


A perspective view of a road with yellow arrows pointing forward, leading towards a bright horizon. The road is paved and has a yellow arrow in the center pointing towards the horizon. The background shows a bright, hazy sky and some trees on the sides of the road.

ACCELERATING OUR FIVE-YEAR PLAN

# LEANING IN

PILOT MOUNTAIN BAPTIST ASSOCIATION

The background is a solid yellow color. It is decorated with numerous white, hand-drawn style arrows and swirls. Some arrows are straight, while others are curved or part of larger circular motions. The lines have a slightly textured, brush-like appearance.

HELPING OUR  
MEMBER CHURCHES  
DEVELOP LIFELONG  
FOLLOWERS OF  
JESUS CHRIST

OVER THE LAST THREE YEARS  
THE PMBA HAS GONE THROUGH  
A SIGNIFICANT TRANSFORMATION.

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The essence of this change can be summarized as follows: We have re-focused all that we do to fit our mission of “helping our member churches develop lifelong followers of Jesus Christ.”

This has not been an easy conversion. Changing an organization from essentially a centralized bureaucratic hub of activity to a regionally-focused, entrepreneurially-based channel of ministry and missions has involved many tough decisions and bold shifts. The heart of these changes involved moving from a model of doing things FOR our churches to doing things THROUGH our churches.



Without a doubt, there are times when the Association needs to act in a catalytic manner so that we can step into the gap where an unmet need exists in a community. Examples of this are illustrated but not limited to such things as Food Pantries, Toy Stores, and Fair Ministry. In each of these cases, the PMBA started or took over a ministry in order to lend financial support and organizational help to make sure that these ministries had the best chance at being successful.

But these examples cannot become our normal mode of operation. In cases like these, if we are not careful churches become too dependent upon us and thus lose their missional edge. When the Association is working at an optimal level, it enables and equips churches to more effectively make disciples and impact their communities with the Gospel.

To do this, we have had to create a culture where we could be both nimble and disciplined. This meant that we needed to re-examine our values to see if they impinged or accelerated our mission. Values are what we deem to be important and essential to insure our organization's well-being. Values are also neutral in that they can either be positive convictions that directly determine what we will do or not do, or they can be negative prejudices that derail what we claim to be our primary purpose. Saying that we are a values-based organization is not as important as having the right values and being committed to following them on a daily basis.

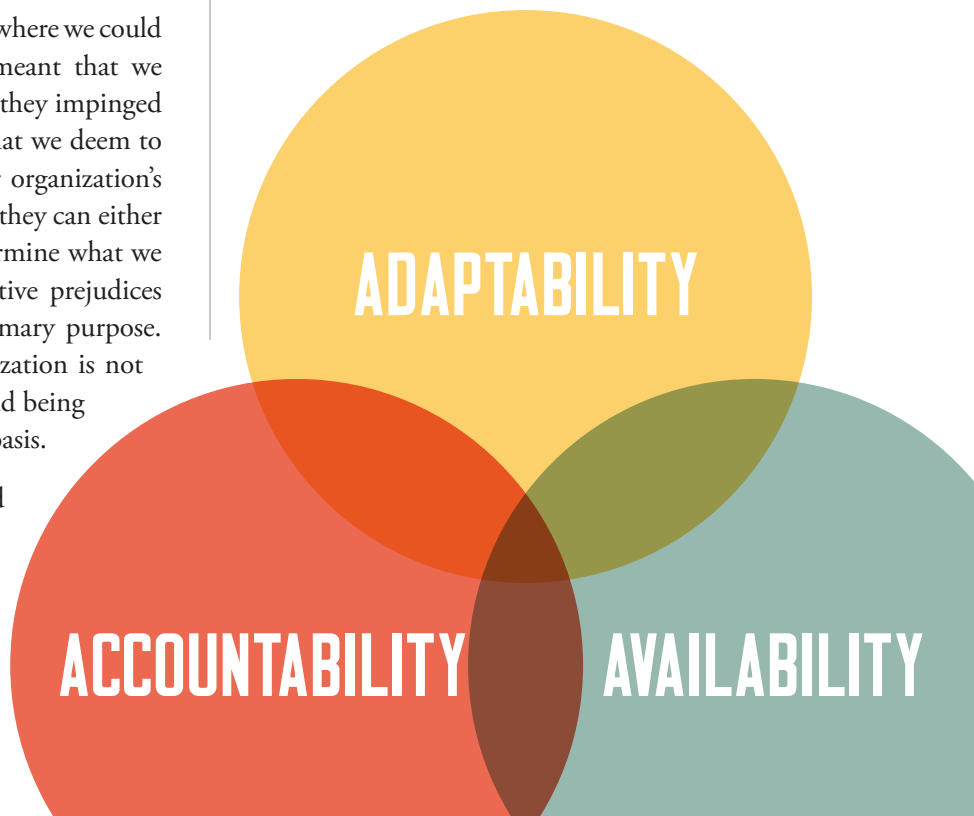
Over the past year we have embraced three simple yet powerful values. These values move us away from any kind of codependent relationship we have with our churches to a healthier kind of interdependence where we partner

with them to accomplish Kingdom objectives. The graphic represent these interactive core values we seek to follow to fulfill our mission:

## ADAPTABILITY

Adaptability is the capacity to be open, willing, and flexible in how one goes about accomplishing a goal or mission. As followers of Christ we recognize that change is a part of life, and that our ultimate sense of security and stability flows from our relationship to One who is changeless (Ps. 18:2; Heb. 13:8).

Because of the reality of change, organizations get blindsided when they can't see change coming, or become obsolete when they won't respond to the opportunities change affords. At the PMBA, we will model a proactive mindset towards change for our churches.





This means that we will be calm, thoughtful, and sober during challenging times, not allowing panic and fear to dictate what we will do. We will also be vigilant and creative, allowing ourselves to perceive new opportunities for missions and ministries in the midst of our daily routines.

Being adaptable also means that we will not be married to one way of doing things. Nor will we make the mistake of believing that any particular ministry has an unlimited shelf-life. We recognize that just because something was successful for several years does not mean that it will be fruitful forever. We know that the Gospel is the changeless wine of God's Kingdom, while ministry structures and strategies represent the changing cultural wineskins that carry God's refreshment (Matt. 9:16-17). This requires us to be ready to change before something we are doing has long lost its value or effectiveness.

## ACCOUNTABILITY

Accountability is the understanding that we are required to do what is right. It is the realization that we are not a renegade organization that is totally independent from everything and everybody. We must therefore give a justifiable reason for all we do.

Ultimately, we are accountable to God (Heb. 4:13; 1 Pet. 4:4-6). When we make this statement, we are saying we want God to be pleased with what we do. He is the one who will eventually evaluate our work (2 Cor. 5:9-10). It is His Kingdom, His church, and His glory that is at stake, not ours.

Accountability not only covers what we do, but also how we do it. We are accountable to God for producing high quality work (1 Cor. 3:10-15). We pursue excellence in all we do because we want God to get the glory for the

good work we have been able to produce. We don't do it to earn His favor, because we have been given that through the work of Christ on our behalf (Eph. 2:1-9). We pursue excellence because this reflects the character and purposes of God (Eph. 2:10).

Our accountability extends to the churches that support us. This can be summarized by the following dictum: The PMBA exists for our churches, the churches do not exist for the sake of the PMBA. We want our churches to be pleased with the direction and scope of our ministry (Acts 6:5). While we are not perfect, we do seek to conduct ourselves with integrity (Tit. 2:7-8). We believe that as we provide high quality services to our churches, that they will trust us and want to partner with us.

## AVAILABILITY

To be available means to offer oneself in the service of others (Mark 10:45). It reflects a readiness to do what is needed and a willingness to go the extra mile to get the job done (Matt. 5:40-42). Being available helps us keep a clear focus on doing what is in the best interest of our churches. Because we want our churches to become the best version of what God wants them to be, we are fully dedicated to assist in this ongoing journey.

We make ourselves available as a catalyst to initiate ministry; as a coach to encourage church leaders to fulfill their calling; and as a consultant to help churches determine which opportunities to address and the roadblocks they need to remove in order to do what God has called them to do. Our flexibility in these basic roles enable us to customize our ministry to each congregation.

This does not mean that we do everything that churches want us to do. Again, it is important to once again

reemphasize that we want to do ministry through and with our churches, not for or in spite of them. If we are faithful in this calling it means that we do only the things that “help churches build lifelong followers of Jesus Christ” (Rom. 15:1-3). When we serve our churches in this manner we reflect the leadership style of Jesus.

As we have sought to live into these values in 2018, many things came into clearer focus. That is why we are calling the theme for 2019 “Leaning In: Accelerating Our Five-Year Plan.” The main thought behind this theme is not to change direction but to enhance what we have in place in order for us to further fulfill our mission. Over the next few pages we want to outline what this will look like in the coming months.

# RESPONDING

## TO AN OVERWHELMING NEED



Churches, and therefore organizations that support them, don't struggle with a lack of opportunity to minister. The biggest struggle is over which opportunity to address and then how to initiate that ministry. To do this we need discernment from the Lord to both see and do what is next (Matt. 9:36-38).

In our context this means to aggressively address the issue of declining and dying struggling congregations. It has been estimated that up to 80% of Protestant churches in America fit into the categories of plateaued, declining or dying. We believe that most of this is caused by churches losing their sense of destiny and calling. As we see this occurring in some of our congregations we feel compelled to act. This boils down to two major focal points.

First, we want to help plateaued or declining churches revitalize. We have already been involved in this enterprise over the past two years by providing training in our Lunch and Learn format; offering various workshops on discipleship/church health; and enabling pastors to attend conferences for free or at a very reduced cost.

Most recently, we have hosted and provided funding for a comprehensive, congregation-directed process called ReFocus. ReFocus is a training/equipping course developed by Dr. Rob Peters of Calvary Baptist Church to help churches look at biblically-based ways to get back on mission. This past year, five of our churches went through this six-month assessment and training to help them prayerfully put together a customized plan to re-engage the mission of making disciples. Several are already seeing fruit from this investment.

This coming year we plan to involve at least ten new churches in this January-June journey, offsetting the cost of the program by over one-half. Our Executive Director has been certified as a Pathfinder for this ministry and

will be leading the six-month cohort starting this January.

Along that same path, we will also be investing more time and resources into replanting. In replanting we come alongside dying churches to help them repurpose so that they can once again engage their communities in fresh ways with the Good News of Jesus.

Over the past four years we have been involved with three churches from our Association that have taken the leap of faith and have allowed us to come alongside of them to see the dream of their dry bones taking on life once again (Ezk. 37). As a result, these churches have insured that their legacy of faithful ministry will continue.

In 2019 we are preparing to help more churches start this journey of replanting. Each situation will require discernment, imagination, wisdom and courage. But we are convinced that helping churches move from death to life is what our Savior would have us to do. That is why putting more resources and energy into the processes of revitalization and replanting this coming year.

Part of this will be offering a Revitalization/Replanting Conference next Spring designed to help churches create proactive cultures wherein they can either embrace the process of revitalization, or will take up the mantle to help other churches in that journey. Mark Clifton, Senior Director of Replanting at the North American Mission Board will be leading this session.

Another part to this accelerated emphasis for this year will be to add an Internship in Replanting/Revitalization. Instead of having our typical program of Summer Internship that focuses on helping churches with their summer programs, we will hire one intern to work from May of 2019 to May of 2020 with various churches who are in the process of revitalizing or replanting.





# EXPANDING

## OUR MINISTRY TO PASTORS

In 2018 our Leadership and Development Team spearheaded a major push to offer real encouragement to our pastors and their families. A huge part of this enhanced model enabled us to offer the first-ever PMBA Pastors/Spouses Marriage Enrichment Weekend. This past May we were able to take thirty-one couples to The Cove for a weekend of fun, inspiration and instruction.

This was such a huge success that we are planning to offer it again on June 7-9, 2019. We are excited to announce that not only will Richie and Gina Kingsmore be back to help facilitate our worship times, but also that renowned Christian author Gary Chapman will be leading our times of learning. Mark your calendars and be sure to attend this phenomenal event!

Coupled with this renewed emphasis in boosting the marriages of our ministers is the new offering of Counseling Scholarships for pastors and their family

members. This enhancement to our ministry will involve a pastor or one of their family members access up to three free sessions with a local ministry called the Barnabas Center. The unique stresses and strains of ministry often go unaddressed. We want to offer proactive help to families who give so much to see their churches prosper.

Another expansion to our ministry to pastors is to offer One-Day Guided Personal Prayer Retreats. The Church Health Team already has facilitated group gatherings like this over the last two years. This year we want to add another dimension where pastors can go to a local retreat center and spend very focused time alone with the Lord. Instead of having group sessions, each participant will be given customized guidance to enhance the experience. We believe that investments like these will boost the health of pastors.





# STREAMLINING

## OUR MINISTRY TO PEOPLE IN NEED

Over the last one-hundred-thirty-three years, the PMBA has been known as a compassionate organization that has provided practical care for people in our communities. We cannot foresee a time when we will not help feed, clothe, and assist the least of these in our footprint. We believe that is what Jesus would want us to do (Matt. 25:31-46).

But that is not all we need to do. We want to help people move out of poverty. This is ultimately made possible as they surrender their lives to the One who became poor

so that they might receive the riches of heaven (2 Cor. 8:9). Part of this Good News approach is to empower people to leverage God's blessings so that they might move from bondage to liberty.

We think that the best way to do this is offer a two-tiered strategy. Tier-One is about offering practical, simple, help to people in need. This demonstrates that they are loved by God and by us. So, the ministries that help us to feed, clothe, visit and help broken people represent our frontline approach.



For this year, we are planning take a more aggressive regional approach to our Tier-One Hunger Initiative ministries. We will continue to support our Bread of Life Food Pantry housed at Northwest Baptist Church. We will change the name to Central Food Pantry, to reflect our regional strategy. Following this tactic, we will look into ways we can join other food pantries in our region or help a group of churches launch a new one.

We will also continue to support the Fair Ministry, but take on a more consultative and supportive role. We are fortunate to have FBC Clemmons to take the lead in this historic ministry. This shift represents our empowerment strategy to link churches together to not only give to ministries but even more importantly facilitate them. This ministry typically touches over four hundred fair workers each year, and throughout fifteen years the PMBA has led it, we have seen many come to know Christ. We anticipate more of the same with FBC Clemmons taking the helm.

Along those same lines, we will continue to help resource and expand our regional approach to our Toy Stores. Last year we provided over 4300 children with free toys. We not only helped a lot of kids, we prayed with and ministered to countless parents who experienced the good news of Jesus in very personal and concrete ways.

On another level, our commitment to assist people who live in Multi-Housing units will remain the same, but will take on a newly expanded dimension. With the retirement of Karen Taylor, we were faced with the unenviable challenge of seeking to replace someone who has given so much and helped so many people over twenty-seven years. Instead of trying to find a candidate to fit her multi-dimensional role, we are choosing to tap someone who had already been plugged into the many of

the ministries represented through Community Impact. That person is David Parsons, and his new part-time role will be called Community Impact Catalyst.

Originally, the Multi-Housing category was dedicated to supporting David and Kathy Parson's ministry to the least of these that were found in public housing and other high-risk areas. Over the years, they have ministered in some of the poorest communities within our footprint. This will stay the same, but the title will change as David takes on more responsibility in Tier-One areas such as Food Pantries; Toy Stores; School Ministries, etc.

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Unlike the frontline, needs-based approach of Tier-One, Tier-Two ministries are about helping people find resources through which they can demonstrably improve their lives. This involves partnership with ministries like Pivot, which specializes in equipping at-risk women to re-enter the workplace in a more effective manner. In most of these cases, the PMBA will be able to forge partnerships with existing ministries that have a positive track record. The Executive Director will help the Community Impact Team leverage our strategic investment in such agencies or ministries.





# DIVERSIFYING OUR CHURCH PLANTING MODEL

Over the past three years, the PMBA has been able to help six churches launch and get established. Typically, church planting involves the creation of an initial vision by a church planter; raising funds; creating a core group; identifying a target area; renting an initial facility; and making adjustments during the first two years of the new plant. We don't foresee a future when we don't support this kind of approach.

But it has become increasingly clear to us that limiting our approach to what has been typically referred to as a "brick and mortar" methodology of church planting can become cost prohibitive. This is why we are looking into innovative ways of helping churches minister and even plant new congregations in multi-housing units.

According to several surveys shared with us from the BSCNC, approximately 52% of Americans live in various forms of Multi-Housing. This seems somewhat innocuous until you realize that around 95% of those people are estimated to be unchurched. Once we step back and look at this incredible statistic, it becomes

evident that this represents fields that are white unto harvest which are at our back doors (Matt. 9:36-38).

We have already involved in working at Multi-housing areas at Skyline, New Hope Apartments and the Waughtown area. One such work is focusing on planting a house church movement on the Southside of Winston-Salem called Rise Church that is led by Joe Maye. Joe and his wife Duncan have made steady progress in this area, and are looking for ways to create ministries that help people embrace Tier-Two solutions for those who live in this area of town.

In order to boost this, we are planning to offer avenues through which our churches can plant ministries within multi-housing units that could result in new congregations. Our proposal is to hire Joe Maye part-time as a Church Planting Catalyst who will focus on multi-housing. Joe has been working closely with David Parsons in this area already. The plan with this new model is to make this even more intentional, strategic and regular.



The vision we offer to you as members of the PMBA is both bold and responsible. It requires faith in the God who has called us to labor in the harvest, and it demands that we be good stewards of the blessings God has bestowed on us. The path to moving the PMBA towards a decentralized, missions-minded approach has not been easy. Most churches have supported this transition. A few have criticized it, believing that we have somehow been reckless in removing some ministries and starting others.

What we would offer to that criticism is this: please look at the results. Over the last two years we have helped to plant six churches in our area and in Canada. We have given churches who are struggling a proven process for how they can recapture God's vision for them. For dying congregations, we have provided the means for them to leave behind a godly legacy. We have helped to feed more people and help more children at Christmas than ever before. On top of that, we have created new partnerships so that we may offer the less fortunate a hand up rather than just a hand out. In many ways that you can measure, the PMBA is riding a wave of ministry momentum that is both encouraging and astounding.

Still, some have argued that because we are using funds from the sale of our property that we don't need to churches to be generous in their support of the PMBA. But the truth is something far different from this sentiment. The following represent four basic reasons

why this idea runs counter to what we are actually accomplishing through all of our funding strategies.

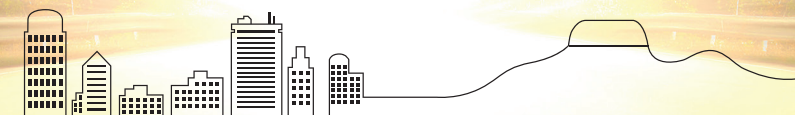
First, we are investing the property funds in a very responsible manner. Second, none of these funds directly supports the General Fund, which governs our day-to-day operations. Third, all monies that come from our Designated Fund are for special projects that reflect our four focus areas of Church Health, Church Planting, Leadership Development, and Community Impact. Finally, we are building capacity within the General Budget to one day take over many of the new or enhanced ministries we are supporting through the Designated Account.

All of these are reasons why you should pray about not only continuing to give, but to even increase your giving. When you get down to the bottom line of all of this, we would encourage you to remember that the very things the PMBA helps you start today will be the things you will want to invest in the future. The PMBA is your conduit to that future

because we are your most local partner in Kingdom ministry. We are grateful for your partnership to this point, and look forward to more rewarding and amazing experiences together.

## BOLD AND RESPONSIBLE VISION





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