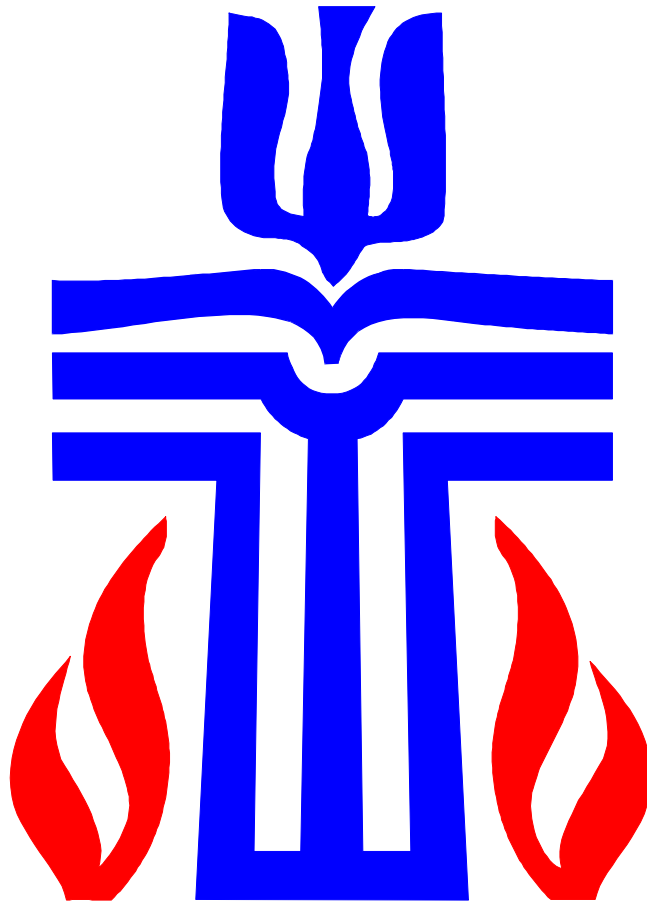


# First Presbyterian Church of San Pedro



Mission Assessment Report  
October 2002

Based on Mission Plan - October 2000



# Executive Summary

**Refocusing Process** (page 3): In an intensive twelve-month process, Rick Tansey from Church Resources Ministries helped us address the areas of our strengths and weaknesses. We developed a strong leadership cadre, called the Refocus Committee, which is charged with taking the church through a process of corporate renewal.

**Survey Results** (page 4): There are eight areas that Christian Schwarz considers crucial for a church to be truly healthy and to see growth in the future. Survey results indicated that our church is one of the 80 percent of churches in the nation that are in need of Refocusing in every category.

These surveys indicated that our stronger areas are (1) Gift-oriented ministries, (2) Loving relationships, (3) Empowering leaders, and (4) Holistic small groups. Our weakest areas are: (5) Inspiring worship, (6) Functional structures, (7) Need-oriented evangelism, (8) Passionate Spirituality.

**Corporate Calling Statement:** Part of the Refocus process was to develop the corporate Calling Statement that consists of:

- Biblical Purpose Statement (page 7)
- Core Values Statement, including both Foundational Values and Ministry Values. (page 11)
- Vision Statement (page 13)

**Ministry Milestones** (page 9): From 1883, the church grew to its maximum membership in the mid 60's, reached a plateau around 1600 members, and then declined. After some tumultuous times in the early 1990's, we have been in a period of spiritual healing and rebirth. After healing we have reached a plateau of around 375 members. During the periods of conflict, a strong lay leadership and session was able to maintain a functioning church.

With an aging congregation we will face a continuing decline in our membership if we do not attract and hold a significant number of younger members.

**Ministry Model** (page 14): Our ministry model, developed in the Refocus process, reflects how we will accomplish our purpose, vision, and values. It is a conceptual diagram of how people flow through the life of the church.

**Stewardship Analysis** (page 16): Our church has a very effective stewardship program which encourages members of the congregation to support the church budget and to give their time and talents to serve the needs of our church and our community. Our congregation is very generous and has always provided sufficient funds for outstanding programs.

**Mission Description** (page 18): Our Mission as a church follows from our Biblical Purpose and Core Values. We have divided our ministries into two categories: Inward-oriented and outward oriented. Inward-oriented ministries include Bible Studies, Music Program, Mariner Fellowship Groups, Women's and Men's Ministries, Caring Ministry Program, Deacons, Crop Hunger Walk, and Sports Teams. Outward-oriented ministries include the Thanksgiving Basket Program, Vacation Bible School (VBS), Missions, Meals on Wheels, Special Events, Prison Ministry, and Community Retirement Home Ministry.

**Outward Focus** (page 21): The ministries of the church reflect the interests of the congregation and the observed needs of the community. Demographic data in this report shows a bi-modal population, with significant differences in socioeconomic, education, and ethnic backgrounds. During the Refocus process, in an attempt to reach out to community members not significantly represented in the congregation, while at the same time seeking those who are most likely to be attracted to the church, we developed three target, or Mission focus, groups. They are:

- Mission Focus 1: Those in the community that are most like members who recently joined our congregation. They match in ethnicity, age, social status, and family makeup.
- Mission Focus 2: Those who share similarities with group one, but require additional ministries to reach. This group includes spouses of Mission Focus 1, single parents, other ethnic groups that share the same socio-economic status and age range. Another significant focus of this category includes youth and young adults, age 14-24.
- Mission Focus 3: Those in our community who are least similar to our congregation i.e. non-English speaking and low income. This group will require ministries of extensive outreach.

**Strategic Initiatives** (page 23): In order to realize our vision, the Refocusing Team recommended the implementation of the following eight Strategic Initiatives over a three year period, 2001-2003. In some areas, this proved to be too ambitious, and the timeline has been extended.

- First Year Focus - 2001: 1. Assimilation Process; 2. Spiritual Growth/ Passionate Spirituality; and 3. Youth;
- Second Year Focus - 2002: 4.Christian Leadership; 5. Worship; and 6. Outreach & Evangelism;
- Third Year Focus - 2003: 7.Care Ministry; and 8.Facility.

# Introduction

## Refocusing Process

This study is the culmination of a 12-month effort by the Refocusing Team, with the approval of the Board of Elders and over 100 members of the church, and is intended to explore God's purposes and vision for our church. During this process, under the leadership of Rick Tansey, we were exposed to the work of Christian Schwarz whose book *Natural Church Development* describes the eight essential ingredients for strong, healthy churches. It is based on the most comprehensive study ever done on what contributes to healthy churches.

This study concluded that if we provided the right kind of environment for a church that God would cause that church to grow naturally. As Luke said, "And the Lord added to their number daily those who were being saved." (Acts 2:47) Natural church growth, therefore, is not growth based on any human strategy but rather on a process of identifying the Eight Essential Elements of church health, and then using that to create an environment in which a church can grow naturally. Our task is to provide the kind of environment where growth is possible. When we do that, God will grow His church.

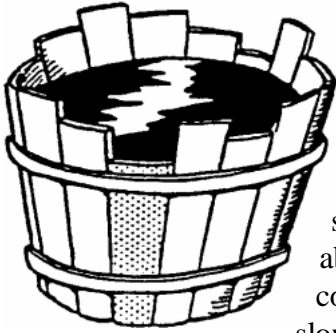
## Eight Essential Elements

The Natural Church Development Project identified eight elements common to churches that are growing both spiritually and quantitatively.

These are:

- |                             |   |
|-----------------------------|---|
| Gift-Oriented Ministry:     | The people of the church are involved in the ministry for which they have spiritual gifts.  |
| Loving Relationships:       | People have relationships with a high degree of love and care.  |
| Empowering Leadership:      | Pastor and people have a vision for the church and are motivated to reach for it.   |
| Holistic Small Groups:      | Groups in church where each person finds security, relationships and a chance to share spiritual experiences with each other, a healthy balance between deepening relationships and challenging spiritual growth. |
| Inspiring Worship Services: | People enthusiastic to participate in worship experiences.  |
| Functional Structures:      | The church's organization works well.   |
| Need-Oriented Evangelism:   | Witnessing in a way that is relevant to the questions and needs of the people, a ministry of the Gospel to all aspects of life, including personal and social needs   |
| Passionate Spirituality:    | The people live out their faith enthusiastically. A consistent pattern in which Christians show more commitment in their spiritual lives.   |

**These eight elements function like slats in a barrel**

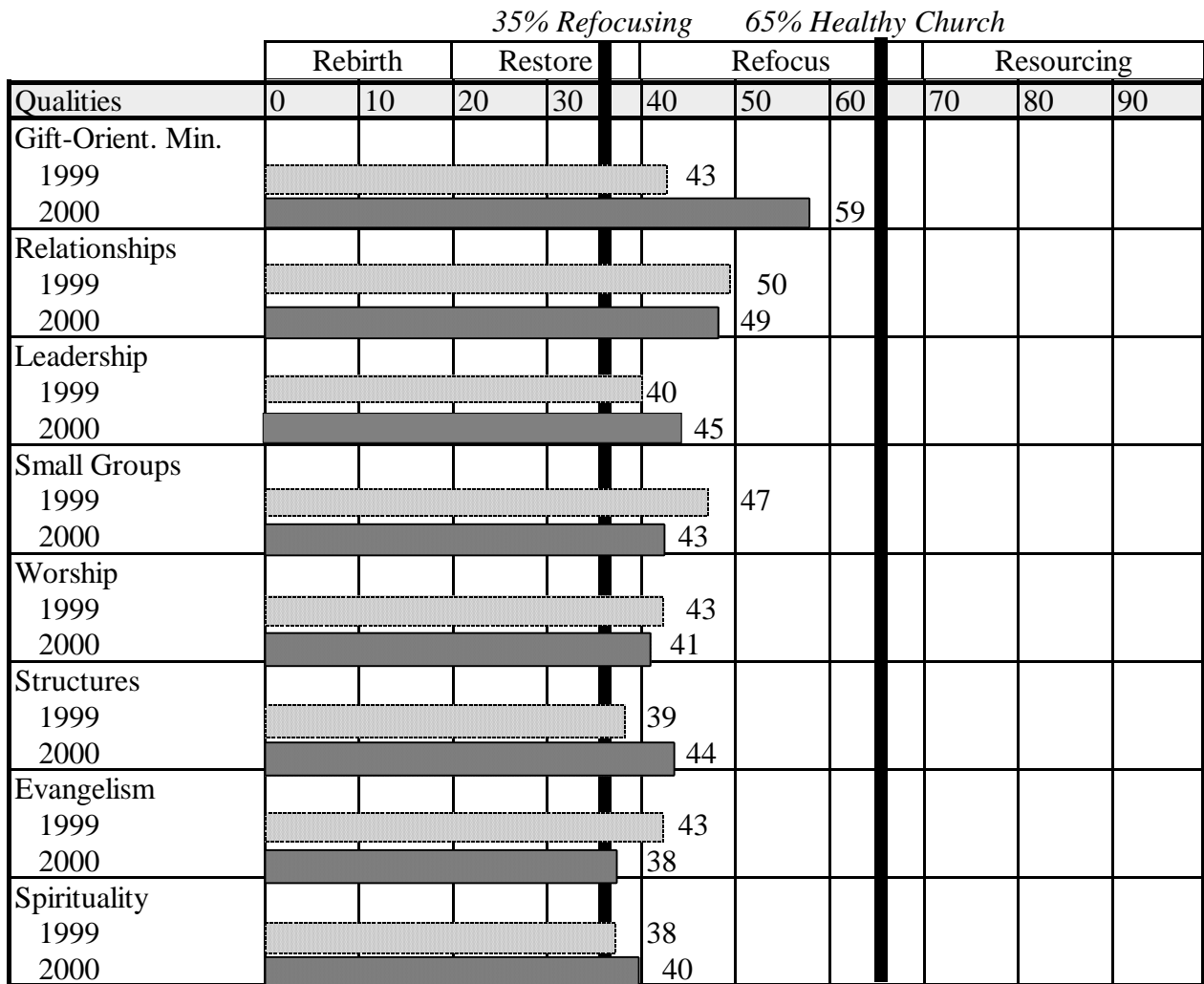


A barrel can only hold water if all the slats are present. Once they are present, it can only hold as much water as the lowest slat will permit.

Churches attract and retain people on the basis of these eight elements. The degree to which we retain people in our church is determined by the presence or absence of these elements. The spirituality of any congregation is likewise influenced by the presence or absence of them. If they are present and high, we will retain those who come into our church but if they are low then the people we attract will slowly leave to find other churches that are healthier.

In September of 1999 we had thirty of our members take the NCD survey. And then again in March of 2000, we had a second group take the same survey. The following chart shows the results of the surveys.

**NCD Survey Results - 1999 & 2000**



According to Christian Schwarz, for a church to be truly healthy and to see growth in the future, it needs to be above an average of the 65<sup>th</sup> percentile. Looking at the survey, our church is part of the 80 percent of churches in the nation that are in need of Refocusing in every category.

These surveys indicated that our assets are: 1. Gift-oriented ministries, 2. Loving relationships, 3. Empowering leaders, 4. Holistic small groups. Our weakest areas are: 5. Inspiring worship, 6. Functional structures, 7. Need-oriented evangelism, 8. Passionate Spirituality.

We engaged the services of Church Resources Ministries and Rick Tansey to take us through a process called “Refocus”. The purposes of this process were to help us address the areas of our strengths and weaknesses, work to develop a strong leadership community that will enable us to grow through personal renewal, and then to take the church through a process of corporate renewal. In this process we wrestled with these seven questions which enabled us to understand ourselves and our mission.

### **Seven Questions We Dealt With**

1. What is the Biblical Purpose of our church?
2. Where have we been and where do we see God leading us next?
3. Who are we currently ministering to effectively in our church and, based on that, who should we be reaching out to in our community?
4. What do we value as a church?
5. What is our vision for church and ministry?
6. What model of ministry do we want to use to carry out our ministry?
7. What goals (strategic initiatives) do we believe God wants us to set for our future?

Initially, Pastor Steel spent eight months working with six pastors in a time of personal refocusing. This was followed up with assembling a Refocusing Team of twelve people who met together to be trained to facilitate a larger group of people (about 60-100) through a process of corporate renewal.

### **Definitions of Terms**

**Ministry Milestones:** what our church has gone through in the past

**Biblical Purposes:** what our church believes God has called us to do.

**Mission Focus:** who we are and who we are attracting to join us.

**Core Values:** what we value that guides us foundationally and in ministry.

**Vision Statement:** what our church is going to be in the future.

**Ministry Model:** how we want to accomplish our future (conceptually).

**Strategic Initiatives:** what is important for our church to work on in carrying out God’s mission for us as a congregation.

## **Summits**

We approached the refocusing task by hosting Summits with the various leaders in the different ministries of the church. We followed each summit with a “pulsing” of the congregation for their input and information.

### **Summit #1: Assessment**

Where have we been and how has God been at work in our church’s past? Actual values, demonstrated by behavior we have shown in the past. The lessons and values discovered from our past that can help us chart our future. This summit was a journey of surrendering ourselves and our church back to God.

### **Summit #2: Discovery**

Where are we going and what does God want to accomplish? We looked at the community God has placed us in and discovered the profile of the people around our local church. We selected preferred values. These are the values and the demonstrated behavior that our church will have to exhibit if we are to be effective in the future. The vision statement was accepted by the people and agreed upon. Vision is really a statement of a preferable future. It is not a vision we dream up, but it is a vision that tries to capture how God will be leading us forward and what the future looks like.

### **Summit #3: Implementation**

How are we going to get there? What resources has God provided us to help us accomplish the vision? In this vision we look at ministry models. How do people flow throughout the church, on their way to becoming or maturing as Christ’s disciples? Then the leaders established some strategic initiatives (what is important for our church to work on in carrying out God’s mission for us as a congregation). We closed with a concert of prayer, asking God for empowerment to accomplish everything He has given us.

## **Addendum: October 2002**

About nine months after this report was completed, our senior pastor, Rev. Steel, announced his retirement. When the Pastor Nominating Committee was formed, we quickly realized that this report was still quite relevant, and with some additions, could be a Mission Assessment Report. The membership has not changed significantly during this time, so the report still accurately reflects the congregation. To complete the Mission Assessment Report, some sections were added (particularly the Mission Description, Stewardship Analysis, all appendices, and a postscript), and some other parts were expanded for a wider audience and to include additional information (especially the Outward Focus section).

# Biblical Purpose

A “Biblical Purpose” statement for a church is a “concisely worded statement” that answers the question, “Why do we exist as a church?” This statement lays the foundation for our entire vision and ministry. Actually, the Biblical Purpose is the same in all Christian churches.

Although many passages describe what the church is to be and do, two statements by Jesus summarize it all. “The Great Commandments” (Matthew 22:37-40) and “The Great Commission” (Matthew 28:19-20).

“Love the Lord your God with all your heart and with all your soul and with all your mind ... Love your neighbor as yourself. All the Law and the Prophets hang on these two commandments.” (Matthew 22:37-40)

“Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit and teaching them to obey everything I have commanded you.” (Matthew 28:19-20)

These two passages summarize everything we do at church. If an activity or program fulfills one of these commands, we do it. If it doesn't, we don't. We are driven by “The Great Commandments” and “The Great Commission.” Together they give us the primary tasks the church is to focus on until Christ returns.

In Acts 2:42-47, we see the Biblical Purposes of the church lived out.

“They devoted themselves to the apostles’ teaching and to the fellowship, to the breaking of bread and to prayer. Everyone was filled with awe, and many wonders and miraculous signs were done by the apostles. All believers were together and had everything in common. ... Everyday they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved.”

Leading us to the following Biblical Purpose statement:

The First Presbyterian Church of San Pedro is a community of  
believers who are committed to Exalting the living God,  
Encouraging and Enjoying one another, Empowering people  
for ministry, Evangelizing the lost, and Equipping those who  
become believers.

## Explaining the Church's Purpose

Purpose	Task	Acts 2:42-47	Objective	Target	Life Component	Basic Human Need	Church Provides	Emotional Benefit
Outreach	Evangelize	Added to their number daily those who were being saved	Mission	Community (UnChurched)	My Witness	Purpose to Live for	Focus for Living	Significance
Worship	Exalt	They devoted themselves to... breaking of bread & prayers ... praising God	Magnify	Crowd (regular attendees)	My Worship	Power to Live On	Force for Living	Stimulation
Fellowship	Encourage	devoted to the fellowship ... all the believers were together... they ate	Membership	Congregation (members)	My Relationships	People to Live with	Family for Living	Support
Discipleship	Edify	They devoted themselves to the apostles teaching	Maturity	Committed (maturing members)	My Walk	Principles to Live	Foundation for Living	Stability
Service	Equip	They gave to anyone as he had need	Ministry	Core (Lay Ministers)	My Work	Profession to Live Out	Function for Living	Self-Expression

## Ministry Milestones

At our first Summit we created a church “Timeline”. Our Timeline is a way of looking back to our church’s birth in 1883 and putting together a picture of how God has worked in our history to shape us into the church we are today. The reason for doing so was to help us understand how God has worked in our past as an indicator of how He is working now and will continue to do so in the future. Most of the information we had started with 1920. We divided our Timeline into eight periods.

Years	Title	Membership	Average Attendance
1883 - 1919	Beginnings	50 - 258	–
1920 - 1957	Foundation	258 - 1096	–
1957 - 1964	Infrastructure	1096 - 1455	–
1964 - 1969	Growth	1455 - 1656	700 - 490
1970 - 1975	Turmoil & Decline	1627 - 793	435 - 191
1975 - 1989	Recovery & Regression	793 - 591	191 - 196
1990 - 1992	Conflict	554 - 398	215 - 189
1992 - 2001	Spiritual Healing, Rebirth	398 - 375	189 - 220

As we reviewed our Timeline, we discovered that the early church had periods of tremendous growth, family involvement, and Christian Education programs for youth, which resulted in the construction of this church in its present location. After this was completed, the church became involved in mission outreach initiating many of the “Helping” programs still in existence in our community, i.e. Hoffman House, Meals on Wheels, FISH, SHAWL, etc.

The church has reflected the social and cultural mores throughout the years. Membership has declined following conflict over political agenda being espoused by the church and/or pastors; following disclosures of sexual immorality by staff or pastor; and following the decline of the military presence in San Pedro. The church was sustained, held together by many families who (for generations) have been loyal to this church and have exhibited their faith in God.

A strong music program has been a continuing thread in our church. In the past fifteen years the youth choirs have brought in many young families. The Christian Education Youth programs have not been as stable in leadership and participation. Christian Education programs have been improving, but we still do not have a viable program for young adults. The last couple of years have seen an increase in adult Bible classes.

During the conflicts of the late 1980's and early 1990's, a strong lay leadership and session was able to maintain a functioning church. After healing we have reached a plateau in membership. Young families are replacing the older members, who leave because of retirement, relocation, or death.

We have always been a loving, caring church. In the Refocusing process, we are seeking

the Holy Spirit's guidance in assimilation of new members; in the edification and equipping of membership for leadership; and in the development of "Passionate Spirituality" as we glorify God.

An analysis of the church history of the last 20 years identified the following needs:

1. To identify our values and goals
2. To make prayer a priority
3. To develop a plan for assimilation of members
4. To staff for growth and edification of all members, especially youth, and young adults
5. To identify the needs of the unchurched in our community and develop ministries to reach them
6. To develop a leadership training program
7. To develop a shared ministry vision and strategic plan for the next three to five years

# Core Values

Core values are the essence of a church's identity. They help us guide the church by answering the question, "Who has God shaped us to be?" A strong measure of the effectiveness of a church is how well a church identifies its core values and faithfully adheres to them. Even though certain programs and activities within the church change, the values remain constant. There are two types of Core Values. One is Foundational Values that describe those beliefs and assumptions that best describe who we desire to be. The other is Ministry Values that describe how we choose to minister

## Foundational Values

Foundational values describe those beliefs and assumptions that best describe who we desire to be. For our church, they are the following:

**Dependent on God:** We seek God's direction and empowerment through prayer, believing that He will guide our paths.

**Christ Centered:** We desire to emphasize the importance of a personal relationship with Jesus Christ. We put Jesus Christ in the center of our lives and worship.

**Biblical:** We believe the Bible is God's inspired Word, the basis for Truth, and gives us the purpose for our life both individually and corporately.

**Faithful:** We practice faithfulness to God through a long-term commitment with our church family.

**Relational:** We are led to spiritual maturity through nurturing relationships in which we experience God's love expressed through the love and care of other people.

Based on these core values, we have affirmed that we are a "Confessing" Church. Although members of the church hold quite differing opinions on this subject, this affirmation has not been divisive. Instead, the issue has prompted healthy discussion and open dialog which continues within our membership.

## **Ministry Values**

Ministry values describe those assumptions and beliefs that describe how we choose to minister. They are the following:

**Acceptance:** We accept people with unconditional love, affirm their worth and value, and receive them into our church family.

**Evangelism:** We share Jesus' heart and burden for those who are lost. Because He was willing to lay down His life for them, we know that He calls us to communicate the Good News of the Gospel in word and deed.

**Visionary:** We trust God fully and are willing to try new approaches in ministry. All ministry will be developed and conducted in a way that is relevant.

**Mentoring:** We undertake ministry in such a way that it enables people to grow in their walk with Christ; releases them to use their spiritual gifts; equips, empowers, and coaches them as they carry out ministry.

**Joyful:** We worship and serve together joyfully.

# Vision Statement

## A Vision Statement

- is a statement of faith that reflects the future direction of a local church,
- helps to focus a congregation and provide a sense of direction,
- is a word-picture of a future reality that reflects God's desire for a specific local church,
- identifies where the church is going and how it will live out its biblical purpose within a specific context

## **The Vision Statement of the First Presbyterian Church of San Pedro**

Our doors are open to all. We are a multi-generation Presbyterian congregation with an emphasis on families with children and youth. We are committed to bringing people to a saving knowledge of Jesus Christ.

We are committed to building bridges and establishing ministries that address real everyday needs. We are involved in local and international missions, empowering their ministries through our giving and mission teams.

We are a praying people, having clusters of members spontaneously and intentionally interceding for the touch and direction of God in our lives and community.

We provide a ministry that enables all people to grow in their walk with Christ; releasing them to use their spiritual gifts, equipping and empowering them for ministry, and coaching them as they carry out ministry. We offer the opportunity for one-on-one mentoring, as well as linking individuals who can give care, support, and friendship so that no one journeys alone.

We are examining our physical space, making sure it is functional, helping our church become inviting and visually stimulating for all ages. We are upgrading our facility with technological and visual improvements.

We are a joyful, enthusiastic fellowship of believers who are excited about Jesus, dependent on God the Father, and constantly seeking to be led by the Holy Spirit in prayer and worship.

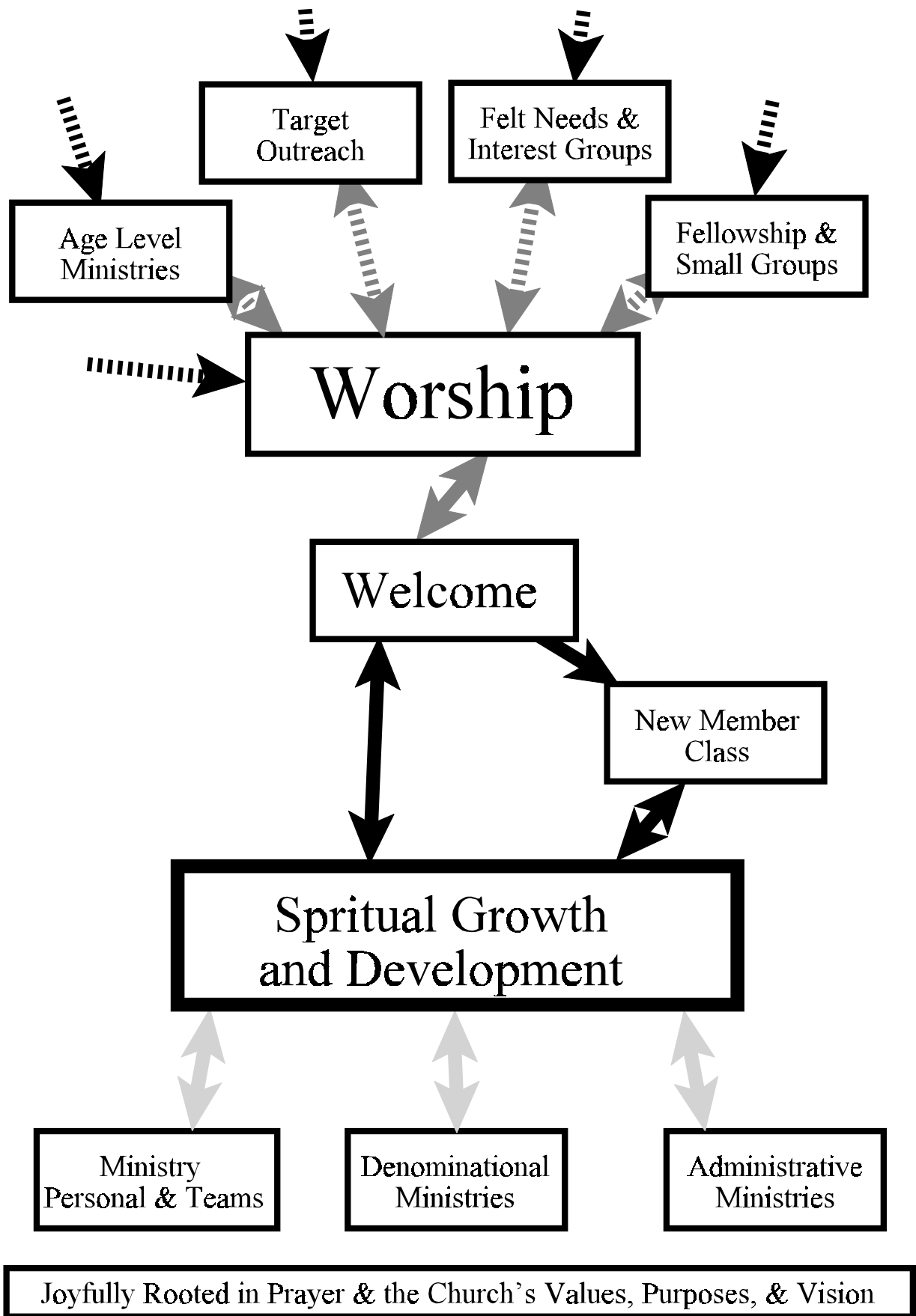
# Ministry Model

*A Ministry Model does three things:*

- It reflects how a church will accomplish its purpose, vision, and values
- It is a conceptual diagram of how people flow through the life of the church
- It is a big-picture overview of the ministries of the church.

Our model (page 13) was determined at our third Summit. We started by looking at different models of church functioning that are the most common models in operation today. Then we divided into seven different focus groups. Each group devised its own model based on its perception of how it would like the church to function. When we had completed that task, each focus group shared its model with the entire group. As each group put its model up and explained it to the others in the room it was interesting to note the similarities between the models. The models were then referred to the Refocusing Team for further refinement. The Refocusing Team studied the models. That Sunday resulted in the model shown on the next page.

Using this model we have depicted how people arrive at the church with dotted black arrows. As you can see there are many “entry” points, most of them leading to the central point of worship, as shown by the dotted grey arrows. Although persons are welcomed at the various entrance points, the official welcome is accomplished during or after worship. From there an attempt is made to identify spiritual and/or secular needs to further guide the visitor into the life of the church. This is depicted by the black arrows. The thicker line around “Spiritual Growth and Development” symbolizes our desire to assist each person to develop a personal relationship with Jesus Christ and to grow spiritually. The light grey arrows indicate our desire to further integrate the person into the life and service of the church.



# Stewardship Summary

From the *Book of Order*

“The Session is responsible to challenge the people of God with the privilege of responsible Christian stewardship of money and time and talents, developing effective ways for encouraging and gathering the offerings of the people and assuring that all offerings are distributed to the objects toward which they were contributed, to establish an annual budget, and to provide for the management of the property of the church.”

## Financial Matters

Our church has a long tradition of generous giving. Members have been particularly supportive whenever specific needs or new challenges have arisen. The congregation has been continuously able to sponsor outstanding programs as well as upgrade and maintain the church property.

The annual pledge drive begins each year around September, with a different emphasis each year. A member of the Stewardship commission is selected to lead. The pastor is requested to preach a sermon on stewardship, budget, etc. on one given Sunday. A letter, with a “Pledge Card,” is sent to each church member, which mentions the needs and programs of the church. The Chairperson of the Pledge drive is asked to give a short back-up talk following the sermon from the previous Sunday. We have a “Pledge Sunday” when we ask the members of the church to return their completed pledges in a joyful ceremony. In 2001, we received 153 pledges, including 15 new families.

Following the pledge drives, each commission submits a budget request to the Stewardship Commission. Stewardship then develops a budget for approval by Session and the congregation. It typically has been approved with unanimous support.

The financial statements for the past three years are shown in a simplified format on the following page. Fiscal year 2000 was a very strong year for the church, due to an intensive pledge drive which emphasized tithing and also some particular needs of the church (and undoubtedly helped by the robust economy). We were able to engage in some important building improvements. In 2002, we are again challenging the congregation in the area of stewardship with a more vigorous campaign.

## Time and Talents

Members of the congregation are also nurtured and encouraged to seek, and become active in, avenues of service that transcend their financial support of the church. As a result, the church emphasizes a philosophy that focuses on services to people through direct contact, along with monetary contributions.

Examples of current Church sponsored services are described in the sections on Inward Oriented Ministries and Outward Oriented Ministries. Members, who saw a need, have initiated many programs, and followed through to sustain them. There has been a long history of ministries begun in the church expanding and becoming independent programs. In addition, members of the local congregation are very active in the community, sometimes on the national and/or international level. Public recognition and thanks during regular church services encourage volunteerism in ministries both inside and outside the church.

## Simplified Financial Statement

	12/31/99	12/31/00	12/31/01	
<b>ASSETS</b>				
Operating Fund Accounts	\$135,052	\$152,961	\$160,246	
Endowment Fund	121,059	121,203	121,330	
Scrip Fund	6,081	0	0	
Capital Acq. Endowment Accounts	6,350	20,795	18,052	
Property (assessed value)	1,157,381	1,157,381	1,157,381	
Other Assets (primarily manse)	212,000	200,000	200,000	
<b>TOTAL</b>	<b>1,637,923</b>	<b>1,652,339</b>	<b>1,657,010</b>	
<b>LIABILITIES</b>				
Current Liabilities	5,339	2,913	5,552	
Long-term Liabilities	12,000	0	0	
<b>TOTAL</b>	<b>17,339</b>	<b>2,913</b>	<b>5,552</b>	
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>	<b>Budget FY02</b>
<b>INCOME</b>				
Contributions	\$385,415	\$438,583	\$398,951	\$391,329
Other Giving	12,950	17,486	17,971	17,953
Other Income	12,723	19,135	13,294	9,613
Endowment Income	17,274	0	0	0
Scrip Income	4,700	1,794	2,546	2,545
Capital Acq. Endowment Income	-	4,077	(2,743)	(4,952)
Capital Improvement Income	-	36,918	8,386	12,510
<b>TOTAL</b>	<b>433,062</b>	<b>517,993</b>	<b>438,406</b>	<b>428,997</b>
<b>EXPENSES</b>				
Personnel	212,207	218,849	227,512	252,887
Christian Education (All)	8,757	-	-	-
Adult Education	-	1,426	947	1,414
Children & Youth Education	-	16,401	15,031	-
Children Education	-	-	-	8,425
Youth Education	-	-	-	6,139
Worship & Music	11,580	15,893	14,038	13,856
Membership	7,614	9,865	11,408	11,440
Evangelism	2,103	2,756	1,714	922
Stewardship	93,936	98,983	99,170	95,495
Mission	47,369	60,869	55,481	53,779
Scrip Expenses	4,700	1,794	2,546	2,546
Capital Improvement Expenses	-	55,743	9,580	10,161
<b>TOTAL</b>	<b>388,267</b>	<b>482,579</b>	<b>437,427</b>	<b>457,064</b>

## Mission Description

Our mission as a church follows from our Biblical Purpose and values, and are structured within the model above, but the concepts have practical expression. To understand our ministries, it is helpful to divide the ministries into two categories: those which primarily involve people who are already involved in our church community, and those which are a bridge from our church to the larger community.

### Inward-oriented ministries

**Bible Studies** - Several Bible Study groups have been added in recent years.

- Bible Study Breakfast, which meets at a local restaurant and is comprised of about 15 “regulars”, men and women age 55+, who read through a chapter together and discuss points that arise, individual viewpoints and experiences relating to the study. This is the longest running group; it began as a men’s study. Currently, they are in the Psalms. The pastor led the group, although the group is committed and continues, with various members taking the lead.
- Women’s Bible Study, is lead by a women with a love for The Word and a wealth of knowledge to share. About 15-20 women from 40’s +, meet weekly. Sometimes they use a workbook to aide in their study. Currently, they are studying the book of John.
- Fellowship Bible Study, meets weekly prior to adult choir rehearsal. About 5 women, ages 30’s to 70’s, enjoy studying the Christian Basics Bible Study Series. Emphasis is on needs rather than a timeline to complete each study.
- Revelation Study, currently meets weekly. The leader (who is the leader of our Prayer Group and Minister of Visitation), uses David Jeremiah’s study guide and provides homework to aide in getting in to The Word. About 6 -10 men and women, 55+ attend.
- Pre-Worship Bible Study, meets weekly prior to Sunday Worship. Currently, about 12 “regulars”, men and women 55+, are studying 1 Peter, lead by one of our deacons, who has a passion for God’s Word.

**Music** - For many years, our music ministry has been a focal point of our church. Currently, our program is led by a very talented Director of Music. Our worship style is blended, with congregational singing including both "modern" praise choruses and traditional hymns. We have an adult choir, a high school choir, several children’s choirs\* and a handbell choir. In addition to regularly singing in Sunday services, these choirs have special events when outside orchestral musicians join in for some spectacular worship.

\* Children's choirs - These choirs could also be placed in the outward focused ministry, as they are a great draw to our church (especially for faith-ambivalent parents). However, the choirs are inward focused, because the songs the kids learn are a great method to teach them about faith and Scripture. There are four choirs for kids: pre-school, lower elementary, upper elementary, and junior high.

**Mariner Ships** - These fellowship groups have served as a core of our church community for many years. There are four groups, and currently, each group tends to include people from a similar lifestage:

- Beachcombers, longer-retired, focus on potluck dinners and a variety of programs
- Outriggers, recently (or soon-to-be) retired, focus on service and programs
- Spinnakers, parents of high school and college-age kids, focus on needed fellowship
- Voyagers, parents of younger children and young singles, focus on spiritual growth

**Women's and Men's Ministries** - An active calendar of events for the women of the church is highlighted by a weekend retreat, a fashion show, and a Christmas tea. The men's ministry includes an annual retreat and occasional breakfasts on Saturdays.

**Fellowship** - There are many additional fellowship events which bring the whole church together, from after-church coffee hour, pancake breakfasts, potlucks, the annual picnic, and Family Camp. These are key events which allow the diverse church to remain one community.

**Prayer Support Group** – This small but mighty group meets weekly to lift up the prayer concerns of anyone who asks for prayer, verbally, on a prayer request form that is available in slots on the backs of the pews, on our internet site, etc. There are also prayers that are always offered, such as for the leadership of the church and nation. Prayers that are not designated as confidential are also shared with the Pastor and Session so that the prayer base is wider and help may be offered, if appropriate.

**Caring Ministry Program** - Periodically, a member of the Church will contact each member of the church to let them know they are cared for and to ascertain if they have a need. For those who have a medical problems and would like a call from the Pastor of Visitation, this is arranged. Also, various medical assistive devices are available for use.

**Deacons** – This is a fine group of people who love to help others. Among their many service projects are the following:

- Personal visits, telephone calls, flowers and cards are offered to the sick, elderly, shut-ins and those losing loved ones, as well as receptions following some memorial services
- Easter and Christmas baskets of homemade goodies are taken to shut-ins and provided to the church staff
- The Forever Young Luncheon, served monthly, focuses on bringing elderly members and friends together for a home-cooked meal, fellowship and a program
- Prepare elements for Communion
- Loan Fund Account
- Pastor's Discretionary Fund

**Crop Hunger Walk** - Annually, our church, along with many other congregations, participates in a community walk to raise money to fight hunger both locally and worldwide. We have a friendly competition going with a nearby Presbyterian Church to see who will raise the most money and thereby keep the trophy (a worn-out walking shoe, mounted on a slab of wood).

**Sports Teams** - We enjoy spirited competition in a local league with other churches in both softball and volleyball.

## **Outward-oriented ministries**

**Thanksgiving Basket Program** – This outreach program, started in 1996, provides complete Thanksgiving dinner groceries to the needy in our community. In 2001, we provided over 550 baskets, with the participation of over 100 volunteers. Included in the food basket is a New Testament Bible, in English or Spanish.

**Vacation Bible School (VBS)** – Held each summer, this outreach program to the community brings in over 200 children from varying denominations and non-churched children. This is a weeklong program with the Gospel presented through music, fun, exciting activities, involving participation for the whole family.

**Missions** – Long history of support for local and worldwide mission projects. Financial support of missionaries in Nepal, South Africa, Pakistan, Nigeria, and also local missionaries within the U.S. The church mission budget supports projects such as Young Life, Wycliffe Bible Translators, ChildSHARE, Toberman House, and local food pantries along with over 20 other mission projects.

**Meals on Wheels** – This is a 5 day a week ministry housed within our church building that provides meals for shut-ins for a daily nominal fee. Many of the volunteers are members of our congregation while other volunteers come from other churches or are community volunteers.

**Special Events** – Our church participates in annual outreach events by attending the Harvest Crusade, PromiseKeepers, local National Day of Prayer Breakfast, and other evangelical conferences.

**Prison Ministry** – With a commissioned Chaplain on our staff, we provide support, both financially and prayerfully to bring the Word of God into the local jails. Other members of our congregation make visits to the jails, bringing Bibles and Christian resource materials.

**Community Retirement Home Ministry** – This outreach is conducted by a group of members of our congregation who lead worship at a retirement home in our community, bringing the message of Christ to those unable to attend church services.

## Outward Focus

The ministries of the church reflect the interests of congregation and the observed needs of the community. In order to keep in step with the community, a look at demographic data is a useful reference point.

The church is located in the community of San Pedro, a relatively isolated portion of the City of Los Angeles. San Pedro has a population of approximately 80,000, and is divided into two ZIP codes, 90731 and 90732. These two areas differ significantly in socioeconomic, education, and ethnic makeup. The 90732 area is significantly more affluent, Anglo, and educated. In addition, adjacent to the west of San Pedro is Rancho Palos Verdes, which has a population of approximately 40,000. This area (zip code 90275) is demographically similar to 90732, but even more affluent. Additional demographic information on these three ZIP codes is shown in Table A-1.

The church is in the heart of the 90732 ZIP code, which is in between the other ZIP codes for most demographic variables. One-third of the membership lives in 90732, and approximately one-quarter reside in each of the other two ZIP codes (and the remaining one-fifth from other areas). The congregation has a higher percentage of Anglos than the surrounding area, and is also on average older. Demographic data for the church is shown in two different perspectives in Tables A-2 and A-3.

As with any church, the mission and programs of the congregation have evolved through the years. Many programs may not seem to be effective in reaching the larger community, but have found particular importance within the congregation. As an example, the church has many Bible studies, but this is not a strong draw for the community, but these are very important to members. On the other hand, some programs (such as the youth music program) are very effective as a bridge from the congregation to the community, which is particularly interested in cultural and youth activities (see some results from the Percept Study in Table A-4).

The church recognizes that the composition of the congregation is significantly older than the community. In the coming years, it will be critical that younger people are brought into the life and leadership of the church. Since San Pedro is a diverse community, served by many faithful churches, we recognize that our efforts to attract younger people will be most effective if they are focused rather than trying to be “all things to all people”.

Therefore, we have identified our primary target groups as “Mission Focus” groups. These groups were determined by an analysis of the demographics of the community and of those who have joined our church. Particular emphasis has been given to those who in the past three years have attended an/or joined the church and stayed.

### **Mission Focus 1:**

Those we are most likely to reach, and includes a significant portion of population of the surrounding area.. This is also based on the last 19 adults who joined the church and stayed.

- Married, Caucasian, 25-50 age group with or without children and teens
- Two income family
- Middle to upper-middle income
- Special emphasis on youth ministry

In particular, our children's music program, sports teams, parent and youth activities, and fellowship activities have been effective methods to draw these people into our community. Each of these activities falls into one the strongest interest categories shown by the Percept study.

## **Mission Focus 2:**

Those within our community who are similar to us and require additional ministries to attract and incorporate into our church family.

- Husbands of the married women in Mission Focus 1.
- Minorities in the above categories.
- Single parents
- Childless married couples, in the 25-50 age group.
- Youth and Young Adults, 14-24 age group.

Many of the same activities which are useful in reaching those in Mission Focus 1 are useful for this group. Vacation Bible School and youth programs have been most effective at increasing relationships with this group. However, there is generally less affinity between present members and this group, so additional effort is necessary for this group to feel comfortable in our church.

## **Mission Focus 3:**

Those within our community who are not similar to us and require additional ministries to attract and incorporate into our church family. This group is a significant fraction of the population, particularly within the 90731 zip code of San Pedro.

- Non-English speaking
- Low Income

Our outreach to this group has primarily been through service oriented ministries, such as the Thanksgiving Basket Program and Beacon House. While these ministries have initiated relationships between members and this group, they have not typically lead to people joining our community, as they often are more comfortable in other area churches. We continue to explore ways to intentionally build relationships with people in this group.

# Strategic Initiatives

In order to realize our vision, the Refocusing Team recommended the implementation of the following eight Strategic Initiatives over the next three years, 2001-2003.

## First Year Focus - 2001

1. Assimilation Process: Create a process for progressive assimilation of seekers and believers from all entry points to worship, to membership, to incorporate them into the life and ministry of the church. Assess and modify, if necessary, our present commission system to ensure an effective functional structure that would be consistent with our assimilation process.
2. Spiritual Growth / Passionate Spirituality: Create a system for assisting people in their spiritual growth to develop a personal relationship with Jesus Christ through worship, intentional prayer, Bible study, discovery and use of spiritual gifts in their daily lives.
3. Youth: Intentional staffing for youth ministries. The staff will help the church meet the needs of our youth spiritually, socially, and relationally.

A detailed plan for each of the year one initiatives is shown in Appendix C.

## Second Year Focus - 2002

4. Christian Leadership: Establish a leadership community, dependent on God the Father, through Jesus Christ by the power of the Holy Spirit, including youth and young adults. The process focuses on recruiting, training, mentoring, and placing people in positions of leadership.
5. Worship: Supplement our worship services so that they are spiritually vibrant and able to meet the needs of seekers as well as believers.
6. Outreach & Evangelism: Prepare and encourage our members to be involved in “The Great Commission”, develop ways to communicate “The Good News” to those in our ministry area, especially those whom we have identified as our three mission foci.

## Third Year Focus - 2003

7. Care Ministry: Develop a caring ministry that makes contact with all members on a regular basis, with an emphasis on identifying and/or meeting their needs.
8. Facility: Set up long range plans for the renovation and expansion of our church building to support the ministry needs.

## Postscript: October 2002

Even though 2002 is nearly over, many of the goals in the First and Second Year sections are not completed. In year one, substantial progress has been made on initiatives two (passionate spirituality) and three (youth), but less on initiative one (assimilation). A more detailed plan for year two has not been developed (as was for year one), partly due to a loss of momentum from the project, but also likely caused partly by Rev. Steel’s retirement. However, these goals are still clearly at the forefront of directions and initiatives being undertaken by members of the church.



# Corporate Calling Statement

## **Biblical Purpose Statement:**

The First Presbyterian Church of San Pedro is a community of believers who are committed to **Exalting** the living God, **Encouraging and Enjoying** one another, **Empowering** people for ministry, **Evangelizing** the lost, and **Equipping** those who become believers.

## **Core Values**

### **Foundational Values:**

Foundational values describe those beliefs and assumptions that best describe who we desire to be.

- Dependent on God
- Christ Centered
- Biblical
- Faithful
- Relational

### **Ministry Values:**

Ministry values describe those assumptions and beliefs that describe how we choose to minister.

- Acceptance
- Evangelism
- Visionary
- Mentoring
- Joyful

## **Vision Statement**

Our doors are open to all. We are a multi-generational Presbyterian congregation with an emphasis on families with children and youth. We are committed to bringing people to a saving knowledge of Jesus Christ.

We are committed to building bridges and establishing ministries that address real everyday needs. We are involved in local and international missions, empowering their ministries through our giving and mission teams.

We are a praying people, having clusters of members spontaneously and intentionally interceding for the touch and direction of God in our lives and community.

We provide a ministry that enables all people to grow in their walk with Christ; releasing them to use their spiritual gifts, equipping and empowering them for ministry, and coaching them as they carry out ministry. We offer the opportunity for one-on-one mentoring, as well as linking individuals who can give care, support, and friendship so that no one journeys alone.

We are examining our physical space, making sure it is functional, helping our church become inviting and visually stimulating for all ages. We are upgrading our facility with technological and visual improvements.

We are a joyful, enthusiastic fellowship of believers who are excited about Jesus, dependent on God the Father, and constantly seeking to be led by the Holy Spirit in prayer and worship.

## Appendix A: Demographics

**Table A-1:** Demographic data for ZIP Codes closest to the church.

<b>ZIP Code</b>	<b>90731</b>	<b>90732</b>	<b>90275</b>
<b>Population</b>	59,909	19,923	40,346
<b>Ages</b>			
Under 20	32%	26%	21%
21-39	29%	23%	23%
40-59	26%	30%	33%
60-74	8%	14%	17%
75 +	5%	7%	6%
<b>Racial</b>			
Hispanic	47%	23%	6%
Anglo	39%	65%	65%
African American	8%	4%	2%
Asian	5%	7%	26%
Native American & Other	1%	1%	1%
<b>Income</b>			
Ave. Household (annual)	\$50,674	\$78,530	\$155,190
Households @ Poverty (\$15k)	18%	7%	3%
<b>Education (adults)</b>			
Less than high school	31%	24%	6%
High school graduate	24%	17%	13%
Some college	28%	32%	28%
College graduate	12%	17%	30%
Post graduate	5%	10%	23%
<b>Marital Status</b>			
Single (never married)	32%	23%	22%
Divorced or Widowed	22%	17%	12%
Married	46%	60%	66%

**Table A-2:** Demographic data for First Presbyterian Church membership, as a percentage of the membership who lives in each ZIP code.

<b>ZIP Code</b>	<b>90731</b>	<b>90732</b>	<b>90275</b>	<b>Other</b>	<b>Total</b>
<b>Population</b>	99	125	81	71	376
<b>Ages</b>					
Under 20	8%	5%	12%	8%	8%
21-39	17%	14%	7%	21%	15%
40-59	31%	29%	21%	25%	27%
60-74	28%	25%	40%	24%	29%
75 +	15%	26%	20%	21%	21%
<b>Racial</b>					
Hispanic	5%	2%	1%	3%	3%
Anglo	93%	97%	90%	87%	93%
African American	0%	0%	0%	3%	1%
Asian	2%	1%	9%	4%	3%
Native American & Other	0%	0%	0%	3%	1%

**Table A-3:** Demographic data for First Presbyterian Church membership, as a percentage of the total church membership .

<b>ZIP Code</b>	<b>90731</b>	<b>90732</b>	<b>90275</b>	<b>Other</b>	<b>Total</b>
<b>Population</b>	26%	33%	22%	19%	100%
<b>Ages</b>					
Under 20	2%	2%	3%	2%	8%
21-39	5%	5%	2%	4%	15%
40-59	8%	10%	5%	5%	27%
60-74	7%	8%	9%	5%	29%
75 +	4%	9%	4%	4%	21%
<b>Racial</b>					
Hispanic	1%	1%	0%	1%	3%
Anglo	24%	32%	19%	16%	93%
African American	0%	0%	0%	1%	1%
Asian	1%	0%	2%	1%	3%
Native American & Other	0%	0%	0%	1%	1%

**Table A-4:** Percept study of community interests for nearby ZIP codes.

For each program, the value indicates the interest of the community compared to the national average.

<b>Program Type</b>	<b>90731</b>	<b>90732</b>	<b>90275</b>
1. Cultural Programs (Music, Drama, etc.)	Above Average	Very High	Very High
2. Sport or Camping Programs	Above Average	Very High	Very High
3. Parent Training Programs	Above Average	Above Average	Below Average
4. Youth Social Programs	Average	Above Average	Above Average
5. Church-Sponsored Day School	Above Average	Above Average	Average
6. Day Care Programs	Very High	Above Average	Below Average
7. Marriage Enrichment Opportunities	Average	Above Average	Below Average
8. Family Activities and Outings	Average	Above Average	Average
9. Active Retirement Programs	Average	Average	Above Average
10. Adult Theological Discussion Groups	Below Average	Below Average	Average
11. Spiritual Retreats	Above Average	Below Average	Below Average
12. Personal or Family Counseling	Above Average	Below Average	Very Low
13. Twelve Step Recovery Programs	Above Average	Below Average	Below Average
14. Care for the Terminally Ill	Above Average	Above Average	Below Average
15. Bible Study Discussion/Prayer Groups	Below Average	Very Low	Very Low
16. Divorce Recovery	Average	Very Low	Below Average
17. Food and Clothing Resources	Below Average	Very Low	Very Low

# **Appendix B: Expectations for the Pastor**

## **Personal**

Candidate's life should reflect a deep commitment to a personal relationship with Jesus Christ.

Believes that the Bible is God's Word and conducts personal life and pastoral ministry in accordance with its content and message.

Aims to behave in a humble and Christ-like manner by treating people with dignity respect and love.

Believes that God is our authority, that His will is revealed through the Holy Spirit, and that prayer is essential in realizing the potential of the mission set for us both personally and as a church.

## **Pastoral**

Challenges congregation to strengthen its spirituality and teaches them why they should and how they can deepen their personal relationship with Jesus Christ.

Uses both interpersonal relationships and inspirational sermons to motivate and sustain individuals in their ministries.

Is a dynamic speaker whose sermons present the Word in a way that captivates and inspires listeners to act according to Scripture in day to day life.

Provides spiritual care to the congregation and to others who seek out our church for Christian nurture and guidance.

## **Leadership**

Has a vision for growing a healthy church of committed believers.

Recognizes the need to raise up, cultivate and mentor new leadership in a congregation of disparate ages.

Has confidence in own ability to recognize leadership qualities in others and because of that confidence can trust those chosen to run programs, events and day to day operations with oversight but without micro management.

## **Managerial**

Is adept at administration of staff and capable of strong leadership as moderator of Session.

Can assess and manage conflicts that arise within groups and can facilitate consensus building using proven skills and techniques.

Possesses computer skills and understands the value of information technologies and uses them to facilitate communication, access resources, obtain information and as a tool to conduct church business.

## **Apostolic**

Has vision for quality growth in membership and wants to build a healthy church of committed Christians.

Is committed to strengthening and growing dynamic and creative youth and young adult ministries, which incorporate the participants into the life of the church.

Recognizes the importance of local and international mission work, stays informed regarding missionary opportunities and promotes participation in evangelistic and social service mission work within our community and beyond.

Will evaluate our Christian Education program for the purpose of suggesting improvements to make it a more effective ministry for all ages. Will be willing to work with C.E. staff and commission members to implement changes.

# Appendix C: Details of Strategic Initiatives for Year One

## Strategic Initiative #1

Assimilation Process: Create a system for progressive assimilation of seekers and believers from all entry points to worship, to membership, and to incorporate them into the life and ministry of the church. Assess and modify if necessary, our present commission system to ensure an effective functional structure that would be consistent with our assimilation process as depicted in the Ministry Model.

**Goal 1:** Develop a plan to identify visitors and start the assimilation process.

- a. Develop a class to train members how to mentor and/or direct visitors through the assimilation process. Starting January through June.
- b. Develop (or improve) method of identifying visitors. Starting in January through February.
- c. Membership Commission will have at least one person a week in MacCormick Room every Sunday, who introduces a person unknown to them to two other people. Developed during the month of January.
- d. Develop a program to recruit and train teams for visitation which focus on visitors' needs. Start development in July, complete the development by October.

**Goal 2:** Improve the new member assimilation process.

- a. Develop a team to call on potential members to learn something of their needs, interests, etc. Starting in January through April.
- b. Review and enhance the new member classes. This coincides with sub-goal #A.
- c. Develop a method of introducing the new member to the various groups of the church, their purposes, etc. Starting in August through September.
- d. Develop a mentoring program to help the new member understand the purpose of the ministries in level three of our church model and how they may join in. Starting in May and through December.

**Goal 3:** 80% of the able-bodied church members, youths, and parents will be actively participating in at least one group.

- a. Identify all small groups. This should be completed in January.  
Questions: What is the current participation in all small groups?  
What is the purpose of each small group?

- b. Identify reasons people do not attend (felt needs).
- c. Develop a list of events, classes, and new interests. The focus here is to renew the interest of current members to participate and rejoin the life of the church. Starting in January through March.
- d. Identify ways to improve publicizing the purposes of each group and what their needs are. Starting as soon as possible.
- e. Review the tracking of events on the Calendar. This is in conjunction with sub-goals #D and #F.
- f. Improve the communications within the church. This is in conjunction with sub-goals #D and #F

## **Strategic Initiative #2**

Spiritual Growth and Passionate Spirituality: Create a system for assisting people in their spiritual growth: to develop a personal relationship with Jesus Christ through worship, intentional prayer, Bible Study, and discovering and use of their spiritual gifts in the congregation.

Goals that will need to be accomplished during the next twelve months in order to accomplish the Strategic Initiative.

**Goal 1:** There will be a 30-50% increase in the number of attendees in regular Bible Study every week in each age category (over the present attendees in studies). Completion in 12 months (December 31, 2001).

- a. Establish a separate hour for Bible Study on Sunday (Church School) for every age group.
- b. Have at least one Bible study each day of the week.
- c. Develop need-oriented Bible Studies i.e. grief, divorce, recovery, parenting, addiction ... etc.

**Goal 2:** Develop Intentional Prayer awareness. Completion in 12 months (December 31, 2001)

- a. Develop a web page, with a prayer emphasis.
- b. Offer classes on prayer once a year.
- c. Establish one additional intentional Prayer Group.
- d. Emphasize prayer in every ministry of the church

**Goal 3:** Develop classes to help people in their Spiritual growth. Completion in 12 months (December 31, 2001).

- a. Discovering the Six basic Christian Habits for Spiritual Maturity  
= Time with God's Word, = Prayer, = Tithing,  
= Fellowship, = Worship, and = Study  
This class will provide skills and tools that an individual needs.
- b. Discovering gifts for ministry. It will assist a person to develop and use his/her God-given gifts and abilities in serving Christ and others.
- c. Discovering your Life Mission. This class will emphasize learning to share the Gospel and discovering God's mission for one's life.
- d. Mentor/Leadership Training. This class will emphasize the ability of a person to develop skills for both mentoring and leadership training.

### **Strategic Initiative #3**

Youth: Intentional staffing for youth ministries. The staff will help the church meet the needs of our youth spiritually, socially and relationally. The participants in these goals are to have a heart for youth. Each group will have a leader responsible for each task.

Goals that will need to be accomplished during the next twelve months in order to accomplish the strategic Initiative.

**Goal 1:** Develop a Prayer Team to pray for the Youth ministry of this church. Completion in 2 months (March 1, 2001)

Pray for:

- The Church to have a passion to meet the needs of the church youth and to reach out to the youth in our community.
- The youth will grow and become a mature and balanced person. (Spiritually, Intellectually, and Socially, plus Service)

**Goal 2:** Develop a Parent Advisory Group for the Youth ministry of this church. Completion in 4 months (May 1, 2001)

- a. Job Description (why they are meeting)
- b. Ask parents to join. Keeping in mind and balancing these areas:
  - \* Middle School and High School
  - \* San Pedro schools and Peninsula schools
  - \* Parents who are members and attendees

**Goal 3:** Develop an Overall Organizational structure for the Youth ministry of this church. Completion in 6 months (July 1, 2001)

- a. Research other churches, the Seminary, Youth Specialties ... etc.
- b. Job Descriptions for the positions, define whether they are paid and/or volunteer positions.
- c. Budget, money needs for the staffing.

**Goal 4:** Develop a Mentoring Program for the Youth ministry of this church. Completion in 9 months (September 1, 2001)

- a. Job Descriptions for the positions.
- b. Define whether they are paid and/or volunteer Positions.