



# Covington Baptist Association



## Strategy Development Process



# Covington Baptist Association



## Background:

- ❖ Our Current Strategy was developed in 2001. Most of the leaders who developed it have passed from the leadership scene.
- ❖ Three Major Emphases: Church Development, Missions Development, and Christian Social Ministries.
- ❖ Current Strategy Lacks: A vision statement, goals and objectives, and a definable end-state.
- ❖ Task: We need to review and revise our collective strategy.

## Strategy Development Process



# Covington Baptist Association



# Current Strategy and Organization

Strategy Development Process



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**Mission:** As God works through us, we encourage and assist churches in individual and cooperative effort to fulfill the Great Commission and the Great Commandment.

## **The Great Commission:**

And Jesus came and spake unto them, saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son and of the Holy Ghost; teaching them to observe all things whatsoever I have commanded you; and lo, I am with you always, even unto the end of the world. Matthew 28: 18-20

## **The Great Commandment:**

Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy strength, and with all thy mind; and thy neighbor as thyself. Luke 10: 27

## **2001 Strategy**



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## Core Values

**Evangelism:** Overarching and infusing each facet of the Association

**Excellence:** God expects and deserves our best.

**Autonomy:** Freedom of the Local Church

**Missions:** Advancing God's Kingdom beyond the local church

**Ministry:** Cooperative effort to meet human needs

**Doctrine:** Like faith and order

**Assist Churches:** Educate, Train, Resource, Encourage

**Fellowship:** Loving cooperation of individuals and churches

**Servant Leadership:** As modeled by Jesus

## 2001 Strategy



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## Ministry Priorities

**Church Development:** Equipping and assisting churches in their Kingdom work.

**Mission Action:** Hands-on participation in mission work near and far.

**Christian Social Ministry:** Meeting human needs in our area.

**NOTE:** No objectives or goals were included and no end-state was articulated.

## 2001 Strategy



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# Church Development

**Major Ministries:** Minister's Conference, SS Training, VBS Training, Senior Adult Revival; United Dnow; Samford Extension, Retired Ministers Fellowship

**Funded by:** Associational Missions Giving of CBA churches.

**Staff Member:** Marty Holley

## 2001 Strategy



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## Mission Action

**Mission Scholarships:** Funded mainly from Associational reserves, but some funds come from a special offering for this purpose. We have disbursed ~ \$57,000 in scholarships in the past 30 months.

**Mission Partnerships:** Funded by grants from Christian Service Centers.

**Collegiate Ministry:** Funded by grants from Christian Service Centers.

**Staff Member:** Otis Corbitt

## 2001 Strategy





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## Christian Social Ministry

**Christian Service Centers:** Located in Andalusia, Opp, and Floral. Separately incorporated as a 501c3 with same Board of Directors as CBA. “More than thrift stores, they are ministry centers!”

**Major Ministries:** Food Distribution, Referrals from churches for furniture, Counseling Ministry, Disaster Relief.

**Self Funded:** Also supports ministry of CBA.

**Staff Members:** Leroy Cole/Katie Cooper

## 2001 Strategy



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## Christian Social Ministry

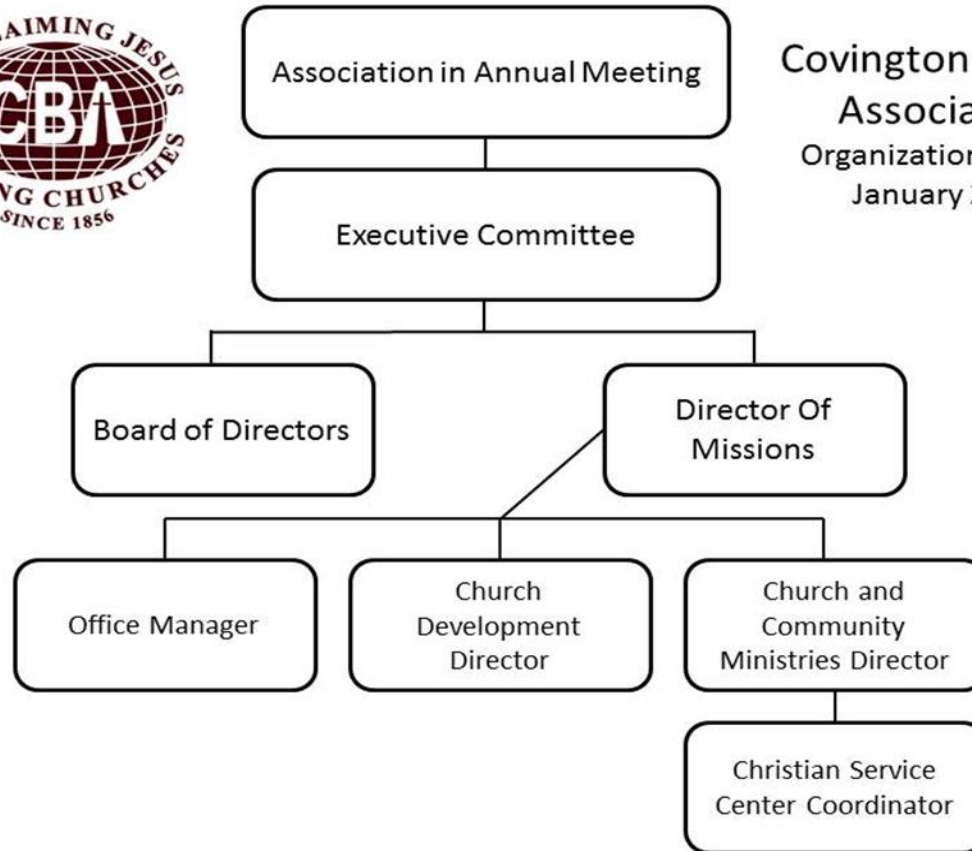
### Christian Service Centers Volunteers:

- ❖ 68 volunteers currently active in all three centers.
- ❖ 58 of those say they attend (a “Christian doctrine based”) church.
- ❖ 10 have no church affiliation.
- ❖ 30 of those volunteers attend a CBA church. These come from 16 CBA churches out of 53 in the CBA.

**2001 Strategy**



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Covington Baptist Association  
Organizational Chart  
January 2013

## CBA Organization



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# Strategy Development Process

**Strategy Development Process**



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## Strategy Elements

**Mission/Purpose Statement**

**Vision Statement**

**Core Values**

**Ministry Priorities**

**End-states for Near to Medium Term**

**Strategy Development Process**



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## Process

**Demographic/Church Profile Research**

**Assumptions**

**S.W.O.T. Analysis**

**On-line Ministry Survey**

**Town Hall Meetings**

**Analysis of Information By Board of Directors/Staff**

**Strategy Development Process**



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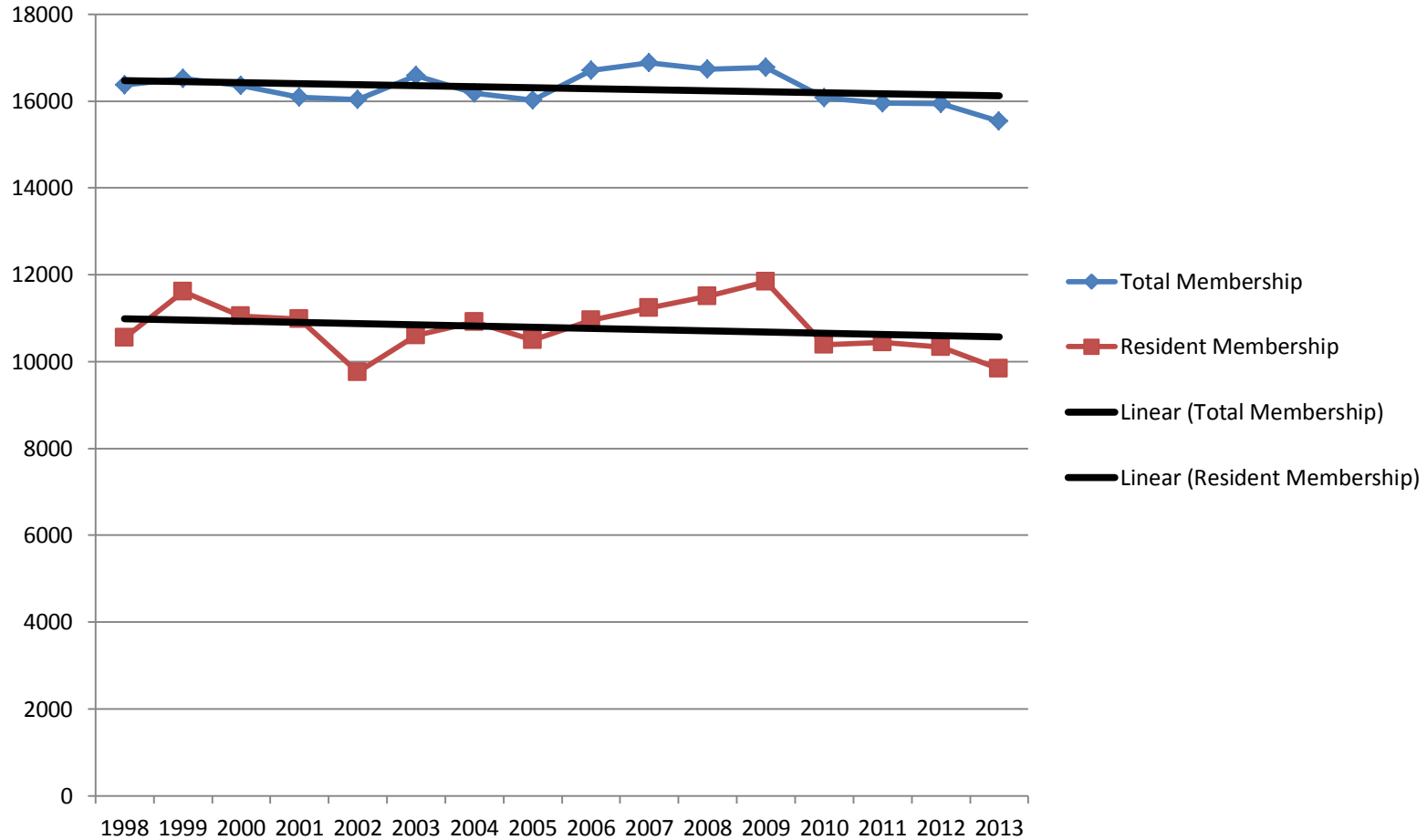


# Profile of Churches and Demographic Information

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## Membership Trends

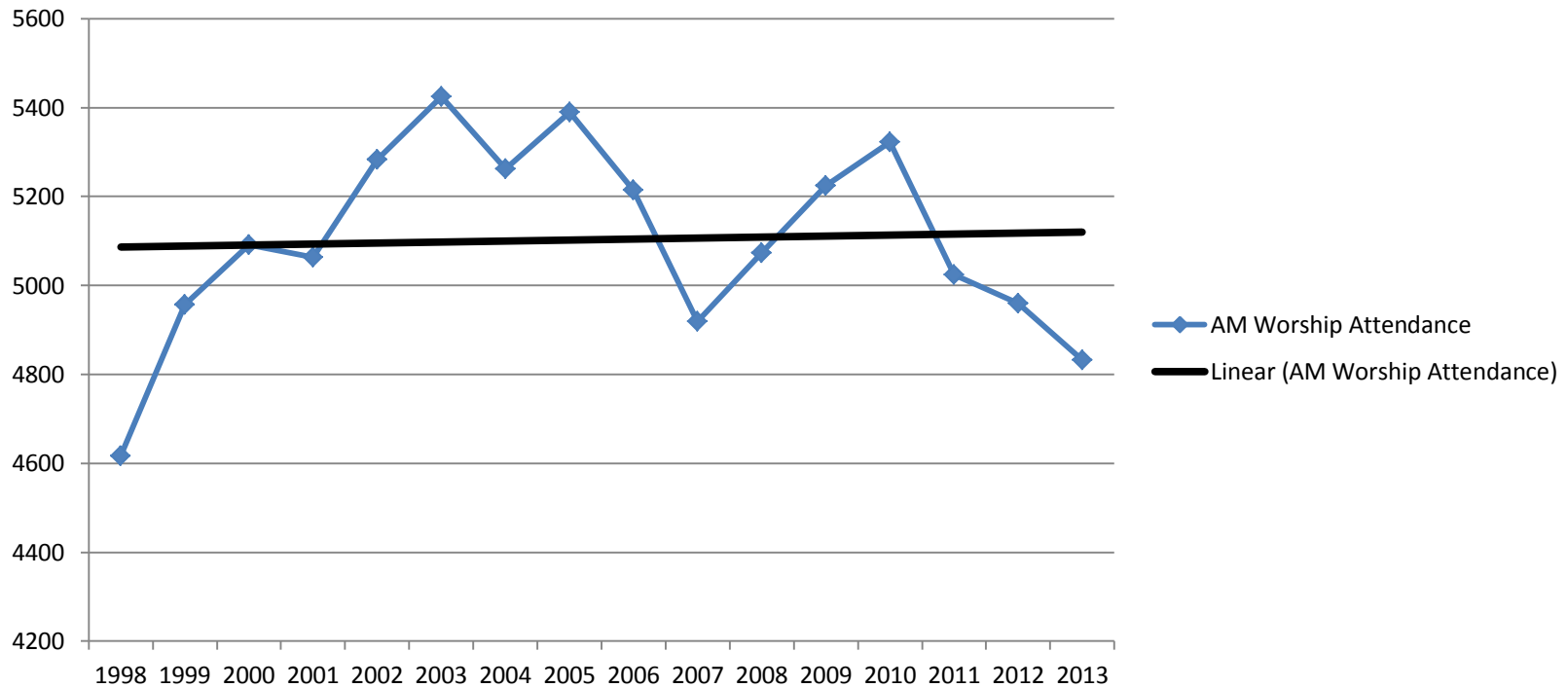




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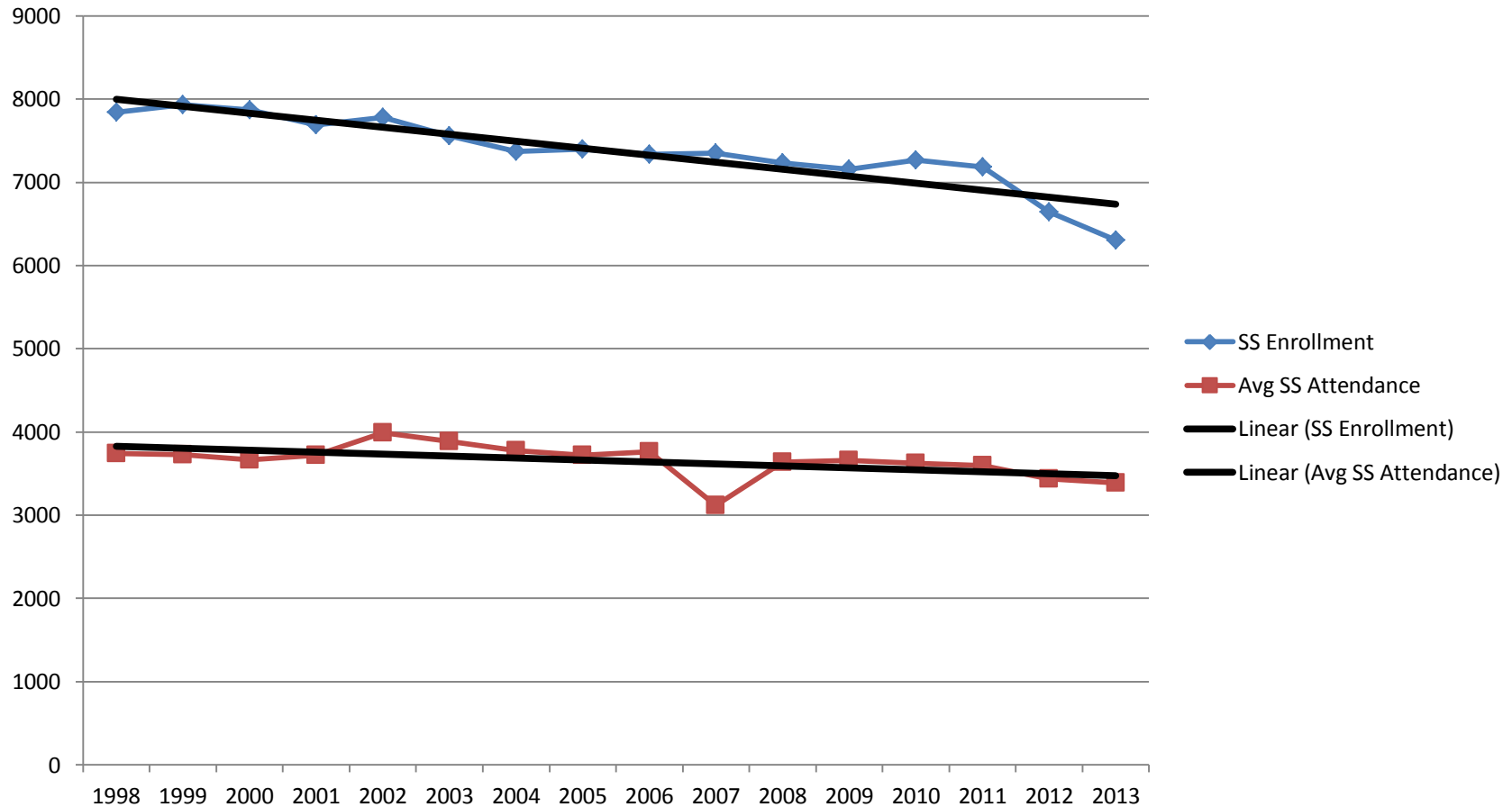
## AM Worship Attendance



## Worship Trends



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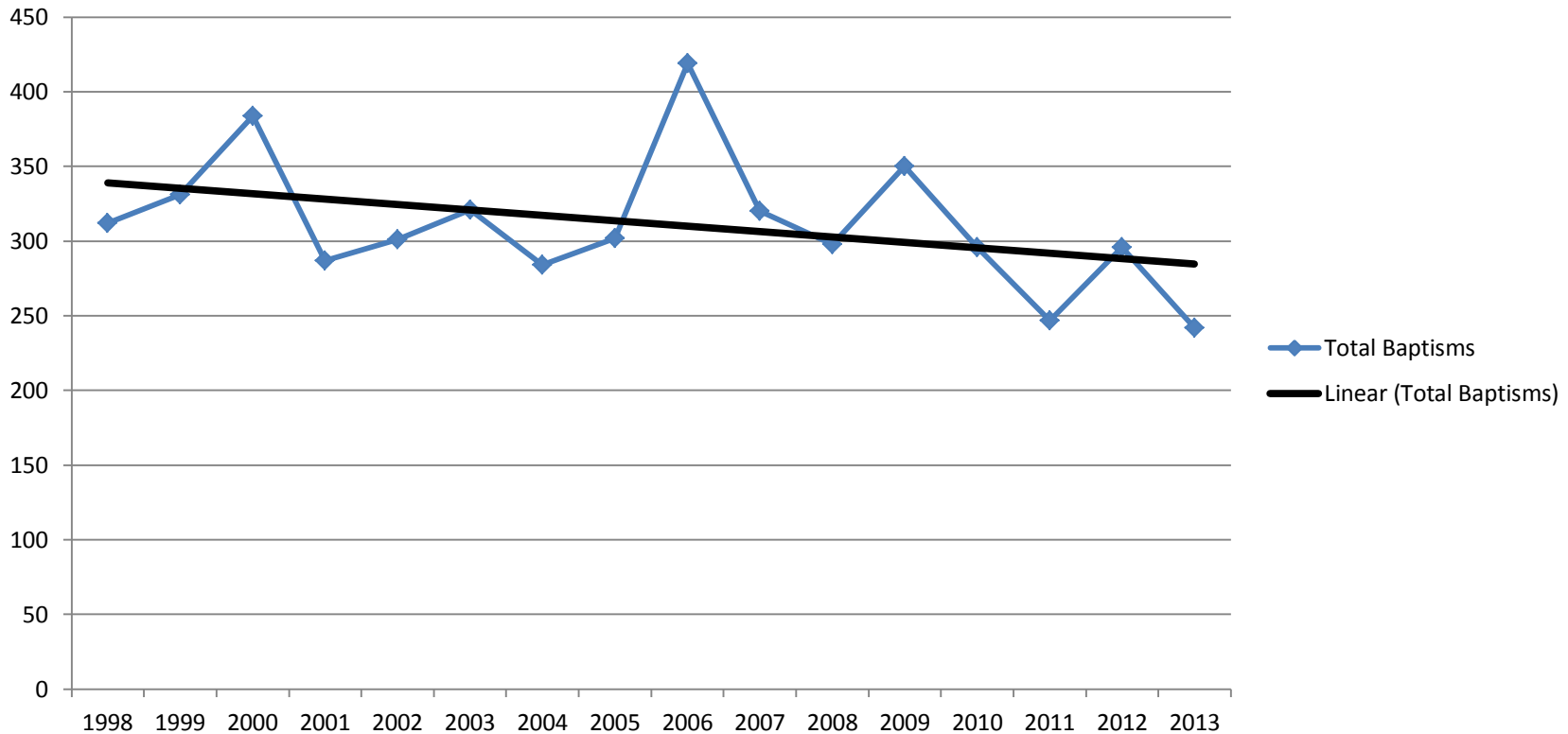
## Sunday School Trends



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## Total Baptisms



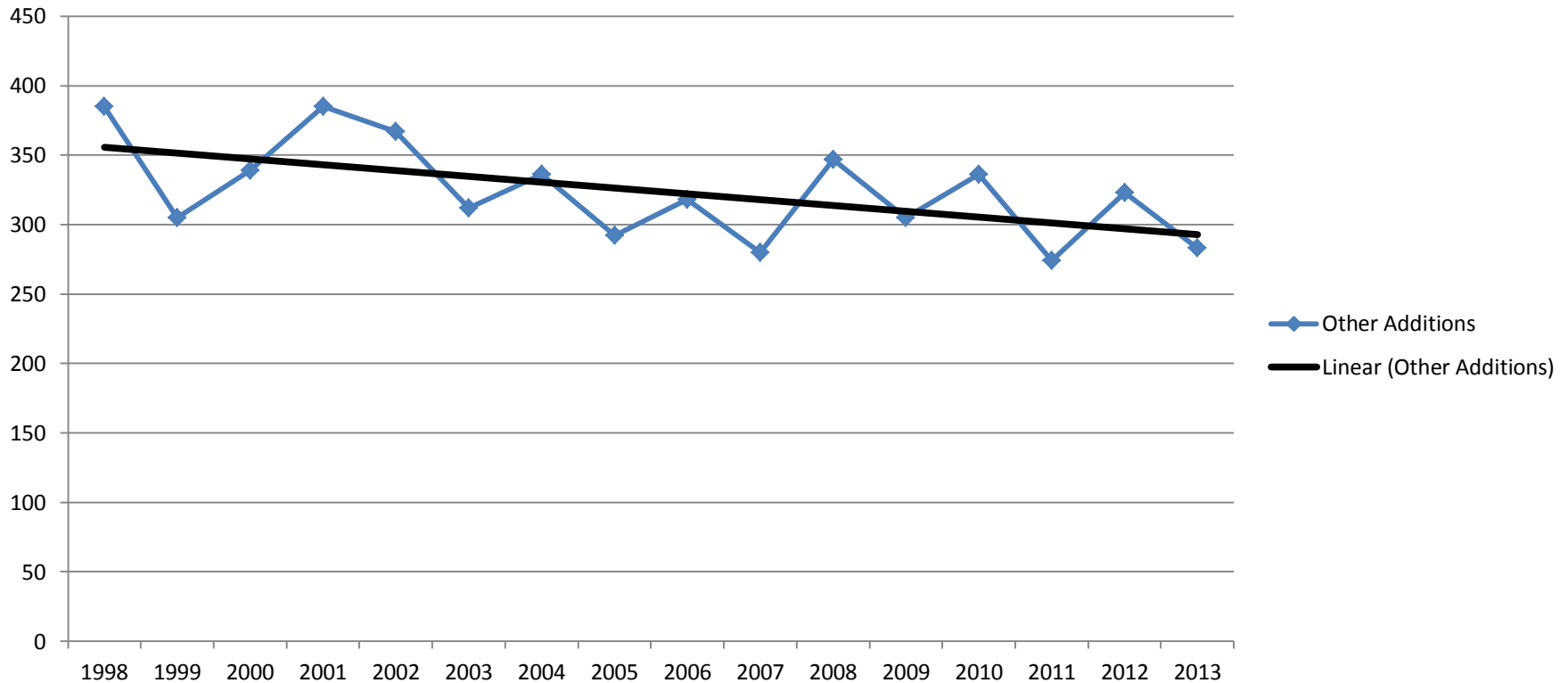
## Baptism Trends



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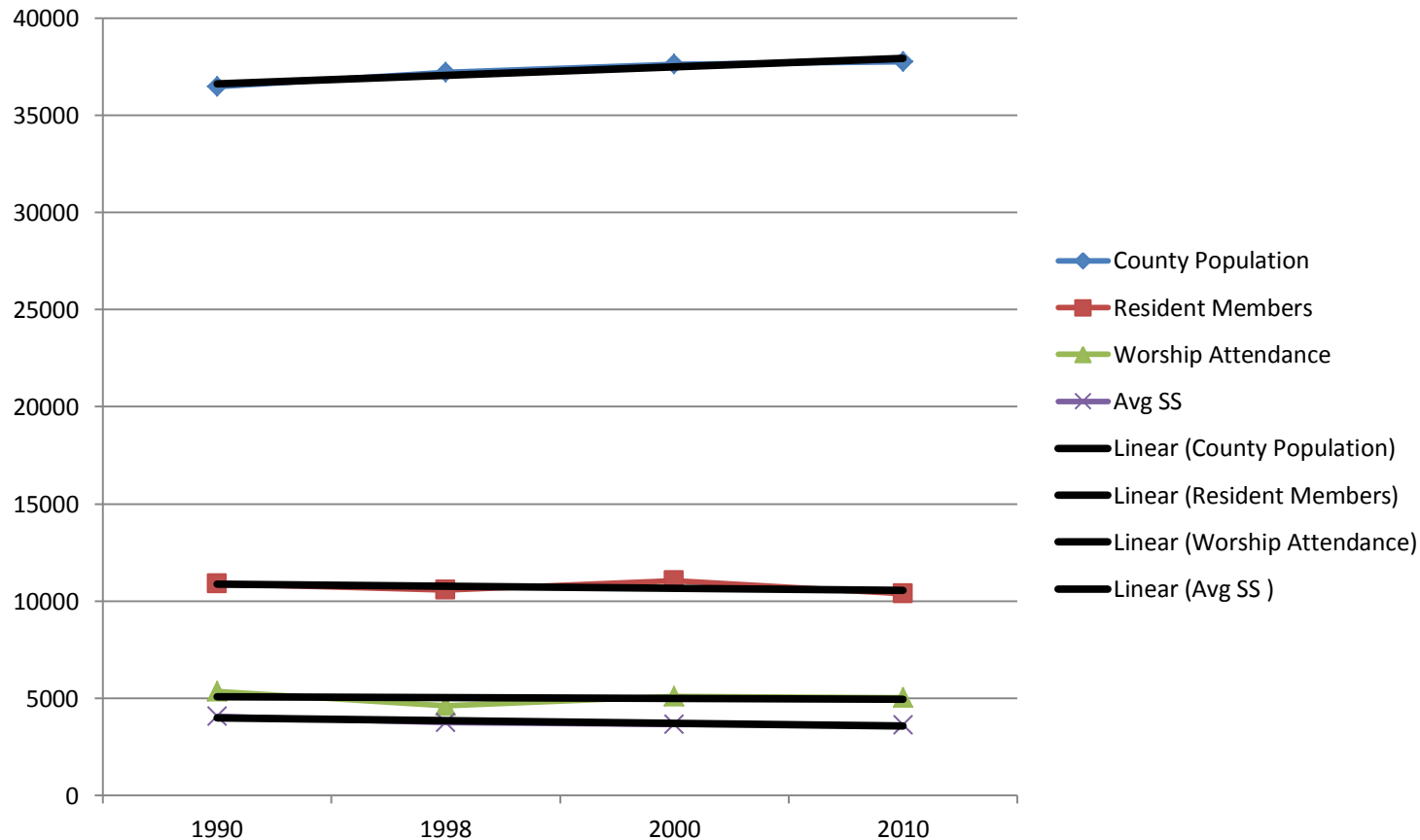
## Other Additions



## Other Addition Trends



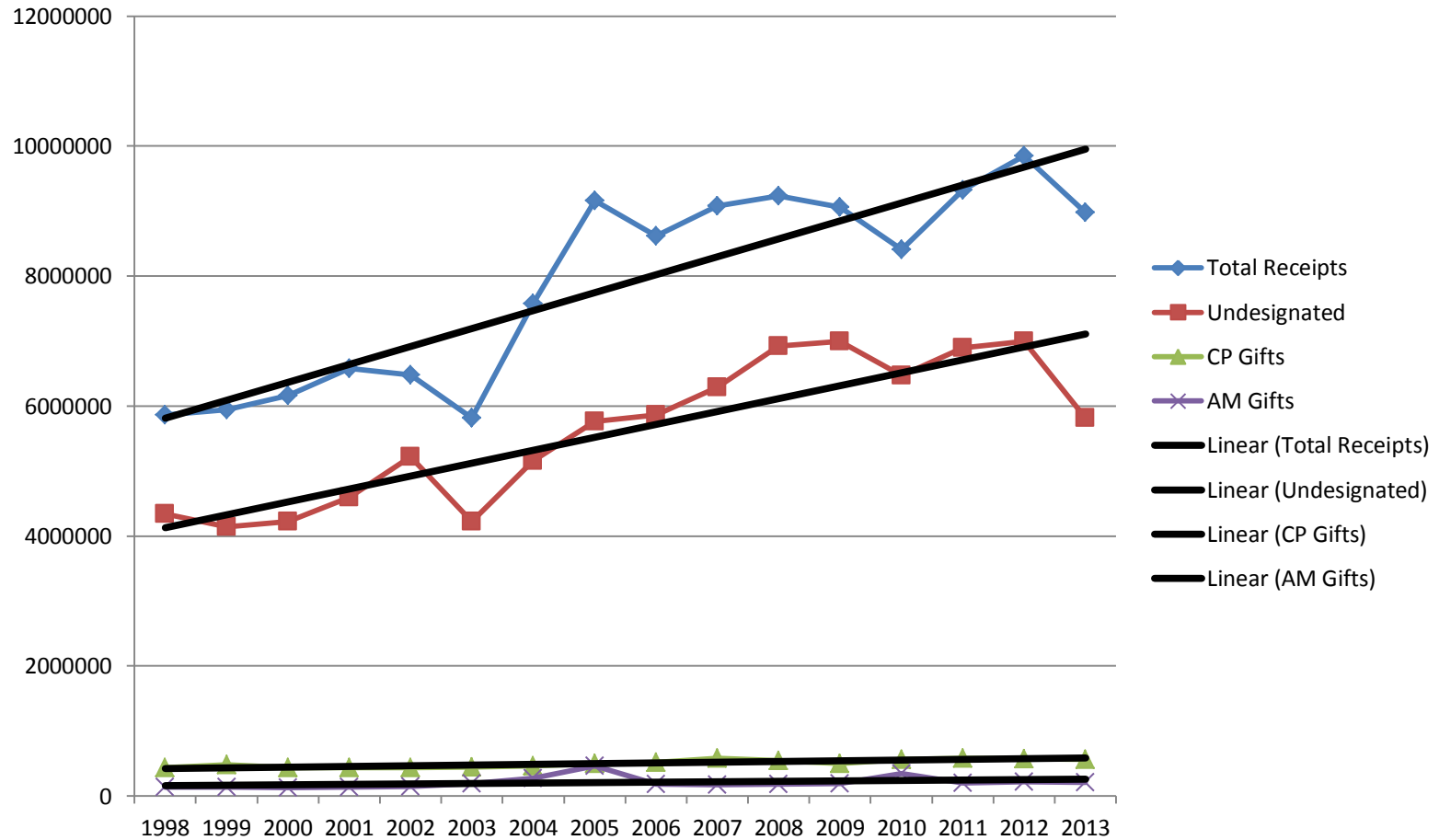
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## Church Attendance/Membership/Population Trends



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## Stewardship Trends



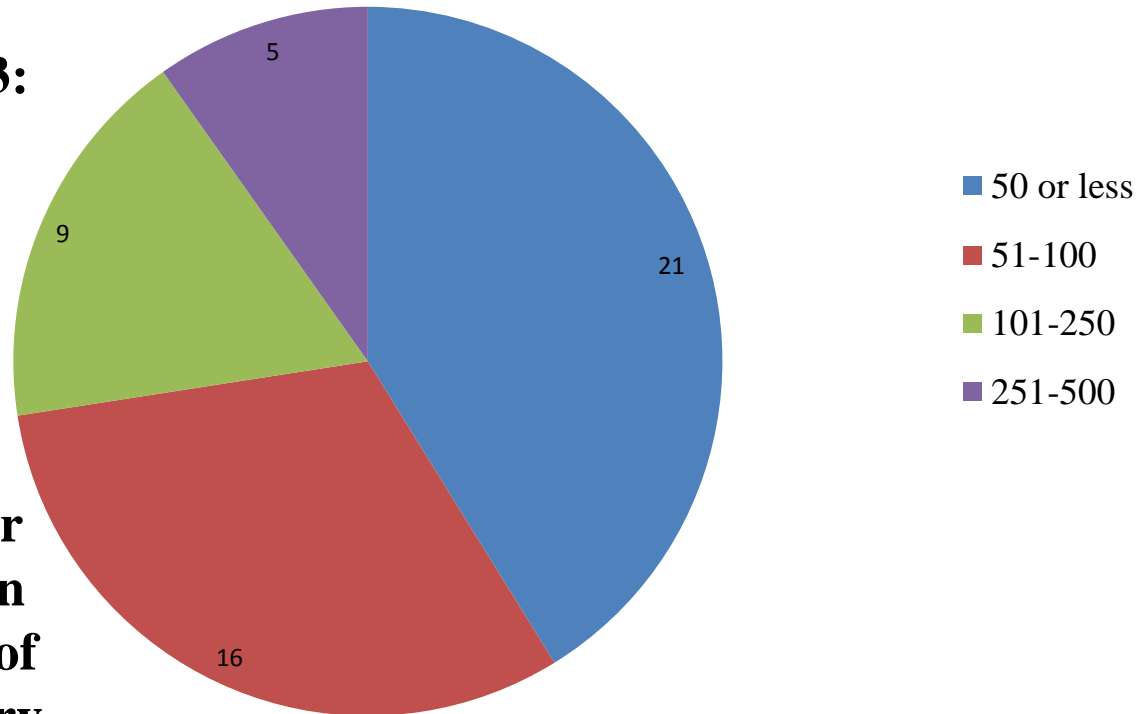
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## Number of Churches by Worship Attendance 2013

**Median Worship Attendance in 2013: 60**

**In 2012, the CBA had 54 churches for a county population of ~38,000, a ratio of one church for every 700 residents.**



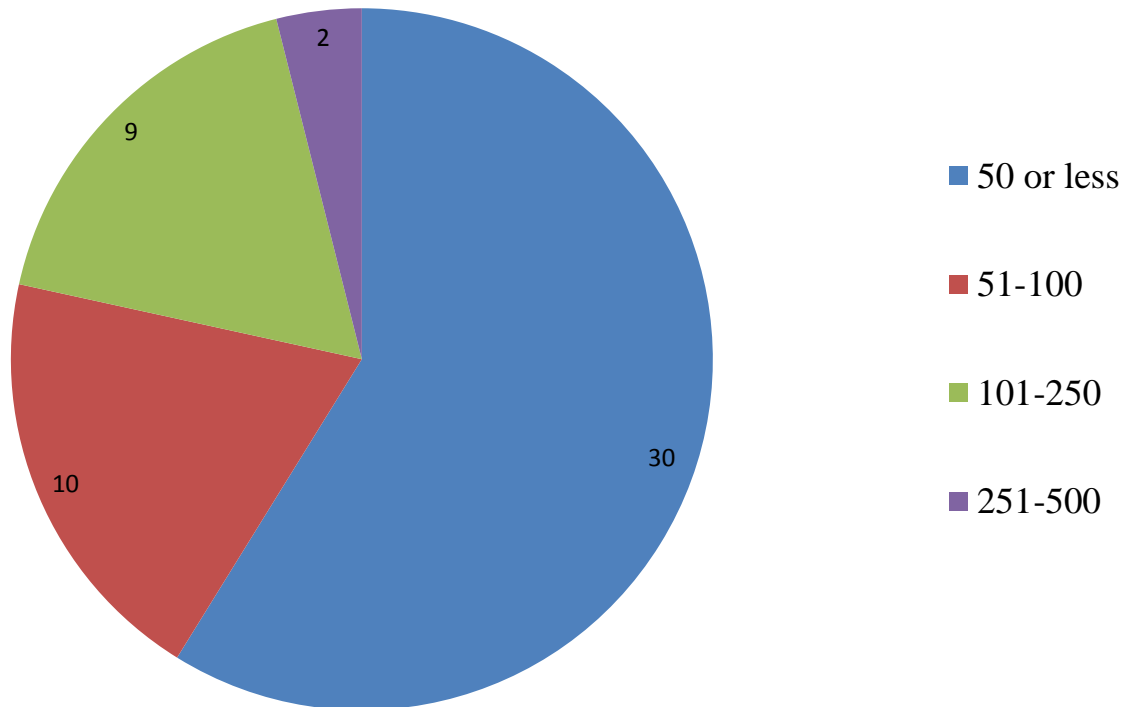
## Churches by Worship Attendance



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Number of Churches by SS Attendance 2013



**Median SS Attendance in 2013: 39**

## Churches by Sunday School Attendance





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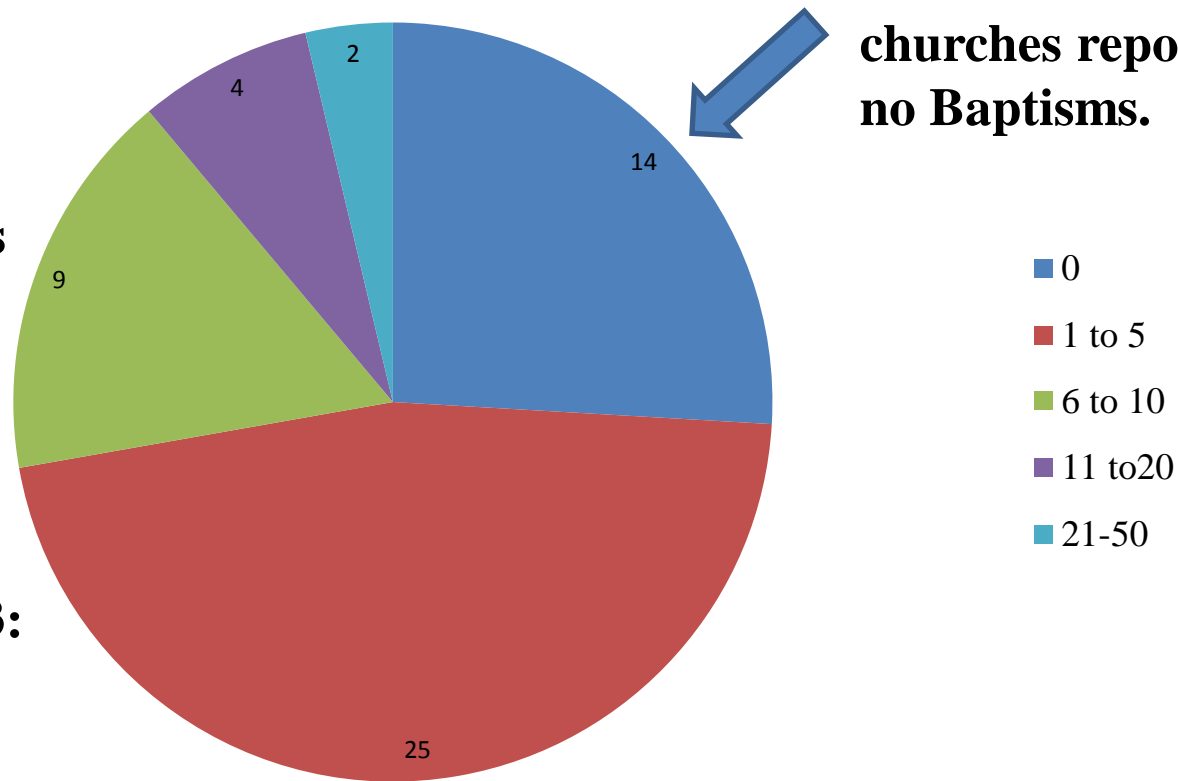


**Baptisms in 2013**

**Resident Members  
per Baptism in  
2013: 41**

**Resident Members  
per Baptism in  
1998: 34**

**Median Baptisms  
per church in 2013:  
3**



**In 2013 25% of our  
churches reported  
no Baptisms.**

## Churches by Number of Baptisms



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## Our “Average” Church

- ❖ **Worship Attendance in 2013: 60 (Alabama: 57)**
- ❖ **Sunday School Attendance in 2013: 39 (Alabama: 38 )**
- ❖ **Baptized in 2013: 3 (Alabama: 3)**
- ❖ **Gave 9.6% of Undesignated Offerings through the Cooperative Program (Alabama: 7.3%)**
- ❖ **Was founded over 50 years ago**

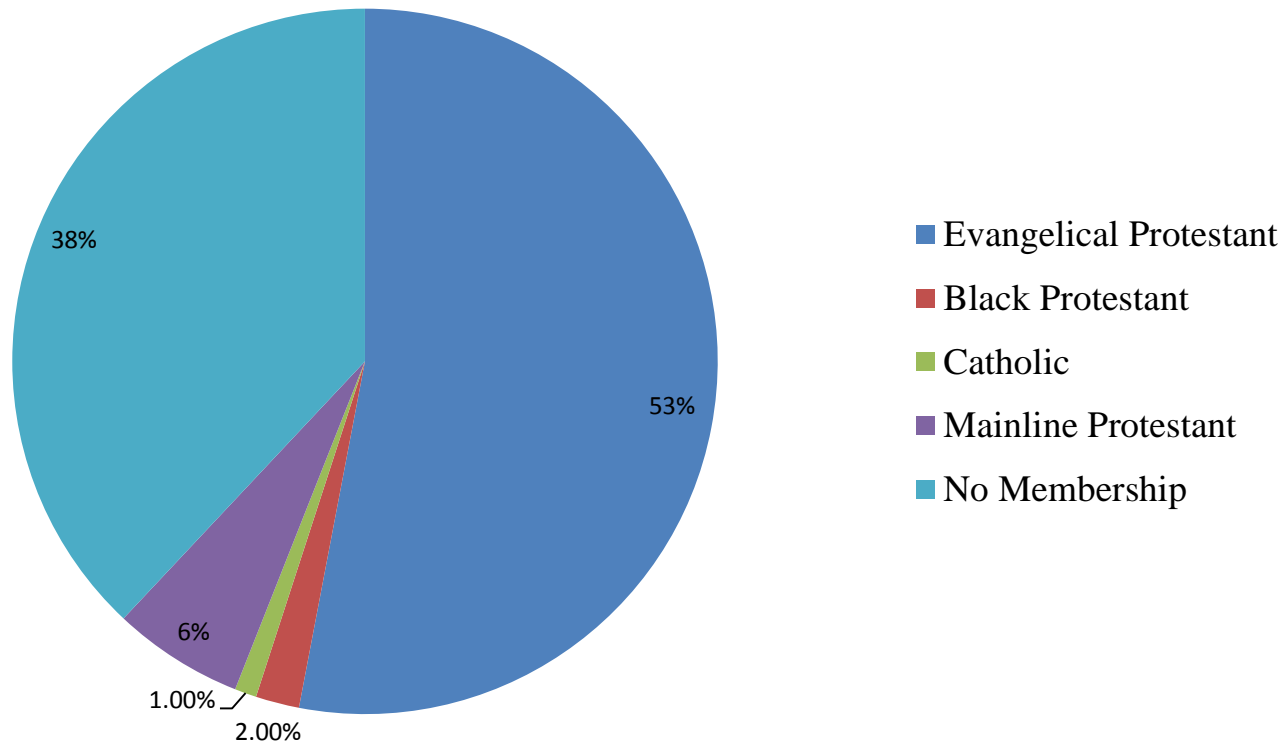
**Church Profile**



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## Spirituality Indicators among population of Covington County



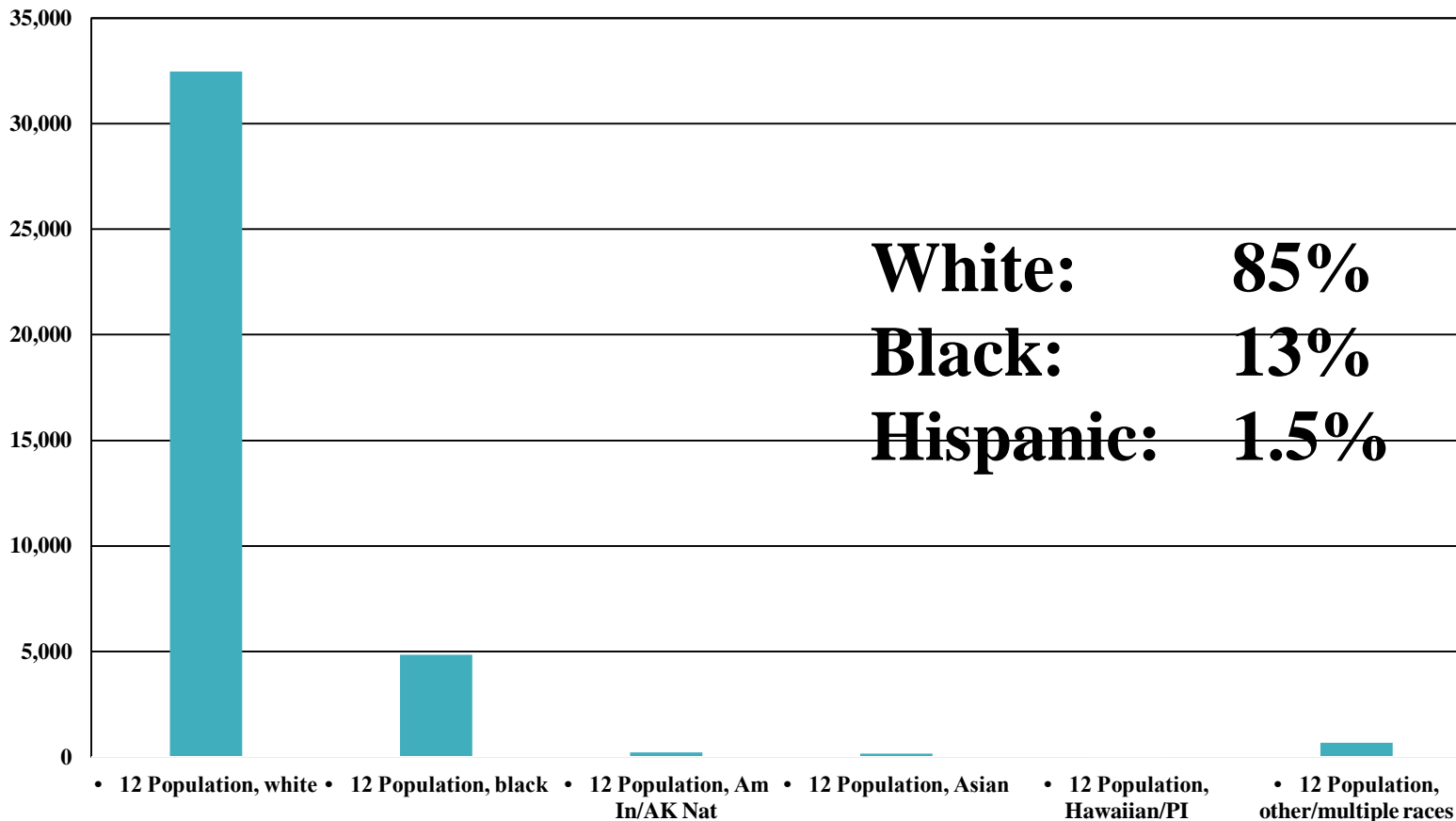
## Church Membership as Percentage of Population



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Covington, AL (County 01039)



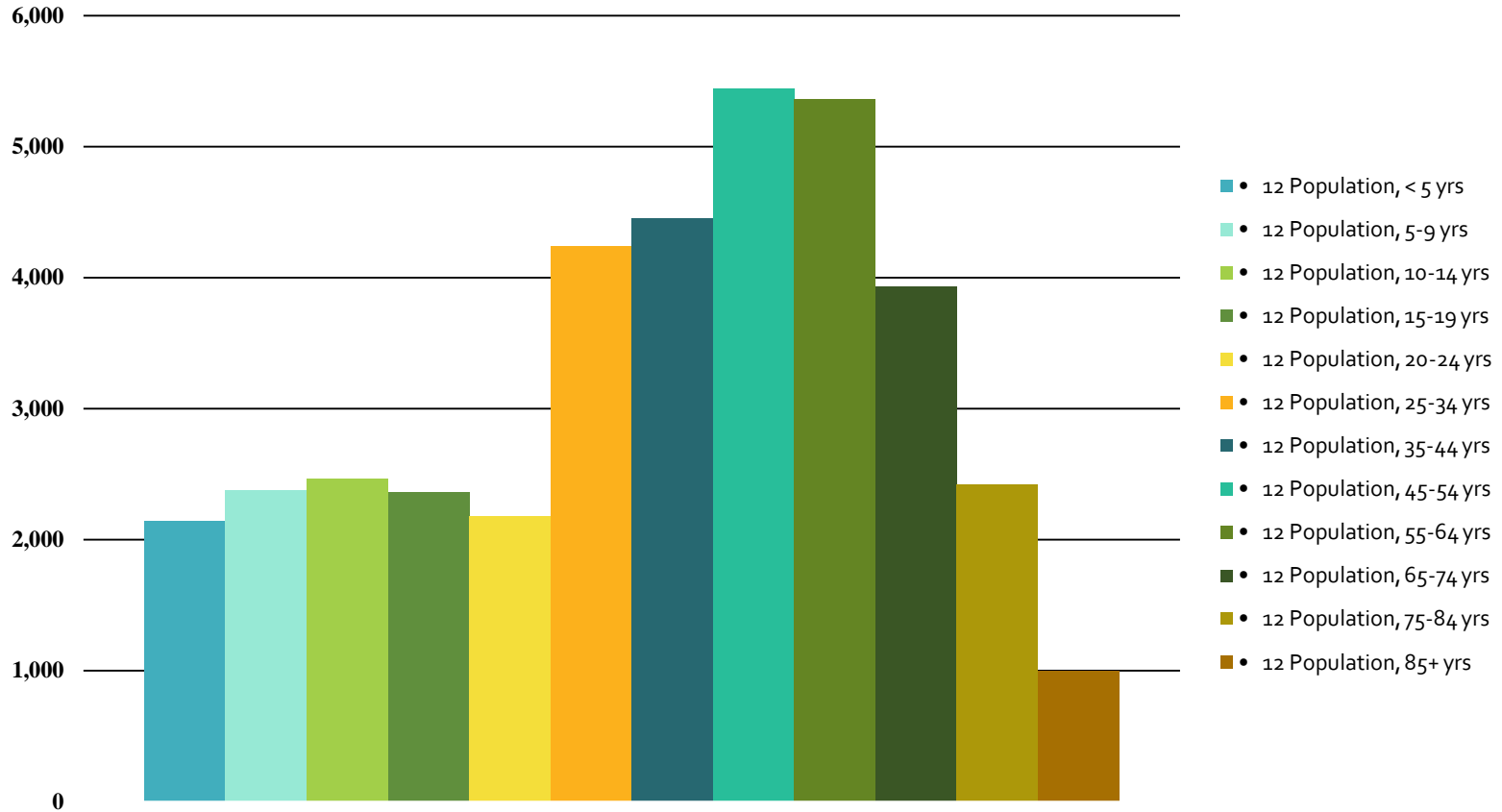
## 2012 Demographics: Race



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Covington, AL (County 01039)



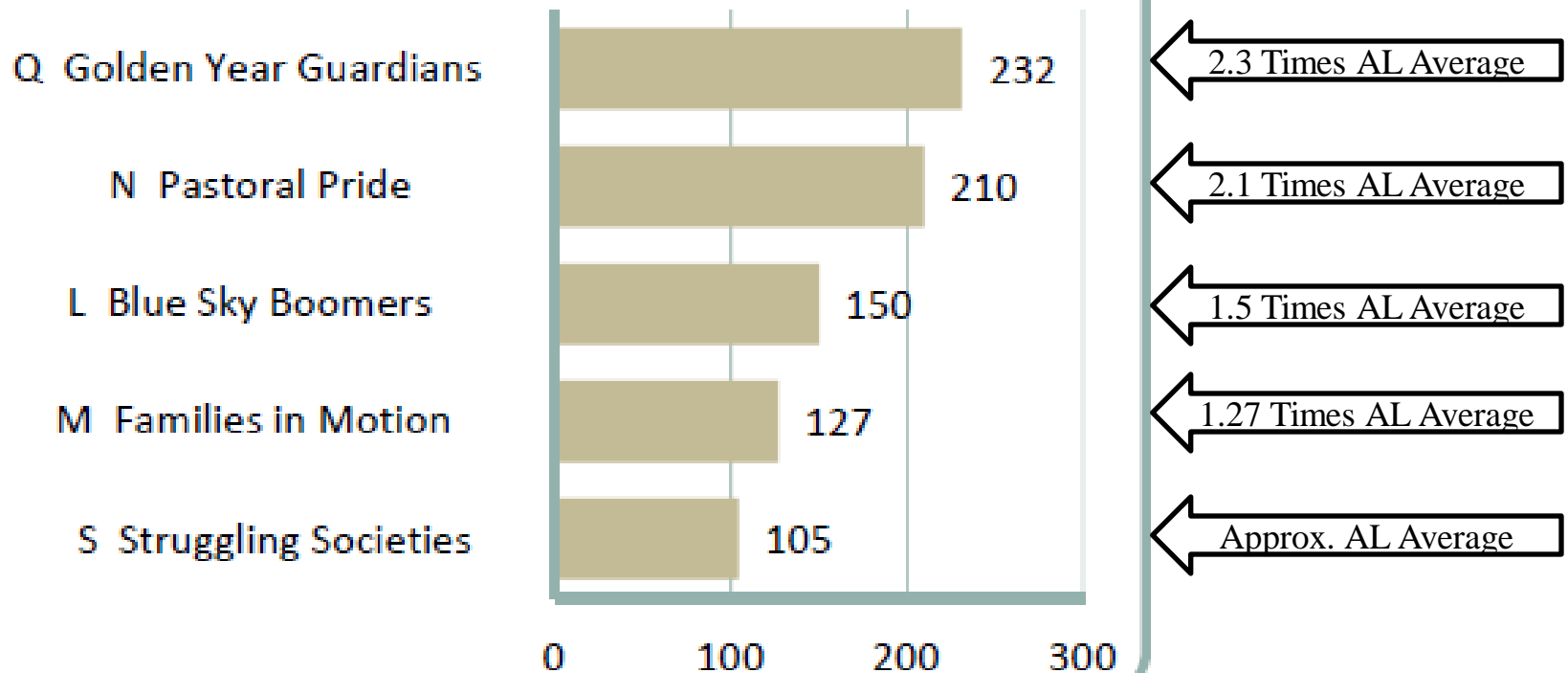
## 2012 Demographics: Age



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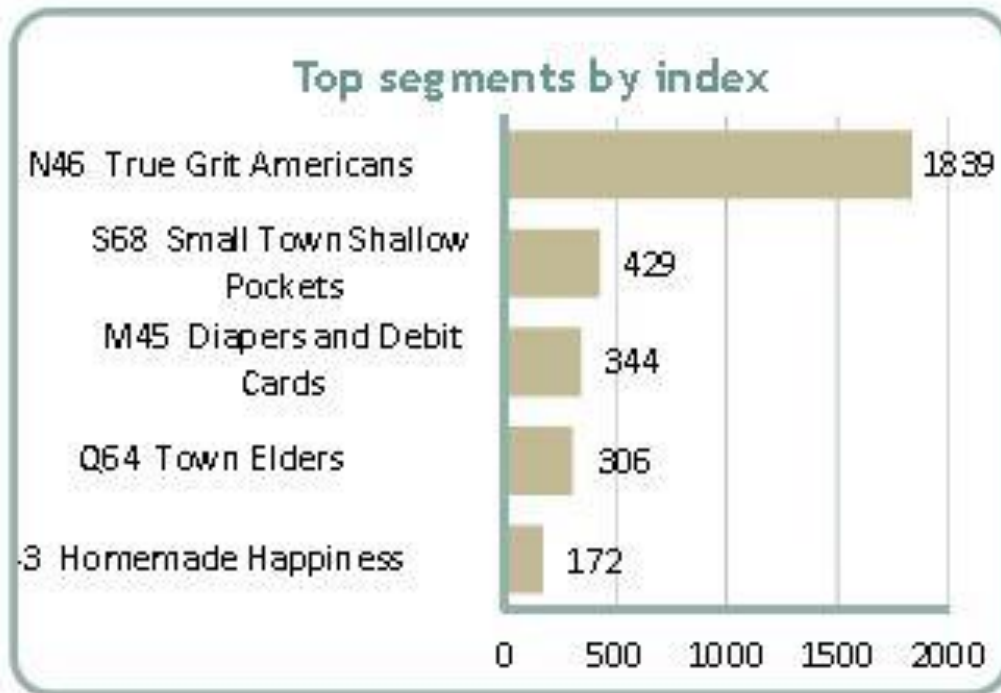
### Top groups by index



## 2012 Demographics: Mosaic Categories



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- ❖ True Grit Americans are older, middle-class households in town and country communities.
- ❖ This is the largest population segment in Covington County (Almost 1/3 of our households).
- ❖ According to research by Dr. Curt Wadke, as many as 58% of these people are unreached

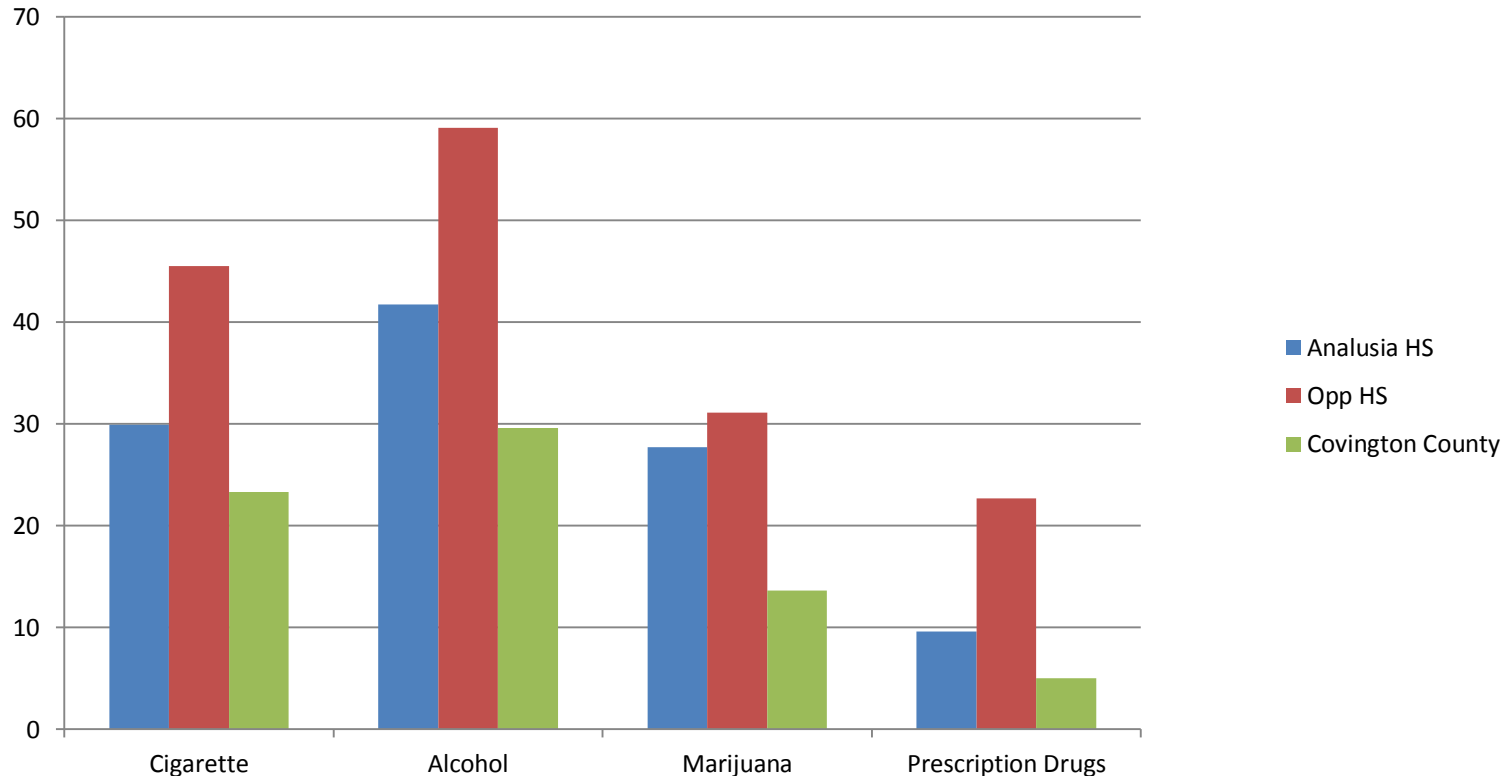
2012 Demographics: Mosaic Categories



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**Percentage of High School Seniors who reported using these substances within the past 30 days before the survey was taken:**



## 2013 Pride Survey of Local School





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## Assumptions

Conditions and events which are out of our control but which we believe will impact our ministry.

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## Assumptions

- ❖ The environment for church ministry in our culture will continue to become more difficult.
- ❖ Previously successful methods of evangelism will become less productive.
- ❖ Churches will continue to struggle to gain support of members for programs like Sunday School, etc.
- ❖ We will have a greater number of bi-vocational churches; some of our very small churches may close.

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## Assumptions

- ❖ Covington County will continue to have less ethnic diversity than Alabama as a whole.
- ❖ The economy of Covington County will continue to be stable.
- ❖ Opp and Florala will continue to suffer economically from the previous loss of major local employers.
- ❖ Unity in the county will continue to be an issue in the general culture and between churches.
- ❖ Patterns of cooperation among Southern Baptists will continue to change.

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## S.W.O.T.

**S.W.O.T:** stands for Strengths, Weaknesses, Opportunities, and Threats

**Internal to Organization:** Strengths and Weaknesses

**External to Organization:** Opportunities and Threats

**Mindset:** We must think of Association as a whole as well as the ministries of the Association.

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## Strengths

- ❖ Christian Service Centers
- ❖ United Disciple Now
- ❖ Student Ministry
- ❖ Mission Scholarships
- ❖ Mission Partnerships
- ❖ Financial Stability
- ❖ Buildings and Assets owned by the Association
- ❖ Counseling Ministry
- ❖ Large number of potential volunteers when/if mobilized

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## Weaknesses

- ❖ Perceived Lack of Communication
- ❖ Questions About Finances
- ❖ Church members not aware of Associational ministries/resources.
- ❖ Insufficient Volunteers
- ❖ Limited Participation in Association
- ❖ Lack of Financial Support by Churches
- ❖ Inwardly Focused
- ❖ Need Centralized Social Services
- ❖ Association has no Identity of its own beyond the CSC's

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## Opportunities

- ❖ **Community Education Classes**
- ❖ **Youth Substance Abuse Ministry**
- ❖ **Family Mentoring Ministry**
- ❖ **Health/Dental Screenings or Clinic**
- ❖ **Senior Adult Housing/Services**
- ❖ **Christian Child Care**
- ❖ **Abused Women/Children Shelter**
- ❖ **Expanded Collegiate Ministry**
- ❖ **Ministry Village**
- ❖ **Increase Counseling Ministry**
- ❖ **Event Evangelism/Crusade**
- ❖ **Church Planting**

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## Threats

- ❖ Lack of Commitment of Churches
- ❖ Event-oriented Churches
- ❖ Complacency in our Churches
- ❖ Fewer Young Families in Churches
- ❖ Opposition to Change in our Churches
- ❖ Death of Older Church Members
- ❖ Misplaced Priorities by People
- ❖ Stagnant Economy in County

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## Threats

- ❖ **Loss of Relevance by Association**
- ❖ **Ministry Overreach by Association**
- ❖ **Decline in Income from CSCs**
- ❖ **Mosque Established in County**
- ❖ **Lack of Spiritual Leaders in Government**
- ❖ **Decay of the Bible Belt**
- ❖ **Persecution of Churches over “Diversity” Issues**
- ❖ **Increasing Hostility to Institutional Christianity**
- ❖ **Moral/ethical Decay in Society**

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## Vision

**“The Covington Baptist Association will become a Fellowship of Churches who help Each Other Obey the Great Commandments and Fulfill the Great Commission!”**

**Casting vision for the Association is a responsibility of the DOM according to the job description.**

## **Strategy Development Process**



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## Core Values

**Core values guide who we are and what we do. Planning for future actions should be governed by these values. All planning must not contradict these values but rather be directed by them.**

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# Ministry Priorities

**Historically, Baptist Associations have fulfilled a number of ministry roles.**

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## Current Ministry Priorities

**Church Development:** Equipping and assisting churches in their Kingdom work.

**Mission Action:** Hands-on participation in mission work near and far.

**Christian Social Ministry:** Meeting human needs in our area.

**NOTE:** No objectives or goals were included and no end-state was articulated.

**From Our 2001 Strategy**



# Covington Baptist Association



## Future Ministry Priorities?

- ❖ Church Growth & Development
- ❖ Church Health/Ministry in Conflict
- ❖ Church Revitalization
- ❖ Leadership Development
- ❖ Church Planting
- ❖ Evangelism
- ❖ Church & Community Ministry
- ❖ Prayer/Spiritual Awakening
- ❖ Missions Mobilization & Partnerships
- ❖ Networking/Fellowship
- ❖ Promotion of SBC Emphases
- ❖ Community Development

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**Thank you for supporting the ministry  
of Covington Baptist Association!**

**Questions?**

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