

COMMUNITY
PRESBYTERIAN
CHURCH

PINETOP, ARIZONA

Mission Study
Report 2019

Pastor Nominating Committee

Marc Traeger Chairperson
David Yost Co-Chairperson
Bob Anderton
Caroline Cox
Patsy Hjalmarson
Sheila Hogan
Leora Knutson
Becky Lopez
John Marble

Bob Leivers Interim Pastor
Ann Conklin COM Liaison

1 Cor 12:4-6. There are different kinds of gifts, but the same Spirit distributes them. 5. There are different kinds of service, but the same Lord. 6. There are different kinds of working, but in all of them and in everyone it is the same God at work.

Community Presbyterian Church (CPC)

Pinetop, Arizona

Mission Study

October 2019

Mission Statement: We are a family rooted in Christ, called to glorify and enjoy God through worship, discipleship, compassion, and service to one another and to our community.

History of Pinetop-Lakeside: Founded in early 1880s by Mormon pioneers there were two towns. Pinetop derived its name from the nickname of a saloon keeper who served the Fort Apache soldiers and Lakeside derived its name from the area's lakes.

They are located in the heart of the White Mountains of Arizona, elevation 6900'. The two towns incorporated together in 1984. Pinetop-Lakeside is best known for its extensive tourism, recreational activities and proximity to the world's largest stand of ponderosa pines.

The area is surrounded by national forest and adjoins the White Mountain Apache reservation to the south. Over 200 miles of developed multi-use trails for hiking, biking, horseback riding are found. Hunting, fishing and golf are popular activities. In the winter cross-country skiing, sledding, snowmobiling and ice fishing are enjoyed by many. Sunrise Park Ski Resort, the largest ski resort in Arizona is about 45 minutes away. Further information can be found at <http://www.pinetoplakesideaz.gov/>

Currently we have 68 members and 34 affiliate members of which 85% are Caucasian, 8% are Native American and 7% are Hispanic. The majority of our congregation is over 60 years old. Because we are a summer resort community Worship attendance varies from an average of 65 in the winter to 156 during the summer months.

Brief History of CPC: There was a time, prior to 1957, when Pinetop consisted of thirteen liquor establishments, two small grocery stores and no churches. In the fall of 1956, a petition bearing the names of thirty prospective members for a church in Pinetop was presented to the Synod of Arizona. The first service was held March of 1957 in the Pinetop Elementary School Gymnasium. The congregation was organized on November 18, 1957 with the sponsorship of the Presbytery of Northern Arizona and the Board of Missions, and thus the first church in Pinetop was formed. The sanctuary was completed in 1962 and additions were made in 1982/1983. Recently we have added a large pavilion, electronic message sign, remodeled the pastor's office, and repainted the church, cottage (old manse, now church school) and the outbuildings.

A total of six installed pastors have served our congregation, with the most recent pastor serving 14 years before receiving another call in the spring of 2018. We have received several comments concerning their CPC experiences, they are:

Rev. Richard Madden, 1995 to 2002: "I'd say with no hesitation that our Pinetop experience was the most satisfying ministry of my career. It is a vibrant and loving congregation".

Rev. Tom Berry, 2004 to 2018: "Quickly I came to realize just how much the congregation and community had to offer me... it was the members of Community Presbyterian who shaped me into the pastor I am today. My time at Community Presbyterian was a blessing for me".

The Community We Serve: Our community is located in eastern Arizona near the New Mexico border and nearly equidistant from the north and south borders. Pinetop-Lakeside has a population of 4,300. The nearest neighboring town and commercial hub is Show Low (7 miles), population of 11,500. During the summer months our combined population total is about 35,000. Summer residents come from many different areas including out of state but primarily from the urban areas of Phoenix and Tucson. Both are +/-180 miles away.

The community is located between two large reservations. Adjacent to us is the White Mountain Apache Reservation on the south and the Navajo Reservation is about 60 miles north. The community demographic is 50% Caucasian, 26% Native American and 24%

Hispanic. However, in the summer months the demographic percentages can vary significantly. Our ministry area is generally called the White Mountains of Arizona.

Significant employment opportunities are found in health care, schools, service industries, construction and tourism. The hospital recently completed a multi-million dollar expansion and several new commercial enterprises have been recently completed or under construction near the hospital.

Social issues faced are similar to other towns in Arizona. These would include different types of addictions, dysfunctional families, suicide, homelessness and depression. Many nonprofits have sprung up to assist in addressing these concerns with varying success. Our congregation strongly supports the Love Kitchen, Veterans Village, Montlure (youth) Camp, Living Hope Centers and other local and national charities.

Mission Study-2019: During July, 2019 our congregation participated in a Mission Survey from the Ministry of Leadership Transformations Inc. (third party). The survey was a written questionnaire called “CHAT” (Church Health Assessment Tool). It was a series of questions given to our members and non-members who wanted to engage. The results were divided into two groups, Leadership Team and Congregation, for comparison. Not all members and/or congregation attendees were active in the survey but we feel a reasonable number (57) completed the survey for a reliable study. The results are attached.

Our work as the “Pastor Nominating Committee” encompassed the following areas.

- Studying the community where we worship and serve
- Engaging about the church’s role in the community
- Conducting an analysis of the CHAT Study (Mission Survey)
- Committee conversations
- Ultimately: Determining church priorities and opportunities for personal spiritual and congregational growth as we move forward to call a pastor.

Guide Lines for Mission Study:

Overview

The Mission Study Report is a necessary step before a congregation is allowed to begin the search for a new pastor. Many people confuse a Mission Study with Long Range

Planning or Strategic Planning and a list of Goals and Objectives. There are a number of significant differences, however.

The First and foremost difference is that as a church, we always seek to examine ourselves and our actions in the light of scripture and prayerfully to ask God's guidance as we try to determine the work that God wants us to do in a certain time and place. Secondly, unlike most corporations, the church is a volunteer organization. The corporate model in which leadership sets direction and tells staff to follow does not work well in a church. Thus it is important to involve as much of the congregation as possible in the process of self-examination and decision-making. There are two reasons for this. One reason is that as Reformed Christians we believe both in the priesthood of believers and in the corporate body of the church, together we are enhanced in our endeavors more than we are separately. The second is to develop a sense of ownership with the congregation of the future directions for the ministry of that church in the coming years.

Ministry Gifts: The tools God uses to build up the Church. At CPC there is an abiding peace when we gather for worship, fellowship, and service. With the Holy Spirit leading us, even in difficult situations, and thus imparts deep joy within the congregation. An awareness of God's empowering presence is one of our gifts as a congregation.

Another gift we have is wise administration coupled with strong accountability to one another. There is a feeling of wise management and trust within our leadership. This is recognized in the facility maintenance and the strong financial position.

Coupled with a vivid sense of God's presence and good administration comes a congregation with a very generous heart. Stewardship and generosity are not talked about too much, because these are gifts the congregation lives out in a natural manner. These include normal mission giving to agencies of the PCUSA and/or locally, but are most focused when a need arises in the congregation or the community. Believing and acknowledging how blessed we are, guides the direction of our mission.

Expanding on this generous spirit is a commitment to caring/honoring relationships. Like many PCUSA congregations, we have varying political and societal views at CPC. This attitude is modeled by our leadership and witnessed/followed by the members. All are respected as living out their journey of faith.

Finally, our relative inclusivity and diversity are highly valued by the congregation. And, as much as it is valued, our aspiration to be even more inclusive is an exciting opportunity in which we can grow.

Our Hope for the Future: Like most organizations, the areas we have identified for improvement are also rooted in our strengths. The Mission Survey process allowed us to ask questions that had not been asked and have given us a fresh perspective on ways we can strengthen our congregational family.

Most pronounced, a little over half in the survey thought we lack outreach, learning and growing and servant-leadership development. A little under half believe we need networking with the body of Christ.

Although a large number of our congregation is involved in a number of agencies and charities, many feel we can do more; there is a concern about the lack of group experiences and the lack of training and empowerment for service within and outside the church. Also revealed is a lack networking with Grand Canyon Presbytery, this may be due to the distance from the urban area of Phoenix (180 miles away) and not easily rectified but we acknowledge the need.

Vision Statement: **We strive to be a safe place, a sanctuary where people are accepted, included, and cared for as they are. We have been called to be agents of God's transforming power, aligning ourselves with the Holy Spirit as we pray, worship, learn, gather for fellowship and serve together.**

Ephesians 4:11-13. So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, 12. to equip his people for works of service, so that the body of Christ may be built up 13. until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

Links:

Community Presbyterian Church Website: <https://cpcpinetop.org/>

Presbytery Grand Canyon website: <https://www.pbygrandcanyon.org>

Pinetop-Lakeside website: <https://www.pinetoplakesideaz.gov>

Show Low website: <https://www.showlowaz.gov>

White Mountain Apache Tribe website: <https://whitemountainapache.org>

Pinetop-Lakeside School District: <https://www.brusd.org/>

Show Low School District: <https://www.showlow.education>

Hospital website: <https://summithealthcare.net>

Pinetop-Lakeside Chamber of Commerce: <https://www.pinetoplakesidechamber.com>

Navajo County: <https://www.navajocountyaz.gov>

Attachments:

Area Map

Photos

Site Plan

Financial Documents

CHAT Executive Summary







*Thanksgiving
Boxes*



60 boxes



*For Veterans
2019*



CPC Pinetop

*Thanksgiving
Dinner
2019*



Blessings



Site Plan

Financial Position - Community Presbyterian Church

October, 2019 - All Funds

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Sort = 3. Annual Report Code

Print Date: 11/13/19, 1:23:30 PM

| | Balance as of 1/1/2019 | Balance as of 10/31/2019 | Year to Date Change |
|--|---------------------------|-----------------------------|------------------------|
| Assets: | | | |
| <i>Cash & Cash Equivalents</i> | | | |
| 1 Post Estate Account | 15,103.43 | 15,109.71 | 6.28 |
| 102 Ed Jones Money Market Interest | 0.00 | 0.00 | 0.00 |
| 3 Compass Bank | 14,400.72 | 22,353.61 | 7,952.89 |
| 2 Ed Jones Long-Term Invest. | 82,762.00 | 84,988.31 | 2,226.31 |
| 71 Edward Jones B & G Reserve | 10,767.24 | 12,057.86 | 1,290.62 |
| 16 Compass - MM 9320 | <u>54,780.31</u> | <u>144,813.55</u> | <u>90,033.24</u> |
| <i>Cash & Cash Equivalents</i> | 177,813.70 | 279,323.04 | 101,509.34 |
| <i>Accounts Receivable</i> | | | |
| 78 Pastor loan | 36,082.16 | 33,283.56 | (2,798.60) |
| <i>Prepaid Expense</i> | | | |
| 61 Prepaid expenses | 0.00 | 0.00 | 0.00 |
| <i>Property & Equipment</i> | | | |
| 24 Furn & Equipment @ mkt value | 40,845.00 | 40,845.00 | 0.00 |
| 21 Building Remodel - 2008 | 105,166.28 | 105,166.28 | 0.00 |
| 10 Buildings @ Market Value | 703,315.62 | 703,315.62 | 0.00 |
| 11 Land @ Market Value | <u>104,578.00</u> | <u>104,578.00</u> | <u>0.00</u> |
| <i>Property & Equipment</i> | 953,904.90 | 953,904.90 | 0.00 |
| Total Assets: | <u>1,167,800.76</u> | <u>1,266,511.50</u> | <u>98,710.74</u> |
| Liabilities: | | | |
| <i>Accounts Payable</i> | | | |
| 79 Prepaid Commitments | 5,034.00 | 0.00 | (5,034.00) |
| <i>Payroll Taxes</i> | | | |
| 12 FICA W/H Payable | 184.56 | 189.62 | 5.06 |
| 13 Fed W/H Payable | 0.00 | 157.16 | 157.16 |
| 130 MEDICARE W/H PAYABLE | 43.16 | 44.35 | 1.19 |
| 14 State W/H Payable | 611.90 | 463.26 | (148.64) |
| <i>Payroll Taxes</i> | 839.62 | 854.39 | 14.77 |
| <i>Long Term Debt</i> | | | |
| 98 Mortgage Payable - Land | 31,829.21 | 27,358.80 | (4,470.41) |
| Total Liabilities: | <u>37,702.83</u> | <u>28,213.19</u> | <u>(9,489.64)</u> |
| Net Assets: | | | |
| <i>Fund Balances - Equity</i> | | | |
| 20 Net Assets - Physical Plant | 875,330.09 | 875,330.09 | 0.00 |
| 19 Net Assets - Operations | 170,484.78 | 168,933.64 | (1,551.14) |
| 18 Net Assets - Pass Thru | 0.00 | 0.00 | 0.00 |
| <i>Fund Balances - Equity</i> | <u>1,045,814.87</u> | <u>1,044,263.73</u> | <u>(1,551.14)</u> |
| <i>Permanently Restricted Accounts</i> | | | |
| 75 Net Assets - Restricted | 0.00 | 0.00 | 0.00 |
| <i>Memorial Fund</i> | | | |
| 74 Net Assets - Memorial | 3,560.00 | 3,560.00 | 0.00 |
| <i>Designated Gifts</i> | | | |
| Unrestricted | 49,888.60 | 106,489.34 | 56,600.74 |
| Temporarily Restricted | 20,080.16 | 20,559.94 | 479.78 |
| Permanently Restricted | <u>10,754.30</u> | <u>10,754.30</u> | <u>0.00</u> |
| <i>Total for Designated Gifts</i> | 80,723.06 | 137,803.58 | 57,080.52 |

Financial Position - Community Presbyterian Church

October, 2019 - All Funds

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Sort = 3. Annual Report Code

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| | Balance as of 1/1/2019 | Balance as of 10/31/2019 | Year to Date Change |
|--|---------------------------|-----------------------------|------------------------|
| Current Period Changes | 0.00 | 52,671.00 | 52,671.00 |
| Total Net Assets: | <u>1,130,097.93</u> | <u>1,238,298.31</u> | <u>108,200.38</u> |
| Total Liabilities & Net Assets: | <u>1,167,800.76</u> | <u>1,266,511.50</u> | <u>98,710.74</u> |



CHAT

CHURCH HEALTH ASSESSMENT TOOL

A Ministry of Leadership Transformations, Inc.



COMMUNITY PRESBYTERIAN CHURCH OF PINETOP

SURVEY REPORT

Generated On: July 31, 2019

Section I: [Executive Summary](#)

Section II: [Additional Comments](#)

Section III: [Suggested Next Steps](#)

Appendix: [Detailed Survey Findings](#) (Separate Report)
[Including Custom Questions](#)



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Section I: Executive Summary

Section II: Additional Comments

Section III: Suggested Next Steps

Appendix: Detailed Survey Findings (Separate Report)
Including Custom Questions



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Section I: EXECUTIVE SUMMARY

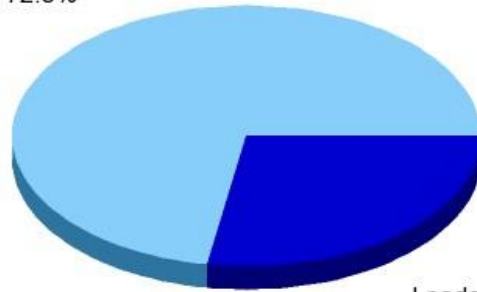
This section will give you a quick overview of the data findings in visual form. Below you'll find graphs of the assessment participants displayed

in various categories.

PARTICIPANT DEMOGRAPHICS

Congregation/Leadership Team

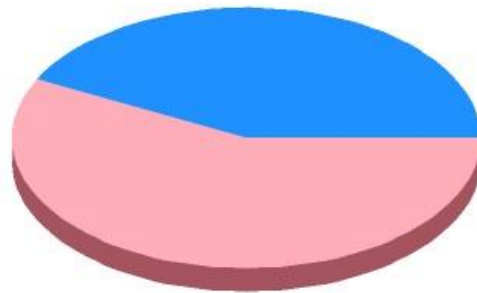
Congregation, 72.3%



Leadership Team, 27.7%

Male/Female

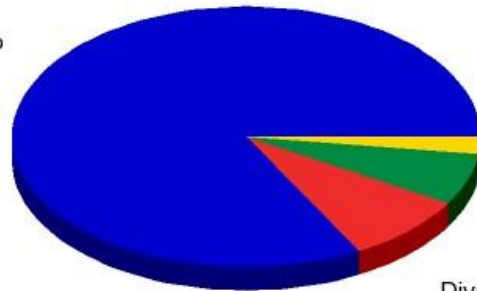
Male, 42.6%



Female, 57.4%

Marital Status

Married, 83.0%



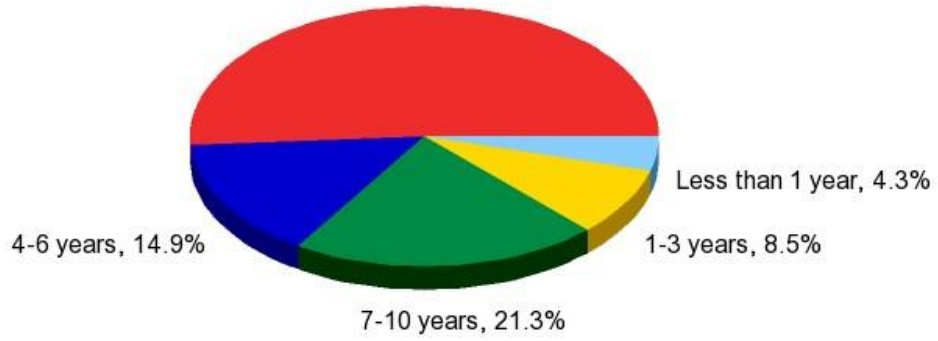
Single, 2.1%

Widowed, 6.4%

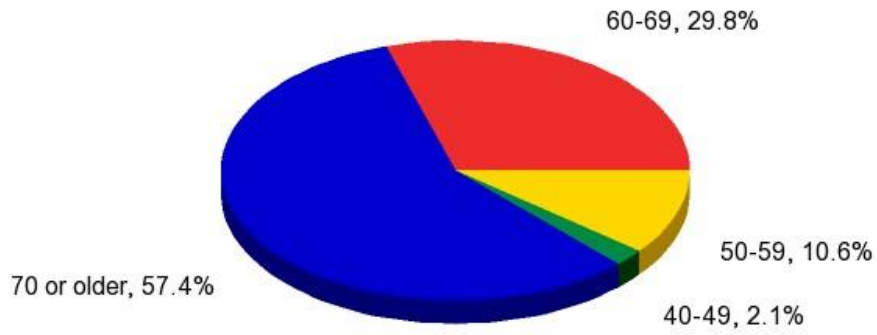
Divorced, 8.5%

Years at our Church

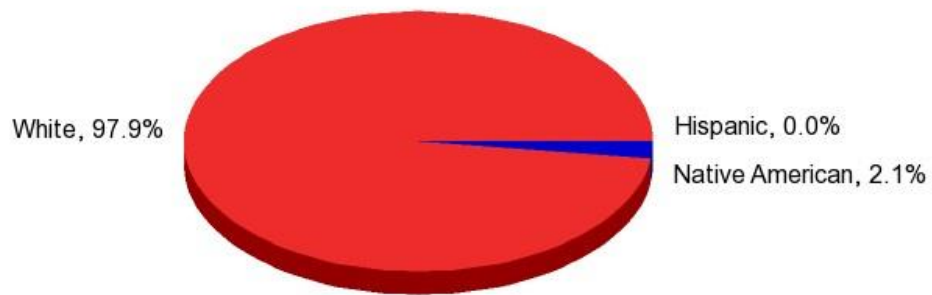
More than 10 years, 51.1%

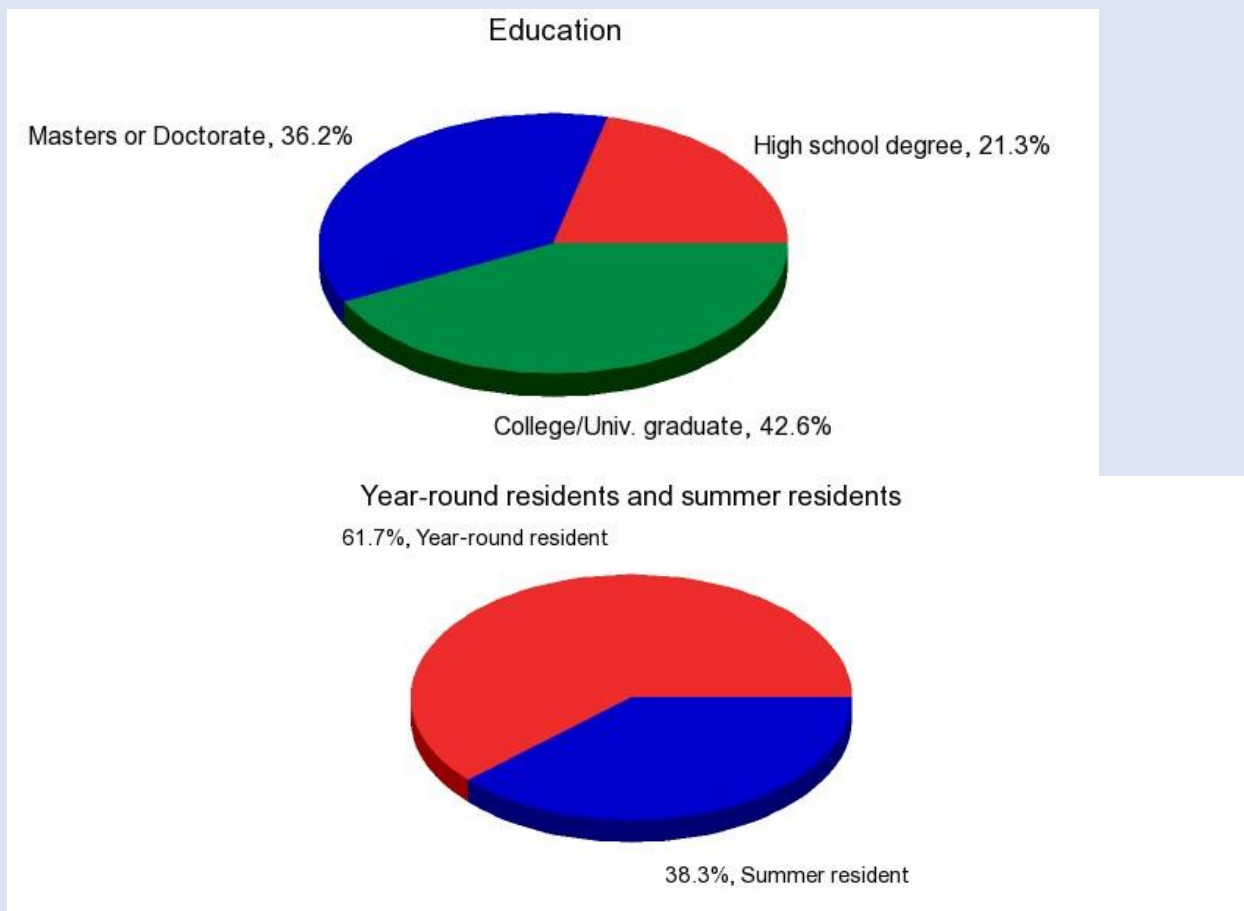


Age



Ethnicity





SUMMARY OF THE COLLECTED DATA

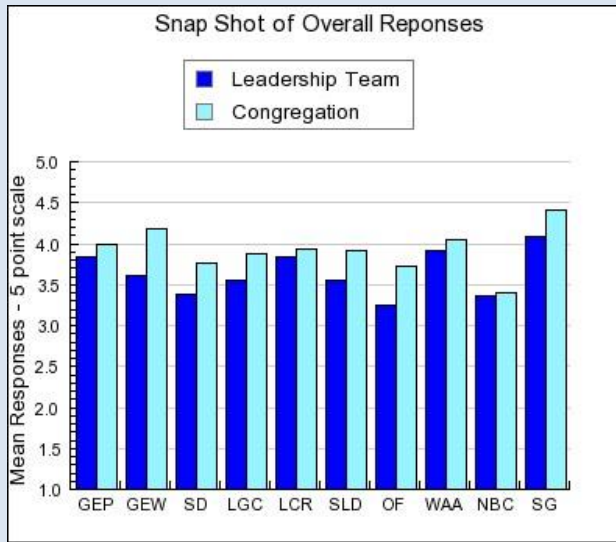
Congregation and Leadership Team responses are compared side by side.

The following graph shows the mean responses to the question, "Overall, how effective are we at living out [this characteristic] in our church?"

which was asked at the end of each characteristic section.

The 10 Characteristics

1. **GEP**-God's Empowering Presence
2. **GEW**-God-Exalting Worship
3. **SD**-Spiritual Disciplines
4. **LGC**-Learning & Growing in the Community
5. **LCR**-Loving & Caring Relationships
 6. **SLD**-Servant-Leadership Development
7. **OF**-An Outward Focus
8. **WAA**-Wise Administration & Accountability
9. **NBC**-Networking with the Body of Christ

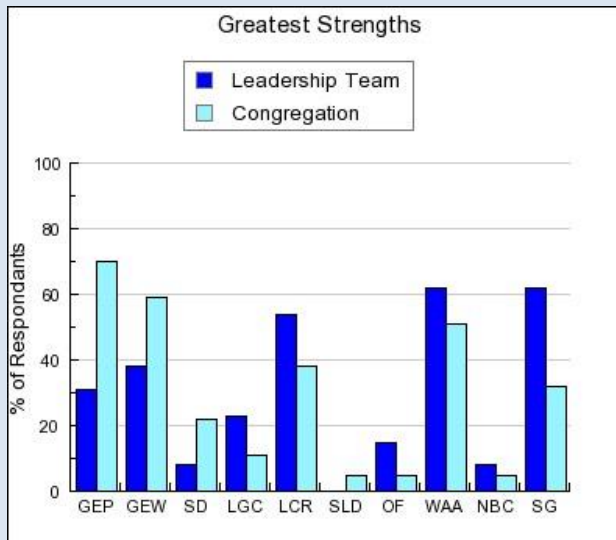


GREATEST STRENGTHS OF OUR CHURCH

Keep in mind that each participant was asked to choose *three* characteristics. The following graph shows that for each characteristic, X% of the respondents chose that trait as one of their top three selections.

The 10 Characteristics

1. **GEP**-God's Empowering Presence
2. **GEW**-God-Exalting Worship
3. **SD**-Spiritual Disciplines
4. **LGC**-Learning & Growing in the Community
5. **LCR**-Loving & Caring Relationships
6. **SLD**-Servant-Leadership Development
7. **OF**-An Outward Focus
8. **WAA**-Wise Administration & Accountability
9. **NBC**-Networking with the Body of Christ
10. **SG**-Stewardship & Generosity



Note: Pay careful attention to areas where there was a stark discrepancy between what the Congregation said and what the Leadership Team said. Discuss why you think this discrepancy exists.

The Congregation identified your church's strongest characteristics as follows (more than one trait indicates a tie in percentage response):

70% of the Congregation chose the following trait(s) as one of their "top three strengths of our church."

God's Empowering Presence Typically, when your congregation affirms "God's Empowering Presence" as one of your greatest strengths, they are sensing that the church actively seeks the direction and empowerment of the Holy Spirit for its daily life and ministry (consult your detailed findings for specific ways in which this trait is affirmed). Is there an obvious presence of God's abiding peace when you gather for worship, fellowship, and/or service to others? God's empowering presence is a fresh reminder that the people of God need to depend solely on the Spirit for every decision made, every relationship pursued, and every action lived out in His name and for His sake.

59% of the Congregation chose the following trait(s) as one of their "top three strengths of our church."

God-Exalting Worship Typically, when your congregation affirms "God Exalting Worship" as one of your greatest strengths, they are celebrating the fact that the experience of gathering together for worship as the people of God is refreshing and renewing, uplifting and meaningful (consult your detailed findings for specific ways in which this trait is affirmed). Worship is a value that your congregation encourages you to consider a high priority on a weekly basis and generally appreciates the ways in which they are ushered into the presence of God. When worship is a strength, it's important to keep building on this so the people are fed by the Word of God, nurtured by prayer, and encouraged to engage the world as instruments of God's mercy, wisdom, and strength.

51% of the Congregation chose the following trait(s) as one of their "top three strengths of our church."

Wise Administration & Accountability Typically, when your congregation affirms "Wise Administration and Accountability" as one of your greatest strengths, they are acknowledging their approval of the ways in which the behind-the-scenes needs of the church are being handled (consult your detailed findings for specific ways in which this trait is affirmed). When appropriate facilities, equipment and facilities are provided as a strong support foundation for your ministries, there is generally a smooth operational flow. This facilitates effective ministry and allows for development of future endeavors that will advance the church. Strategic initiatives will lead to growth and vitality within a healthy environment of accountability.

Out of all 70 questions, the Congregation gave the following specific questions their highest marks (more than one question indicates a tie in mean response):

1. Mean Score: 4.74 out of 5

When we gather to worship together, how well are we as a church invited to engage in singing songs and/or hymns that praise God and encourage us as believers? (GEW)

2. Mean Score: 4.66 out of 5

From your perspective, how well does our church operate with financial integrity and accountability? (SG)

3. Mean Score: 4.64 out of 5

When we gather to worship together, how well are we as a church invited to engage in prayer? (GEW)

One or more than one trait indicates a tie in percentage response)

62% of the Leadership Team chose the following trait(s) as one of their "top three strengths of our church."

Wise Administration & Accountability Typically, when your leadership team affirms "Wise Administration and Accountability" as one of your greatest strengths, there is a utilization of appropriate facilities, equipment, and systems to maximize support for the growth and development of the church's ongoing ministry (consult your detailed findings for specific ways in which this trait is affirmed). In this regard, they foster accountable ways of administering the programs of the church that leads to excellence, effectiveness, and efficiency in the day-to-day nature of ministry. To enhance this strength, leaders must consider ways to evaluate progress in line with the stated mission and vision of the church and pray, think, and plan strategically (under the guidance of God's Spirit) for the future.

Stewardship & Generosity Typically, when your leadership team affirms "Stewardship and Generosity" as one of your greatest strengths, they are celebrating how effective the members of the church serve as stewards of their God-given resources and how sacrificially they share them with others (consult your detailed findings for specific ways in which this trait is affirmed). This attitude is a tangible expression of the heart of Jesus, who taught that "from everyone who has been given much, much will be demanded" and "where your treasure is, there will your heart be also." Building on this strength will require church leaders to consider ways to teach on generosity and financial planning, family and church budgeting, and principles of financial accountability. Having this trait as a positive contributor to the health of the church will undoubtedly deepen faith, strengthen relational trust, and enliven service to others in the name of Christ.

54% of the Leadership Team chose the following trait(s) as one of their "top three strengths of our church."

A Commitment to Loving & Caring Relationships Typically, when your leadership team affirms "Commitment to Loving, Caring Relationships" as one of your greatest strengths, they recognize the effective ways in which the church pursues a God-honoring quality of life together (consult your detailed findings for specific ways in which this trait is affirmed). When this trait is considered a strength within the fellowship of believers, there are concerted efforts to communicate with one another in ways that edify, resolve conflicts in a manner befitting Christ, and deepen relationships through joyful experiences of worship, love and service. When authenticity is modeled and affirmed, caring for one another will include forgiveness, healing, reconciliation and the bearing of each other's burdens. What a joy to behold!

38% of the Leadership Team chose the following trait(s) as one of their "top three strengths of our church."

God-Exalting Worship Typically, when your leadership team affirms "God Exalting Worship" as one of your greatest strengths, they are celebrating together the ways in which the weekly gathering of God's people is edifying, enriching, and renewing for all who attend (consult your detailed findings for specific ways in which this trait is affirmed). In this trait of a healthy church, the public worship experiences are held in high regard as the place where the church comes together to dedicate their lives to fulfilling believers' primary reason for being. As a result, each worship service is designed to create the space for the ministry of God's Spirit to be evidenced through the music, praying, Scripture reading, preaching, giving, sharing, baptism, communion, etc. - all for the glory of God.

Out of all 70 questions, the Leadership Team gave the following specific questions their highest marks (more than one question indicates a tie in mean response):

1. Mean Score: 4.85 out of 5

From your perspective, how well does our church operate with financial integrity and accountability? (SG)

2. Mean Score: 4.69 out of 5

When we gather to worship together, how well are we as a church invited to engage in singing songs and/or hymns that praise God and encourage us as believers? (GEW)

3. Mean Score: 4.54 out of 5

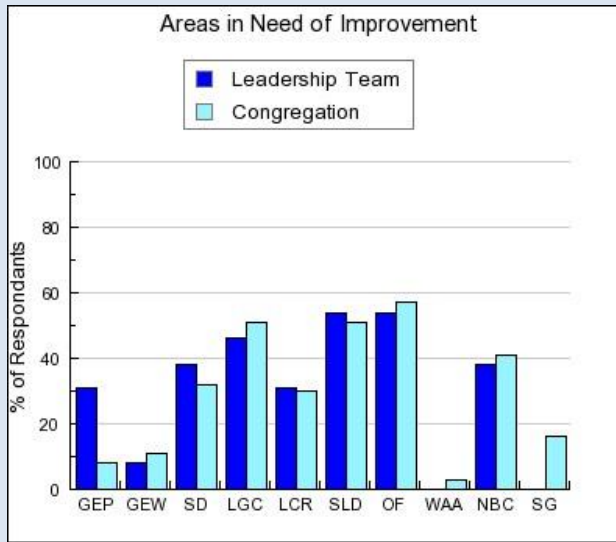
From your perspective, how well does our church operate within the church's annual budget? (SG)

AREAS IN NEED OF IMPROVEMENT FOR OUR CHURCH

Keep in mind that each participant was asked to choose *three* characteristics. The following graph shows that for each characteristic, X% of the respondents chose that trait as one of their top three selections

The 10 Characteristics

1. **GEP**-God's Empowering Presence
2. **GEW**-God-Exalting Worship
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7. **OF**-An Outward Focus
8. **WAA**-Wise Administration & Accountability
9. **NBC**-Networking with the Body of Christ
10. **SG**-Stewardship & Generosity



Note: Pay careful attention to areas where there was a stark discrepancy between what the Congregation said and what the Leadership Team said. Discuss why you think this discrepancy exists.

The Congregation identified the characteristics most in need of improvement as follows (more than one trait indicates a tie in percentage response):

56% of the Congregation chose the following trait(s) as one of their "top three areas in need of improvement."

An Outward Focus Generally, when your congregation identifies "Outward Focus" as a trait in need of improvement, they are expressing collectively their concern about the local church's lack of outreach (consult your detailed findings for specific ways in which this trait is highlighted). This may include reaching out evangelistically to unchurched neighbors, serving the tangible needs of people in impoverished communities, practicing hospitality to internationals living in our country, and/or supporting missionaries in other parts of the world. When this trait of a healthy church is lacking in your faith community, there are many ways to transform your shared mission toward strategic initiatives of outreach. Capture the best ideas among your members and mobilize as many as possible to engage in the Great Commission of "going and making disciples of every nation" for the sake of building up the kingdom of God.

51% of the Congregation chose the following trait(s) as one of their "top three areas in need of improvement."

Learning & Growing in Community Generally, when your congregation identifies "Learning and Growing in Community" as a trait in need of improvement, the people are sharing their collective concern about the lack of community-building opportunities within the church (consult your detailed findings for specific ways in which this trait is highlighted). In addition, there may in fact be concern about the existing "group" experiences that the church offers, which may not be meeting the expectations of your members and attendees. Concentrating creative efforts toward the enhancement of community life will lead to meaningful growth within the context of safe, affirming environments. The word

"community" will require special focus, resulting in a deeper walk of faith side-by-side as the family of God.

Servant-Leadership Development Generally, when your congregation identifies "Servant Leadership Development" as a trait in need of improvement, the concern being voiced is focused on the lack of identifying, training and empowering members for service within and outside the local church (consult your detailed findings for specific ways in which this trait is highlighted). When regular attendees share this anxiety about their church, the message is directed primarily toward their leaders. Is there a plan in place for "equipping the saints for the work of ministry?" If so, then be sure to communicate that to the membership; if not, then make it a priority to establish ways in which this can be addressed. Help people identify their gift mix, share opportunities for utilizing their gifts in ministry, provide training and resources, and send them out to serve others with your blessing.

41% of the Congregation chose the following trait(s) as one of their "top three areas in need of improvement."

Networking with the Body of Christ Generally, when your congregation identifies "Networking with the Body of Christ" as a trait in need of improvement, they are voicing their fears about becoming exclusive and distant from the wider community of believers (consult your detailed findings for specific ways in which this trait is highlighted). They do not want the church to become watered down in your shared convictions about "unity" among other congregations. Instead, they are desirous of connecting with others of like mind and heart in places where Christ-centered worship, community service opportunities, church facilities and training events can all be shared in a spirit of cooperation and collective witness. Congregations with a "kingdom" mentality are richly blessed as they combine their efforts and resources for building up the body of Christ with others who share our faith commitment in Christ.

Out of all 70 questions, the Congregation gave the following specific questions their lowest marks (more than one question indicates a tie in mean response):

1. Mean Score: 2.70 out of 5

How often does our church join area-wide celebrations where Christians from other churches worship God together? (NBC)

2. Mean Score: 2.80 out of 5

How well does our church train and equip our members to effectively present the gospel to those outside the Christian faith? (OF)

3. Mean Score: 2.95 out of 5

How well does our church serve as a place for supporting the needs of single adults? (LCR)

The Leadership Team identified the characteristics most in need of improvement as follows (more than one trait indicates a tie in percentage response):

54% of the Leadership Team chose the following trait(s) as one of their "top three areas in need of improvement."

Servant-Leadership Development Generally, when your leadership team identifies "Servant Leadership Development" as a trait in need of improvement, there is a recognition that too few people are handling too much responsibility (consult your detailed findings for specific ways in which this trait is highlighted). If this is true, this will allow you the opportunity to begin fresh initiatives that will assist members in discovering their God-given gifts, provide places to utilize their gifts, train in the development of gifts, and commission members to serve God in a vast array of ministry arenas within and outside the local church. Creating an environment of servant leadership will empower and assimilate many in the active ministry of the local church.

An Outward Focus Generally, when your leadership team identifies "Outward Focus" as a trait in need of improvement, the concern is for ministries such as evangelism, social action, international missions, and the care for the poor and impoverished (consult your detailed findings for specific ways in which this trait is highlighted). If this trait is indeed a shortcoming, immediate attention must be given for establishing renewed church-wide priorities of outreach. It is here that the church communicates the truth of Jesus and demonstrates the love of Jesus to those outside the faith. Building up the Kingdom of God and expanding the work of the Church is an essential ingredient of ministry vitality. This trait is especially close to the heart of God and should be a top priority for His Church as well. Innovative, effective, and meaningful ministry in Jesus' name needs to come out of a fresh strategy for sharing the Gospel with those within our reach, in urban/rural settings, and around the globe.

46% of the Leadership Team chose the following trait(s) as one of their "top three areas in need of improvement."

Learning & Growing in Community Generally, when your leadership team identifies "Learning and Growing in Community" as a trait in need of improvement, they are identifying their concern about the lack of community-building efforts expended in the life of the church (consult your detailed findings for specific ways in which this trait is highlighted). These efforts encourage believers to grow in their walks with God and one another and include ministries such as small groups, individual mentoring, Sunday school, and specialized learning opportunities. Taking the time to review your current offerings in light of the need to deepen your community may in fact lead to the letting go of existing ministries in order to make room for more effective ones. Bottom line is to provide safe, affirming environments conducive to the spiritual growth of all ages under your care.

38% of the Leadership Team chose the following trait(s) as one of their "top three areas in need of improvement."

Spiritual Disciplines Generally, when your leadership team identifies "Spiritual Disciplines" as a trait in need of improvement, the anxiety being expressed is in recognition of the lack of attention given to the spiritual vitality of each member (consult your detailed findings for specific ways in which this trait is highlighted). Practicing the ongoing disciplines of prayer, Scripture, and reflection will enhance daily personal worship experiences for all ages. When this priority is established, a lifestyle of worship is promoted and achieved. Encouraging all leaders to pursue regular times with the Lord will have a ripple effect throughout the congregation. This trait is vital to the health of the church and will affect every other aspect of the ministry.

Networking with the Body of Christ Generally, when your leadership team identifies "Networking with the Body of Christ" as a trait in need of improvement, there is concern about how minimal is the contact of the local church with the wider body of Christ (consult your detailed findings for specific ways in which this trait is highlighted). When churches are connecting in a healthy way with other like-minded local churches, there is collaboration, sharing of resources and learning opportunities, as well as united celebrations of worship. Evidence of unity among like-minded churches will also include pastors from various churches who enjoy being together for prayer, friendship, and iron-sharpening-iron spiritual growth. Leaders acknowledge that this is not a watering down of theological conviction, nor is it acquiescing to liberal ecumenism, but instead an opportunity to be strengthened by the unity expressed in Jesus' prayer for His Church in John 17.

Out of all 70 questions, the Leadership Team gave the following specific questions their lowest marks (more than one question indicates a tie in mean response):

1. Mean Score: 2.09 out of 5

How well does our church serve as a place for supporting the needs of single adults? (LCR)

2. Mean Score: 2.10 out of 5

How well does our church serve as a place for supporting the needs of those who come from dysfunctional families? (LCR)

3. Mean Score: 2.29 out of 5

Do our ministry leaders receive training for their specific ministry with other leaders from other churches? (NBC)

Section II: ADDITIONAL COMMENTS

1. God's Empowering Presence

Unedited additional comments from Characteristic #1 (Congregation)

- *I think Rev. Leivers has help bring out the spirit of CPC members and helped encourage their faith*
- *I do not understand the questions*
- *Getting envolved with men's and women's group, attend separate bible studies and attend and work at social events*
- *Our effectiveness in this area has improved recently, thanks to Pastor Bob.*

Unedited additional comments from Characteristic #1 (Leadership Team)

- *Good question. How can we measure how effective we are at living out God's empowering presence in church and daily lives? Should we measure our works?*

2. God-Exalting Worship

Unedited additional comments from Characteristic #2 (Congregation)

- *Again, Rev. Leivers has helped make the CPC a great place to worship and share the Word of God*
- *A lot of us are here for the summer, are retired, and just want to enjoy being by ourselves and our family members during the summer season.*
- *Sometimes we just get too busy, even tho many things and events are offered*

Unedited additional comments from Characteristic #2(Leadership Team)

- As is with most areas of life, people are willing and able to help. But, Many times will not volunteer. They will step up when asked.
- I have enjoyed the scripture based sermons over the last several months. That is something that we have not had in a long time.
- Music suffers slightly from a lack of an official music leader. Several several do a commendable job of helping out. It would be nice to find a "permanent" director of music.
- how effective are we at living out God-Exalting Worship in our church? I would not say that the congregation is "on fire" during worship, but we are pretty engaged. Compared to other churches I've been to? About the same.
- We do not emphasize baptism and I think that is a good thing. Focus should be on how we live out our life and beliefs.

3. Spiritual Disciplines

Unedited additional comments from Characteristic #3(Congregation)

- More opportunities for personal spiritual disciplines *(Classes, groups)might be helpful
- I do not think it is asked of us
- This can be done thru study periods. I need encouragement to write about my feelings, thoughts and actions

Unedited additional comments from Characteristic #3(Leadership Team)

- Well, maybe room to improve, but for example, confessing can be overdone! Focus should be on the future "forget the mistakes of the past and press on to the greater accomplishments of the future"

4. Learning & Growing in Community

Unedited additional comments from Characteristic #4(Congregation)

- Small group and study opportunities are geared to retirees who are available during the workday. Little opportunities for families.
- For a small church, CPC has many opportunities to grow in faith and learn the Bible
- Mostly men have groups. Woman have a group run by lay people
- We don't have any children, and that's probably why there aren't many programs for kids.
- A lot of are retired, seasonal attendees. We just want to worship on Sunday and relax the remainder of the week.
- Steven ministry would be a real asset.
- need some new younger members especially kids.

Unedited additional comments from Characteristic #4(Leadership Team)

- Bible studies are geared toward the retired members of the congregation through men's group and PW women's group. They do not do it to exclude others, it is just at a time that is difficult for working members or parents to attend. Although it is difficult to plan youth activities because of low numbers, I would love to see more effort put into our youth group by more than just one or two adults.
- Education is another area where it would be nice to find a director. Perhaps not a realistic goal given the small size, but still it would be nice.
- Mostly we are doing this right! Have always thought that when you are searching for answers mostly you end up with better questions and that is a good thing.

5. A Commitment to Loving & Caring Relationships

Unedited additional comments from Characteristic #5(Congregation)

- Many of us are seasonal attendees. We don't know each other well enough to nurture relationships.
- Those of us involved in groups, become caring and loving to each other. More small group studies may be a thought, breaking into groups where we can share about ourself. Unedited additional comments from Characteristic #5(Leadership Team)

- *It seems like there are some strong and supportive relationships among friends at CPC. Some people reach out in support of others quite a bit.*
- *We really are a Church family.*

6. Servant-Leadership Development

Unedited additional comments from Characteristic #6(Congregation)

- *One problem is that many attendees are seasonal visitors, and it's difficult to get these vacation / retired-minded folks involved.*
- *Leaders could ask for assistance and or support from any number of others, get other people involved*
- *The leaders in the church are very friendly, open, and are easy to talk to. They are sincere and interested in others and that is easy to see.*

Unedited additional comments from Characteristic #6(Leadership Team)

- *We tend to have the same people stepping up to take on leadership roles. It is not for a lack of trying to encourage others to volunteer, but it is difficult to get people to make that commitment. Having said that, I do love the amount of mission/servent work that is done in this church. I am grateful that my children have grown up seeing how giving the people of this church are with talents, time and money.*
- *We are not developing many new leaders because we are not getting many new church members to develop.*
- *We could do a better job of recruiting volunteers and rotating the old guys out to make room (old guy speaking here).*

7. An Outward Focus

Unedited additional comments from Characteristic #7(Congregation)

- *I think we are very involved with mission work in and around our community. Which I believe is very important to focus on the people in need closest to us.*
- *I think we should keep resources in our community as we have needs here first*
- *Being new to this congregation, I am not aware of programs that may be available. Some churches are ALL about evangelism, some are more about being a respite from the world and a place of worship. Personally I prefer to come to a place of worship, but if people are called to evangelism we should support them.*
- *One problem is that seasonal attendees just don't care to get involved under the theory that "they've already done that" prior to their retirement. Another dynamic is that we don't have many young people in our congregation.*
- *Make known what more we could do to help in the community. Really liked the mission presentation of the bikers*
- *I feel we have members who are very giving and very active in the community with their service. However, I feel we need to work to make it actively a church effort and not an individual effort.*

Unedited additional comments from Characteristic #7(Leadership Team)

- *Examples include donating to the church in Puerto Rico (that the Yost's attended) after the hurricane, Operation Christmas Child, sending care boxes to overseas troops. These things seem pretty intermittent though.*
- *Feel we are right to focus more on at-home than on curing the problems of the world.*

8. Wise Administration & Accountability

Unedited additional comments from Characteristic #8(Congregation)

- *The change from Pastor Tom to Bob is transformational and overdue. Tom was a great guy but had gotten in a rut here and change was needed. The church is now in transition and the decision on the next installed pastor will make or break it for the next 10 years.*
- *These questions are beyond my pay grade. They seem like intelligent, honest, concerned people.*
- *I never hear anything about this aspect of the church, but feel it might help us understand it's working and administrative challenges.*

Unedited additional comments from Characteristic #8(Leadership Team)

•No Comments

9. Networking with the Body of Christ

Unedited additional comments from Characteristic #9(Congregation)

•Really glad Paster Bob support the Catholic Church across the street, would be nice to have a get together of all three, including the Lutheran church.maybe a Sunday block party.

Unedited additional comments from Characteristic #9(Leadership Team)

•No Comments

10. Stewardship & Generosity

Unedited additional comments from Characteristic #10(Congregation)

•My understanding is there is a very responsible view to having money available for needed programs.. the people are willing to support projects with either time, money or supplies.

•I think we should be more concerned with our ownhome rather than outside of our community

•I'm not involved in any charitable decisions, so I can't really form an opinion.

•We are asked to give and pledge, but have no idea where the money goes. I don't think I have ever seen a financial report. And I have been a treasurer for a church, where the annual financial report was reported to the congregation.

Unedited additional comments from Characteristic #10(Leadership Team)

•When a need arises, we only have to make the members aware and they step up and help out as their budgets allow.

•We seem to be able to operate easily within our means. I don't know how much we give to those in need though.

Overall comments at the end of the survey

General Comments (Congregation)

•As a summer resident I had to answer I do not know as I am here only a short time. I found my input in this survey not very helpful. We attend this church because of the Sunday Sermon and the members making us feel welcome.

•Choosing three characteristics most in need of strengthening was very difficult as our church is strong in all areas.

•I feel it's unfair for me to answer this question. I'm an active member when we are here, however there is so much of the business end of the church that I am not fully aware of I shouldn't just guess. This is a group of committed loving people and deserve a open loving committed leader.

•I do not know

•The prevalence of seasonal attendees is a difficult dynamic for our church. Too few people in the winter months. A large number of summer visitors want to relax and vacation, not get involved with church work.

•As a summer visitor I have no idea who is in a leadership position. I would be interested in knowing who the deacons and elders are.

This could be done in printed form and/or introducing them to the congregation occasionally. Also, how how many active members are there? How many children are there? Is there Sunday School for the youth? Can you estimate how many summer visitors you have?

What goals does the congregation have?

•Our church is richly blessed to have Pastor Bob as our Interim Pastor!

General Comments (Leadership Team)

•No Comments

Section III: SUGGESTED NEXT STEPS

Now that we've done CHAT, what do we do with what we've learned?

NEXT STEPS

1. If your denomination has a coach available to help you unpack these findings and chart a course for the future, please take advantage of his/her help! If you don't have such a resource, one of our trained Church Health Coaches would be glad to come along side you via telephone (much cheaper than onsite consulting). [Click here for teleconference coaching information.](#)
2. Get a copy of this report to each member of your leadership team and set up a time to discuss the findings together.
3. Review the Detailed Survey Findings and look for places of agreement/disagreement between congregation and leadership team; discuss possible reasons for any differences of opinion. Are the discrepancies due to alternate views of reality? Are the discrepancies due to a failure to clearly inform the other group? Other reasons? Using the drop-down menu in the Appendix, consider running a couple of sub reports to look at the data through various **lenses (age, gender, etc.)**. Note that the Detailed Survey Findings are found in a separate place (linked from the cover page of the report). This makes the Executive Summary short enough to be printable. We would recommend making a copy or two available for "public viewing" at the church office.
4. Read through the unedited Additional Comments section with a highlighter and identify any common themes being raised by members and/or leaders. These comments are a valuable window into what is "bubbling at the surface" for the participants.
5. Share the results of CHAT with your church. Keep in mind that the people who have taken the time to participate in this process are going to be curious about what the findings were and waiting to hear some sort of summary as to what you heard from this exercise. Circle back to them as soon as possible with at least a cursory response explaining, "We heard you; We are grateful for your participation; Here are a few things we learned right off the top; Here's what will be happening next in this process ... (further review of the data, an implementation team/committee taking next steps, etc.)"
6. With your leadership team, discuss the top line lessons to be learned through this listening process. These [Seven Planning Questions \(PDF\)](#) could be helpful for you and your team as you move from assessment to planning.
 - Agree together on what the report is telling you in your areas of strength and needed improvement.
 - Based on the findings of the report, discuss as a team the most significant opportunities and/or potential threats/barriers in your current season of ministry together.
 - Identify any high percentage responses in the "I don't know" category (you'll find this breakdown in Detailed Findings section) and discuss possible rationale.
 - Begin laying out some realistic goals for how you and your team will begin to take action. For each major initiative, determine a set of no more than 3-5 goals to pursue over the next 12 - 24 months. You may find this [S.M.A.R.T Goals Worksheet \(PDF\)](#) helpful in that process.
 - Based on the above goals, what action steps must be accomplished in order to achieve these goals and who has responsibility for each action step?
7. Invite your leaders to read together [Becoming A Healthy Church](#) to reinforce their understanding of the 10 Traits of Vital Ministry on which this assessment is based (visit www.LeadershipTransformations.org or call (877) TEAM LTI to order). If you have not done so already, you might consider introducing the 10 Traits of Vital Ministry by way of a sermon series (outlines and biblical texts can be found in the *Becoming a Healthy Church Workbook*), Sunday school class, small group bible study, etc. [Becoming a Healthy Disciple](#) and the [Becoming a Healthy Disciple Small Group Study & Worship Guide](#) are helpful resources to infuse the 10 Traits into the DNA of your church family.

NEED MORE HELP?

We have qualified Church Health Coaches standing by ready to assist you in your dialogue, discernment, and decision-making process. Multiple Telecom Packages are available. [Click Here](#) for more information.

ADDITIONAL RESOURCES

Our mission is to cultivate vibrant spirituality and attentive discernment among Christian leaders and teams. We have all sorts of resources aimed at those purposes: assessments, spiritual retreat guides, spiritual formation training handouts, spiritual direction training (Selah), and lots of books on dozens of spiritual formation topics. [Click here to visit our online store.](#)

REGULAR ASSESSMENT IS IMPORTANT

Make it a habit to take your church through CHAT on an annual basis. We'll send you a reminder email when you get close to your one year CHAT anniversary.

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