of non-African American disciples in our church family will increase up to 5% of the congregation.

### **5-Year Goal**

In the fifth year, non-African American disciples will regularly participate in worship services. The number of non-African American disciples in our church family will increase up to 10% of the congregation.

#### **Goal 2:**

Mount Moriah will develop innovative ways to engage the newly diversified community in service projects that help others in our community who are in need. Research suggests that an influx of different races, ages, income and higher educated people are moving into the community. These residents are less inclined to be part of an organized religion; however, they are inclined to volunteer in community service projects and activities (i.e., S.O.M.E., Race for the Cure, etc.).

### **1-Year Goal**

Get 5 individuals from the community to join the MMBC Susan G. Komen, Race For the Cure Team.

### **3-Year Goal**

Get 10 individuals from the community to join the MMBC Susan G. Komen Race For the Cure Team.

3 MMBC Ministries will get at least one individual from the community to support their outreach project.

### **5-Year Goal**

Get 15 individuals from the community to join the MMBC Susan G. Komen Race For the Cure Team.

5 MMBC Ministries will get at least one individual from the community to support their outreach project.

#### **Goal 3:**

Mount Moriah will aggressively expand its efforts to be a healing force in the community. Through enhanced communications strategies and commitments from health professionals, MMBC will organize comprehensive Health Fairs, HIV/AIDS awareness activities, and personal fitness/nutrition programs.

**1-Year Goal**

The Annual Health Fair will serve at least 100 MMBC disciples and at least 40 unchurched persons within Southeast/Northeast DC with a wide range of quality diagnostic and consultative health services; HIV/AIDS information toolkits will be made available to 300 persons, and there will be at least one personal fitness and/or nutrition program at the church at least once a month throughout the year.

**3-Year Goal**

In addition to 125 MMBC disciples, 60 members of the community who are not disciples of MMBC will receive services at the Annual Health Fair; 500 people will receive HIV/AIDS information and will be directed to HIV/AIDS testing facilities; and personal fitness and/or nutrition programs will be available on a bi-weekly basis.

**5-Year Goal**

150 MMBC disciples and 100 non-MMBC community members will receive health services at the Annual Health Fair, which will gain a strong reputation as a “go-to” event in the community; 750 persons will receive MMBC materials about HIV/AIDS and MMBC will assist with HIV/AIDS testing; and MMBC will host weekly personal fitness and nutrition programs for MMBC disciples and community members.

Goal 4: MMBC will establish a strong reputation for witnessing outside the church building and to include more work with Lott Carey. For example, Christmas in April in the community and “Build the Well” project in Africa and other countries.

**1-Year Goal**

MMBC will continue to promote & expand our community worship services. Continue our work with Lott Carey to include the “Build the Well” project.

**3-Year Goal**

MMBC will conduct four (4) major outdoor community worship services. Expand our work with Lott Carey by not only sending donations, but actually visiting foreign countries

**5-Year Goal**

MMBC will conduct five (5) major outdoor community worship services, with at least one of the services being conducted in partnership with at least one other church in the community.

Out of the community, work with Lott Carey in its “Build the Well” providing water; send at least one disciple to see how resources are being used.

**Objective 5: Increased giving and strengthened stewardship.**

(Financial stewardship is based on the belief that God is the true and ultimate owner of each person's possessions, and that one is accountable to God for the acceptable care and use of those possessions. Stewardship can also refer to Jesus Christ's accountability to God the Father for the Christians that have been entrusted to Him or how to use your resources for God.)

Goal 1: Provide a workshop on stewardship, spending, saving, tithing and giving.

**1-Year Goal**

10% participation in workshop

**3-Year Goal**

30% increase participation in workshop

**5-Year Goal**

60% increase participation in workshop

Goal 2: Increase the number of disciples who practice tithing (10% of income)

**1-Year Goal:**

10% increase in tithing disciples

**3-Year Goal:**

20% increase in tithing disciples

**5-Year Goal:**

50% increase in tithing disciples

Goal 3: Increase the number of disciples who practice proportional giving.

**1-Year Goal:**

10% increase in proportional giving

**3-Year Goal:**

20% increase in proportional giving

**5-Year Goal:**

50% increase in proportional giving

Goal 4: Increase the number of disciples who participate in ministries and church activities (including but not limited to: Vacation Bible School; Church-wide, Women's, Men's and Children's Retreats; Leadership Training; Health Fair, etc.

**1-Year Goal**

25% increase in participation

**3-Year Goal**

50% increase in participation

**5-Year Goal**

75% increase in participation

Goal 5: Each ministry must be a part of a yearly outreach activity.

- To be a leader of MMBC you must be a part of Church School and/or Bible Study
- This church is driven by Mission and Vision.

**Objective 6: Budget: Establish a Building Fund for church renovation projects.**

Goal 1: Renovate restrooms on the 17<sup>th</sup> Street side of MMBC.

**1-Year Goal** - Begin plans to renovate the restrooms on the 17<sup>th</sup> Street side of the Church.

**3-Year Goal.** Begin renovation of restrooms.

**5-Year Goal** – Begin plans for kitchen renovations.

*Three and five Year Goals will only go forward if the funds are available through the Building Fund.*

Goal 2: Identify additional renovation and/or facilities enhancement projects.

**1-Year Goal** – Prioritize projects and make recommendations

**3 –Year Goal** – Initiate 20% of identified projects.

**5-Year Goal** – Complete 20% of previously identified projects and identifies an additional 20% of remaining projects for work.

**Objective 7: Enhance Communications**

Goal 1: Implement more effective, efficient, technology driven communication methods to keep discipleship informed.

**1-Year Goal**

30% of discipleship will receive annual year-end report electronic messages.

**3-Year Goal**

50% of discipleship will receive annual year-end report electronic messages.

**5-Year Goal**

80% of discipleship will receive annual yearend report electronic messages.

Goal 2: Increase attendance at church-wide meetings.

**1-Year Goal**

20% of church discipleship attendance at meetings

**3-Year Goal**

40% of church discipleship attendance at meetings

**5-Year Goal**

60% of church discipleship attendance at meetings

Goal 3: Provide basic computers skills training (sending and receiving e-mails & surfacing the Internet).

**1-Year Goal**

20 individuals (disciples and non-disciples) will be trained

**3-Year Goal**

40 individuals (disciples and non-disciples) will be trained

**5-Year Goal**

60 individuals (disciples and non-disciples) will be trained



**Question**     **???**

## **APPENDIX 1**

### **DEFINITIONS**

**Strategic Plan** – a relatively short written document that is visionary, conceptual and directional in nature that describes MMBC’s vision, mission, objectives, goals, and its’ strategies for reaching goals and objectives based on the environment in which MMBC is operating.

**Vision** – a short statement describing the purpose of our church and our spiritual target for evangelism.

**Mission** – The mission statement describes what MMBC does, the activities it performs, who it serves, where and how it performs its function, what it offers, and how it will be competitive. The mission statement should be shared throughout the entire church and posted in visible areas throughout the church facilities. The purpose is to keep the church leadership and discipleship focused on the church’s key purposes.

**Core Values** – This refers to the values the church sets for itself in guiding its operation, its conduct and relationships with discipleship, community, sister churches, and employees.

**Objectives** - a Specific End state which gives direction for a long period of time and gives purpose to a program, ministry or activity that can be translated into goals and action plans. The objective is a general target for future changes needed to meet a need or challenge.

**Goals** – Specific, interim and quantifiable measurements a company hopes to achieve by implementing its strategies in pursuit of its longer term objectives.

**Strategy** – The rules and guidelines, or approach, by which the vision, mission, objectives, and goals may be achieved.