

Mission Self-Study Report

West Nottingham Presbyterian Church

July 2013

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1. Introduction

In early 2013, the West Nottingham Presbyterian Church (WNPC) Session began the process of a pastoral search. After prayerful consideration the Session decided to engage an outside individual to work with a Task Force made up of church members in a self-study that would create a framework for the search. To build the Task Force, potential names were generated by the Session, a Session sub-committee reviewed the names, and then selected those to be asked to participate. A member of the sub-committee and the Session proceeded to request the participation of the potential members.

The objective of the Task Force, along with the help of Bill Millen, Consultant, would be to lead the congregation of WNPC in a self-study and continue the process of a pastoral search. The study “will not only help us to understand more clearly who we are and where we are going (what our strengths and passions are) but, to begin to lay out an achievable plan for ministry” (Potter, J., 2013).

Based on information collected from town meetings, interviews, and discussions and guided by the words of our Lord,

“Let love be genuine. Abhor what is evil; hold fast to what is good. Love one another with brotherly affection. Outdo one another in showing honor. Do not be slothful in zeal, be fervent in spirit, serve the Lord. Rejoice in hope, be patient in tribulation, be constant in prayer. Contribute to the needs of the saints and seek to show hospitality” (Romans 12: 9-12),

the task force is confident that the following Vision and Mission statements accurately reflect our hopes for the future of West Nottingham Presbyterian Church:

Our Vision: With God’s abundant love and guidance, our vision is to grow to effectively share with the community, through our words and works, the teachings and mercy of Jesus Christ.

Our Mission: Our mission is to minister to whomever God chooses that we touch, to serve Him through worship and praise, to gain spiritual insight through learning and prayer, to find strength in faith, to be steadfast stewards of His word, to rejoice in the promise of His Grace, to offer shelter to the weary, to nurture those in pain, to share with those in need, to offer hope to the hopeless, and to be a beacon of Christian love for our community.

2. Church History

In its long history, West Nottingham Presbyterian Church has impacted not only the spiritual life of its community, but also events in Cecil County's and United State's history.

West Nottingham Academy, founded in 1744, is a venerable private school located next to WNPC, as the two were once connected. WNPC pastor Dr. Finley established the school, which quickly developed into a strong scholarly institute. Two of its students, Dr. Benjamin Rush and Richard Stockton, later became signers of the Declaration of Independence.

Many of Cecil County's early business and community leaders were members of WNPC. Names appearing on some of the oldest gravestones in WNPC's cemetery are also found on roads and place names throughout Cecil County. Occasionally WNPC's cemetery, and some of those buried there, are referenced in articles on local history.

A brief history of WNPC appears on the church's website, www.wnpc.net, and is included in Appendix A of this document.

3. Church Site and Buildings

WNPC is blessed in its location, which Congregation members clearly identified as a strength in this mission self-study. The church and its cemetery are located on an approximately ten acre parcel of fields and woods that are bordered by a state highway and three well traveled country roads, making the church "accessible and visible." The property lends itself to outdoor activities for Vacation Bible School, Youth Group activities and Congregational picnics. The Congregation also takes advantage of the considerable road frontage for signage promoting services and programs, and church sponsored yard sales. At times, services have also been held outside.

Among the immediate neighbors are a Cecil County Emergency Services station, and West Nottingham Academy, one of the oldest boarding schools in the United States. The church and the school remain strong friends more than two centuries after the school was founded by WNPC pastor Dr. Finley. Academy students perform community service at the church, and sometimes attend services. The school also holds special ceremonies at the church. At times, the church has also used school facilities.

The church sanctuary is located in the original church, built between 1800 and 1804, using local building material, including steps made of Port Deposit granite. This original structure still forms the dominant portion of the church's façade, but there have been numerous upgrades and additions in the past two centuries! Gifts and memorials brought stained glass windows, a bell and other accoutrements. Necessary upgrades and Congregational initiatives have brought about renovations and additions over the years. Two of the most recent additions were identified in the self-study as potential strengths as we strive to bring more families into the church.

One of these changes is the Christian Education Building, established in 1958. It has eight rooms, four restrooms, a finished basement and a kitchen area. Though now nonfunctional,

this kitchen once served Turkey Suppers, Vacation Bible School snacks and various other foods for most church activities that included refreshments. Today, six of the eight rooms house a secular child care center and playschool. One classroom and a small room that functions as a supply closet are dedicated to Christian Education. There is a large and much used playground in back of the CE building.

The second, more recent, addition came about when, in 2000, a building committee was formed to plan an addition that would also make the church more handicapped accessible. This addition was carefully planned to blend with the existing facility. Among the changes and improvements is a large fellowship hall and kitchen, an interior hallway to the CE Building, a front entrance handicap ramp, and a combined choir room, pastor's study and office/meeting room area. The larger fellowship hall and more modern kitchen have helped WNPC in a new mission, a free lunch service provided to the community twice a month. This project also included providing air conditioning to the sanctuary, improving and repaving the parking lot, and building a larger free standing garage for church and cemetery maintenance equipment.

Across a street from the main facility, WNPC also has a house on a nicely landscaped lot that is just under an acre in size. For several years, this house served as a Sexton's home. Recently the Sexton inherited another home and has moved out of this one. The Property Committee is overseeing the process of giving the house a facelift in preparation for making it available for renting.

4. Membership

Consistent with nationwide trends throughout the Presbyterian Church, West Nottingham has experienced a steady decline in membership over the last ten years. In 2012, West Nottingham Presbyterian Church reported total membership was 135, lower than the PC(USA) average of 180 (www.apps.pcusa.org, 2012). The graphic below depicts the changes in membership, attendance, and Christian education enrollment since 2002. Please note that the Session took steps to update the status of inactive members in 2008.

Membership, Attendance and Christian Education

West Nottingham, Colora, MD

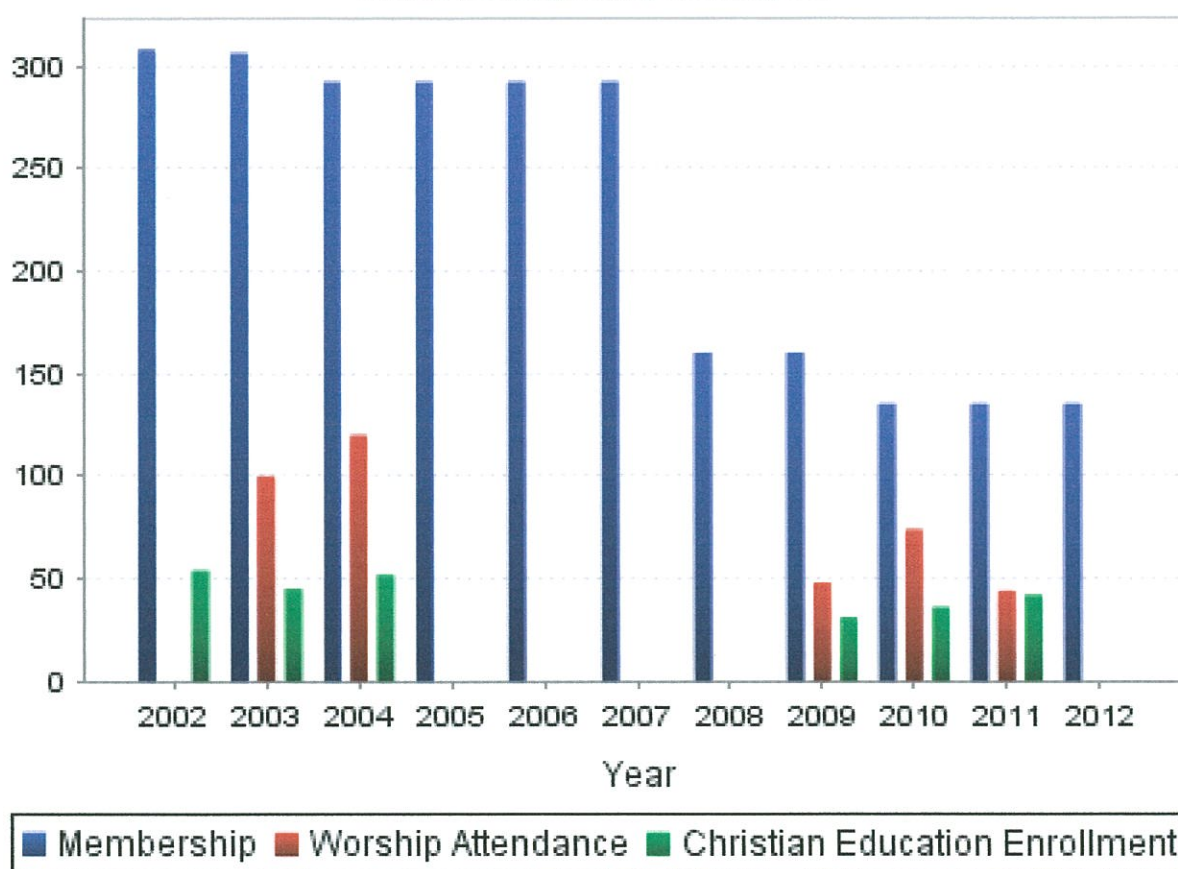


Table 1. Membership, attendance, and Christian education trends over the last 10 years at West Nottingham Presbyterian Church (www.apps.pcusa.org, 2012).

We were pleased to note that in spite of a steady decline in membership, total contributions have remained fairly consistent over the last ten years (no data available from 2005 – 2008) (www.apps.pcusa.org, 2012). Although we recognize that our expenses have increased significantly during this time, we are encouraged by the generous nature of our church family.

Total Contributions from 2002 to 2012

West Nottingham, Colora, MD

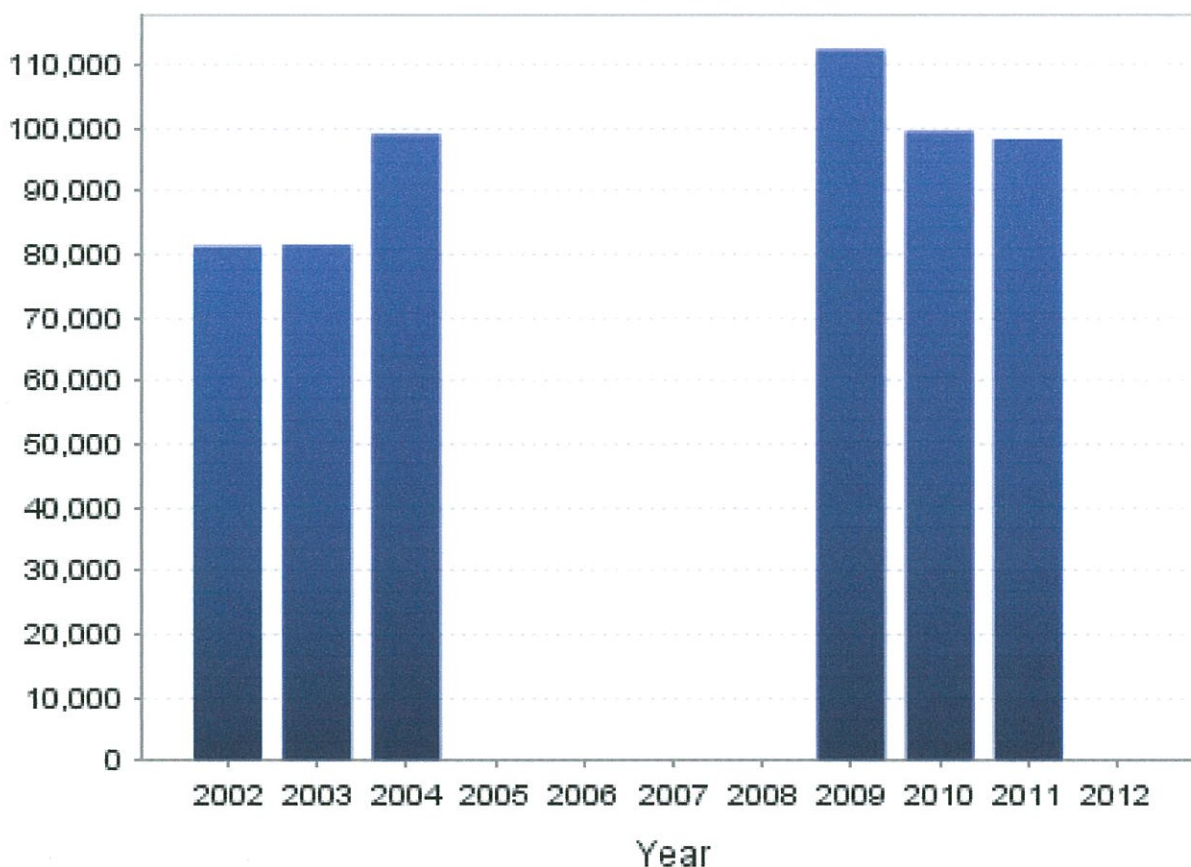


Table 2. Total contributions over the last 10 years at West Nottingham Presbyterian Church (www.apps.pcusa.org, 2012).

For more information regarding 10 year trends, an annual statistical report is included in Appendix B.

5. Church Leadership

Session: The Session is the governing body of the church and is composed of 10 Elders, one youth Elder, and a Pastor and is charged with “leadership, government, spiritual discernment and discipline” and is responsible “for the life of a congregation as well as the whole church, including ecumenical relationships” (Book of Order, 2011). It has recently been suggested that the position of youth Elder is unconstitutional and is currently under evaluation.

Deacons: The Board of Deacons currently boasts nine members. “The ministry of deacon as set forth in Scripture is one of compassion, witness and service, sharing in the redeeming love of Jesus Christ for the poor, the hungry, the sick, the lost, the friendless, the oppressed, those burdened by unjust policies or structures, or anyone in distress” (Book of Order, 2011-2013). We are fortunate to have an extremely dedicated group of individuals serving on the Board of Deacons.

Compensated Staff: Compensated staff includes one Interim Pastor, one part-time Administrative Assistant, two full-time Sextons, and one part-time music director. The Child Care Center employs 13 part-time employees.

6. Worship

Sunday Worship assembles every Sunday at 11:00 am (Summer Worship begins at 10:00 am). At this time, this is the only regular service offered at WNPC. In the past, an informal 8:30 am service was offered, but too few members attended to warrant continuing it at that time. During the self-study process, the possibility of experimenting with a variety of worship times and styles in order to meet the needs of time-challenged families was an on-going theme and is something that we should consider as we move forward with our vision.

Child care for infants through second grade is offered during worship. The nursery is staffed by volunteers, usually one adult and one youth and scheduling is coordinated by the church Administrative Assistant. In recent years, it was customary for youngsters to remain in the sanctuary until after the “Children’s Sermon,” however, in light of the diminishing number of children present during worship, a children’s sermon is no longer routinely offered.

The order of worship follows the Standard Order of Worship as set forth by the Book of Order, varying slightly to accommodate special events such as baptisms, communion, ordination of new officers, and the reception of new members. Recently, interactive youth initiatives have been incorporated into regular services and have been well received by the congregation.

In addition to traditional hymns, worship music is regularly offered by the Chancel Choir, joined by the children’s choir on the third Sunday of each month. Performances by the bell choir and special music are offered several times throughout the year. In recent months, our music director has made a special effort to incorporate contemporary versions of

traditional worship music into the repertoire. After an initial adjustment period, the congregation appears to be enthusiastic about these changes. Special musical events such as community-wide cantatas and the production of a compact disc featuring the Chancel Choir are met with enthusiasm. Throughout the self-study process, an interest in more buoyant, lively selections during worship was apparent.

7. Christian Education

Sunday School: Sunday School convenes every Sunday from 9:30 to 10:30 am from September through June. Currently, there is a preschool class (ages 3 -5), an elementary school class (grades 1-5), and a youth class (grades 6-12). Christian education leaders use creative and interesting games and activities to engage the students while following the Lectionary as a guideline for topics and scripture. Music is incorporated into class time and recently, the children have started performing every third Sunday, along with the adult choir, during worship. In spite of the best efforts of our Christian Education leaders, attendance is very low, dwindling to the point that often there are no students for any given class.

Youth Group: In cooperation with Port Deposit Presbyterian Church, youths in 6th through 12th grade have the opportunity to meet with peers, under the guidance of adult leaders, to enjoy social outings and activities, participate in community service projects, and worship God. Some examples of recent projects and activities include: Cecil County Crop Walk, 30-Hour Famine, Youth Rally in Ocean City, and church grounds maintenance.

Vacation Bible School: Vacation Bible School (VBS) is a week-long summer program for children in pre-K through 5th grade. Many of our older youth members participate as leaders or assistants. Through Bible stories, music, arts and crafts, and games, VBS leaders share the teachings of Jesus Christ, not only with children currently attending West Nottingham, but with the entire community.

For many years, Vacation Bible School at West Nottingham has been in cooperation with Hopewell Methodist Church and Mount Pleasant Methodist Church. This year, however, Hopewell Methodist Church, due to a decline in school-aged children, has elected not to participate in Vacation Bible School.

Confirmation Class: Historically offered annually, Confirmation Class is designed to teach young people the basics of Presbyterian worship, sacraments, and history with an ultimate goal of becoming a church member upon completion of the class. Due to a decline in regularly attending youth at West Nottingham, Confirmation Class is now offered on an as-needed basis.

Adult Education: In recent years, adult education has been self directed. A variety of books have been selected, and participants have rotated into the leadership role. Topics that have been explored include *Practicing Our Faith*, *40/60 – Midlife Adults*, *Christ in Us*, and *Old Testament for Beginners*. The adults have also focused on the lectionary at times, and most recently with the help of the interim pastor, focused on the book of Luke.

Attendance has been variable, especially since many of the adults have taken on other responsibilities with worship, choir, and the children's ministry.

8. Committees and Groups

Christian Education: The Christian Education Committee provides direction and support for all of the Christian Educations activities offered at WNPC, including but not limited to Sunday School, Vacation Bible School, Youth Group, and a variety of social and community outreach activities. Members include Session representatives, Sunday School educators, Youth Group leaders and the youth music coordinator. The committee continues to struggle with dwindling numbers of regularly attending children and youth. Recent suggestions of including parent representatives on the committee are being considered in hopes of gaining some insight into a decline in participation.

Finance: The Finance Committee, comprised of seven members, is responsible for collecting Session committee budget requests, and also tracks historic church expenses, develops a comprehensive annual budget, attempts to live within the set annual budget, and oversees the investment portfolio.

Property: The Property Committee oversees the maintenance of the church facilities and property. This has included organizing clean-up days, painting portions of the CE Building, arranging for repairs or service for heating, air conditioning, plumbing, electric or digital services, and other tasks related to being a trustee of our place of worship.

Audit: The Audit Committee reviews the hard work of the Finance Committee to assure the Congregation that there are no errors or incongruities in the Church's finances.

Worship: The Worship Committee performs many and varied tasks for the Congregation. They ensure that the sanctuary and the service reflect the season, for example, planning the Lighting of the Candles during Advent or coordinating the special purchase of flowers at Easter. They arrange for substitute pastor coverage for vacations, set the fee for the use of the building for weddings and funerals, and consider alternate times for worship services, among other duties.

Personnel: The goal of the Personnel Committee is to provide support and direction to all of the staff. They bring staff concerns to the attention of Session, and submit the staff salaries portion of the annual budget.

Mission: The Mission Committee inspires and leads the Congregation in mission projects and in the fundraisers to support those projects, such as the annual Turkey Supper and yard sales. Their leadership helps the Congregation meet local needs through programs like the Free Lunch program, and more global needs such as the Presbyterian Church in Placentas, Cuba.

Nominating: The primary task of the Nominating Committee is to prayerfully recommend good stewards to leadership positions in the Church.

9. Mission Initiatives

The mission work of WNPC has three equally important parts. The first part is the missions generated by the church which directly affect the local community. These include but are not limited to a free lunch twice a month, a party for children with special needs and their families in the fall, “Trunk or Treat” around Halloween, a Christmas Mitten Tree, Knit for Kids in cooperation with World Vision, an Easter egg hunt, the collection of new socks to the “Sock It to Hurricane Sandy” effort, participation in the 30 Hour Famine, the Crop Walk and our annual VBS program, which is free and open to all children.

Second is the support of community missions. This includes such things as the complimentary use of our facilities by the Girl Scouts, Boy Scouts, Alcoholics Anonymous, Narcotics Anonymous and social groups like the Country Thyme Gardeners, a basket-making group, the Upper Chesapeake Band, and a Thai Chi class. The day care & playschool also offer a currently underutilized opportunity for community mission. The church continues to support a local mission called the “Ray of Hope”. There is additional effort to reach out into the community by conducting bingo at a local nursing home, providing a drop-n-shop child care service at holiday time, and providing emergency aid when needed.

The third part of the mission program at WNPC is more global in nature. There is generous and enthusiastic support of Presbytery causes like One Great Hour of Sharing and Disaster Relief Funds. The church also supports the Howard Family Ministry in Papua New Guinea, whose mission it is to translate the Bible into the native language, and most recently the church in Placetas, Cuba. Most recently, our interim pastor and three members of the congregation went to the church in Placentas, Cuba, taking along many needed supplies, money, and friendship.

10. Overview of our Community and Congregation

When determining the boundaries of our “community,” the Task Force first considered using a two-mile radius around the church but immediately found it too limiting. We then looked at a 10-mile radius, but again felt that it did not accurately represent what we consider our church community. After careful consideration, the Presbytery provided us with a QuickInsite Report of a custom geographical area around the church.

The report provided to us shows the following community trends over the next five to 10 years:

- A. Over the next 10 years, it is anticipated that we will see a moderate growth in the general population. We can expect a moderate decline in the number of school-aged children and a significant growth in the number of people 65 and older.
- B. Currently, it is somewhat more likely, when compared to the rest of the state, that families with children are living in two-parent households. Over

the next five years, it is likely that we will see fewer two-parent households and single-father households, and more single-mother households.

C. The general level of education for adults aged 25 and older is high when compared to the rest of the state. Projections for the next five years suggest little change.

D. Racially, we are a very homogenous community, consisting mostly of white non-Hispanic people. Five year projections show little change.

E. Although we have fewer people living below the poverty line, when compared to the rest of the state, our comparable median family income is lower. This trend is anticipated to remain consistent over the next five years.

F. We were dismayed to discover that, when questioned about religious beliefs and practices, our community fell well below the state average. Only 18% of the population felt that it was important to attend religious services and only 12.2% felt that their faith was important to them (QuickInsite Report, 2013).

For your information, the complete QuickInsite Report has been included in Appendix C.

In addition, a Mosaic Lifestyle Report was provided that offers insights into the “behaviors, attitudes, and preferences of the households within the study area (QuickInsite Report, 2013).” A complete description of the top three segments of the population that represent our study area, *Family Union – Stockcars and State Parks*; *Thriving Boomers – Unspoiled Splendor*; and *Pastoral Pride – Countrified Pragmatics* are included in Appendix D.

It is the opinion of the Task Force, that the community statistics provided by the QuickInsite Report are an accurate representation of the congregation of West Nottingham Presbyterian Church.

11. The Mission Self-Study Process

The Mission Self-Study process began with an intense period of data collection. Gathering information about our community, listening to and understanding what people are thinking and really feeling about our community and our responsibilities as community leaders will help WNPC find opportunities for service and, therefore, help guide our future plans. Community interviews (questions provided by Bill Millen) were conducted by Task Force members. Additional demographic information was provided to the Task Force from Mission Insight and carefully discussed by the Task Force.

After collecting data, the Task Force began sharing our information with the congregation of WNPC in a series of three Town Hall Meetings. The following are the findings of the Task Force based on information received during those meetings.

Town Hall Meeting I:

On April 14, 2013 the Self-Study Task Force hosted the first of three town hall meetings. The goal of the initial town meeting was to initiate a discussion regarding the congregation's vision for the future of West Nottingham Presbyterian Church. Lead by Bill Millen, small group breakout sessions were conducted offering attendees the opportunity to discuss perceived strengths and weaknesses and their preferred vision for the future. Specifics regarding Town Hall Meeting I and applicable Task Force Meeting minutes can be found in Appendix E.

Task Force Objectives: Organize Strengths and Weaknesses into focus areas and begin to consider a vision statement that embodies the congregational hopes for the future.

Outcome: After much consideration of the information gathered from this meeting, the Task Force determined that the focus areas that best represent the congregational perspective include: People; Facility; Youth and Children's Activities; Music; Finance, and Worship.

A vision for the future that best embodies the hopes of the congregation would include: growth in all age groups, especially multi-generational families; a minister who reflects a younger, more active congregation, and financial stability.

Town Hall Meeting 2:

On May 5, 2013 the Self-Study Task Force hosted the second of three town hall meetings. The Task Force members presented a community report that was generated through review of community demographics and statistics, and interviews of selected community leaders. An outline of the report was provided to the attendees so that they could note areas of interest (Community Demographics Report and Community Interviews provided in Appendix F). Small groups were formed to discuss which statistics surprised, encouraged, and challenged. Each small group reported to the whole assembly their findings. A second small group session was held for the participants to consider their greatest fears and expectations, and opportunities and threats. Specifics from Town Hall Meeting II can be found in Appendix G.

Task Force Objective: To create a vision statement that will embody the congregation's hopes for the future.

Outcome:

Vision Statement: With God's abundant love and guidance, our vision is to grow to effectively share with the community, through our words and works, the teachings and mercy of Jesus Christ.

Town Hall Meeting 3:

On May 19, 2013 the Self-Study Task Force hosted the third of three town hall meetings. At this third Congregational Town Meeting the number of focus areas was reduced to a smaller group of goals that would become part of the Mission Plan. Members at the meeting were asked to vote for the two focus areas they would prioritize; those with the highest tallies would become our Focus Areas. The final focus areas are:

Worship: “To present a worship service that attracts new, and retains current members by being enthusiastic, inspiring, interactive and traditional, enriching, joyful, relating to personal experience, [and by offering] a balanced program of music, ministry, bible teachings and active youth participation.”

Finance: “To increase our understanding of what God has given us and what we can do to give back and share.”

People: “To create a [strong] family ministry.”

Youth/Children Activities: “To provide a meaningful, high quality Christian Education experience for children and youth [who] are starting or continuing their faith journey through a variety of learning opportunities (Sunday School, Youth Group, Vacation Bible School, and mission outreach). “

Working in groups, the Task Force also shared the Vision Statement they had developed, and the meeting members approved it. The need for a clear and strong Mission Statement was also discussed. The Task Force explained that they would be meeting to put together the Mission Statement and to work all the goals and community information into a Mission Plan. This would move WNPC forward in beginning the search for a new minister. Once the Mission Plan is completed and approved, the Congregation can start working on the goals while the search for a minister is conducted. Due to summer vacation schedules, it was decided to postpone the 4th Congregational Town Meeting until Fall 2013.

Task Force Objective: To develop a strong mission statement and to create three to four goals for each focus area selected during Town Meeting 3.

Outcome:

Mission Statement: Our mission is to minister to whomever God chooses that we touch, to serve Him through worship and praise, to gain spiritual insight through learning and prayer, to find strength in faith, to be steadfast stewards of His word, to rejoice in the promise of His Grace, to offer shelter to the weary, to nurture those in pain, to share with those in need, to offer hope to the hopeless, and to be a beacon of Christian love for our community.

Goals:

❖ Worship

1. Call a pastor whose values are consistent with those of the congregation, whose qualities will allow him/her to comfortably minister to our church family, and who will be committed to working toward **our** vision of the future of West Nottingham Presbyterian Church.
2. Upgrade our sanctuary to accommodate traditional and interactive services.
3. Continue to experiment with alternatives to our traditional service (i.e., contemporary music, interactive dramas, etc.).
4. Regularly poll the congregants to determine if we are moving in the right direction.

❖ Youth/Children's Activities

1. Identify the needs of the congregation (youth, adults, educators, and child care center) through discussions, surveys, and observation.
2. Enlist volunteers through the use of proven recruitment techniques:
 - a. Identify areas of need.
 - b. Create manageable roles.
 - c. Create, and continually update, an orientation manual.
 - d. Conduct revolving orientation.
 - e. Incorporate the use of business cards with contact information and revolving orientation dates as a convenient reminder for potential volunteers.
3. Provide training/staff development:
 - a. Assign mentors and trainers.
 - b. Consider the use of seminars and guest speakers as tools for motivating current leaders and attracting potential leaders.
4. Resources:
 - a. Acknowledge that our youth of today will shape our vision for the future, and offer an operating budget worthy of that vision.
 - b. Update our limited and outdated technology in an effort to relate to today's youth.
 - c. Consider expanding our ministry to include the Child Care Center, a currently untapped resource.

❖ Finances

- a. Educate the congregation regarding operating, upkeep, and mission expenses.
- b. Effectively and frequently communicate to the congregation our fiscal responsibilities as temporary custodians of West Nottingham

Presbyterian Church, and our humanitarian responsibilities as children of God.

- c. Create opportunities to generate revenue by capitalizing on resources that are currently being underutilized (e.g., fellowship hall).

❖ People

- a. Elect a committee to review contemporary family ministry models, determine which model is consistent with our vision and take the necessary steps to develop a ministry that will meet the needs of families in our changing world.
- b. Survey currently inactive members regarding their absence in hopes of gaining insight into declining membership.
- c. Survey active members so that the needs that are currently being met are not lost as we move forward with our vision.
- d. Recruit and educate volunteers.

Insights about our Congregation:

As we move toward our vision for the future, it is important that we know our strengths and use them to our advantage. Perhaps more importantly, is to acknowledge our weaknesses and look for innovative ways to overcome them. We should embrace opportunities that are available to us, but be wary of potential threats.

The most obvious opportunity available to us is the selection of a new minister. This self-study was a tool to assist us in creating a new vision for the future, a future that includes a growth in membership and a vibrant, family ministry. Threatening this vision, as verbalized by attendees at Town Meeting 2, is the unwillingness to “embrace change” and “pessimism about our ability to create change.” When assessing applicants, it should be in terms of the needs of our congregation. What is their track record? Are they able to elicit enthusiasm from church members? Can they demonstrate a history of strong leadership qualities? Have they been an integral part of a successful ministry growth in the past? Can they motivate people? Are their values consistent with those of our congregation? Do they share our vision?

According to Reverend Luther Kramer of the Alban Institute, one of the most overlooked factors in selecting a new minister is church size. While larger churches need leaders who are able to “build consensus, set visions, and recruit and empower volunteers,” smaller churches with an attendance of fewer than 150 people “require an emphasis on interpersonal skills such as warmth and friendliness” (Kramer, L., 2004). This should be carefully considered, because although we are currently a small congregation, our vision is for growth. Is our current congregation, consisting mostly of middle-aged to elderly persons with few young families, truly prepared for the challenge of abdicating qualities such as “warmth and friendliness” for more purpose-driven leadership?

By far, our greatest strength is the caring and compassionate nature of our congregation. We are blessed with a group of people who are committed to Christ, dedicated to service, and devoted to our church. Our volunteers, enthusiastic, loyal, and hard-working, are always looking for new and creative ways to share the good news of Jesus Christ, for ways to draw into the fold the community around us. Because of our small numbers, volunteer burnout is a legitimate concern. Not only do the burdens of many fall on the shoulders of the few, but feelings of inadequacy and discouragement ensue when heart-felt intentions fail to make a difference.

Leadership training with a focus on volunteer management may be a viable option to consider in our efforts to avoid or combat volunteer burnout. The importance of volunteer management is underscored by a study commissioned in 1998 by the UPS foundation that warned that "Poor volunteer management practices result in more lost volunteers than people losing interest because of changing personal or family needs." In addition, "No matter how well intentioned volunteers are, unless there is an infrastructure in place to support and direct their efforts, they will remain ineffective at best or, worse, become disenchanted and withdraw. . ." (Grossman, 2002).

In spite of the incredible generosity of our members, financial instability continues to threaten our present and future. "For a church without debt to sustain modest growth, the giving level needs to be about 5 to 6 percent of the people's income. And to sustain growth of 10 percent or more a year, the people of the church need to be giving 8 to 12 percent of their income" (Harris, 2013). Because much of our focus is on growth as a means to obtain financial stability, it should be understood that "it typically takes about five years for a new member to develop the commitment and discipline to financially support the church as strongly as the long-time members do" (Harris, 2013). In addition, community statistics suggest that our target populations, specifically young families, are more likely to be single-parent households (QuickInsite Report, 2013). Due to financial difficulties, these families may be unable to tithe at a rate of 5 to 12 percent of their income. We should consider the possibility that we may successfully expand our ministry, but find ourselves with limited funding to support this growth.

As evidenced by town meeting discussions, we are nearly unanimous in our hopes for a strong family ministry and are committed to "providing a meaningful, high quality Christian Education experience for children and youth." In spite of our efforts, we not only continue to have difficulty drawing new young families, but many of our own young families are not attending on a regular basis. Why?

"Lifeway Research completed a study on individuals who were born between 1980 and 1991, these individuals are the new young family." (Reinold, 2013). Out of 1200 people surveyed within this age range only 31 percent strongly agree with John 14:6, [*Jesus said to him, I am the way, and the truth, and the life. No one comes to the Father except through me.*]. They (Lifeway) also discovered that there are a massive number of young adults that are leaving the church because they do not find it relevant to their lives." (Reinold, 2013). Our own research revealed that only 18% of the people living in our community felt that it was important to attend religious services and only 12.2% felt that their faith was

important to them (QuickInsite Report, 2013). Combine these statistics with changing lifestyles of the American family, and it is little wonder that we are struggling with our family ministry.

In addition, ten year statistics suggest that families with school-aged children will decline over the next 10 years (QuickInsite Report, 2013). How do we move forward with our vision in the face of these statistics?

Fortunately, we are blessed with several multi-generational families in our own congregation. We should consider surveying these families in hopes of gaining insight into their unmet needs.

Our own childcare center currently serves 27 families and 13 children are enrolled in playschool for the autumn session. This is an amazing untapped resource of which we should take advantage.

While millennials (individuals born between 1980 and 1991) may not offer us an instant cure, over the next eight to 15 years, these young people will shape the future of not only WNPC, but Christianity. If we want to be relevant, we need to find ways to meet their needs. There is a plethora of research on the “millennial family” and religion. It is our recommendation, and ardent wish, that those who are assigned this endeavor will realize the gravity of the task appointed them and will approach it with prayerful consideration, thorough research, and heartfelt sincerity. In the words of our Lord,

“Therefore 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. And surely I am with you always, to the very end of the age.” ~Matthew 28:19-20.

As our part of this journey of self-discovery draws to a close, what we already knew has simply been qualified. We are not a congregation, but a church family. A family that is united in its desire preserve our faith, and our church, for posterity. It is our fervent hope that this summary of our self-study will assist the Session and the subsequent Pastoral Nominating Committee as we move forward in our search for a minister who will partner with us as we embrace our mission, and aid us in the realization of our vision for the future.

Respectfully Submitted,

Lisa Lottes
Sue Orndorf (chair)
Dave Peters
Carolyn Stepnitz
Joann Tosh
Toni Webb

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Appendix A - A Brief History of West Nottingham

Presbyterian Church

The earliest mention of the congregation known as the West Nottingham Presbyterian Church dates back to 1724. The first mention of the congregation is in the New Castle Presbytery records of March 23, 1724, at a meeting held at Pencader. The minutes read as follows:

"Ordered that Mr. Houston supply the people at the mouth of the Octoraro the fifth Sabbath of May and Mr. Thomas Evans the third Sabbath of April"

After many part-time pastors and stated supply pastors, the Rev. William Orr accepted a call and was ordained and installed as West Nottingham's first full time pastor in the year 1731.

In March of 1740, the Rev. Gilbert Tennent, a leader in the revival party, preached his famous sermon at West Nottingham entitled "The Dangers of an Unconverted Ministry" from the text Mark 6:34 which became known as the "Nottingham Sermon". In 1740 the famous George Whitefield preached at Nottingham to an estimated 8,000 people.

In 1741 the Presbyterian Church in the colonies divided due to a split concerning the new evangelism which came to be known as the new side-old side controversy. The wedge of division was driven through the congregation at Nottingham. The new side group separated from the congregation at this time and called as its first pastor, the Rev. Samuel Finley. The Rev. Samuel Gayley, pastor of the congregation in the middle of the nineteenth century wrote the following concerning the two congregations:

"The new side meeting house which was erected at once, stood on the west side of a little stream at the foot of the hill on which the other meeting stood...They were in full view of each other and but a few rods apart. Each congregation could hear the other sing."

The new church was designated the second Nottingham and the old the first Nottingham. Dr. Finley, pastor of the second Nottingham Church, was an able scholar and he established a school, later known as the West Nottingham Academy. Many men of importance during the colonial and revolutionary period were educated at the Academy, two of which were Richard Stockton and Dr. Benjamin Rush, both signers of the Declaration of Independence.

In 1761 after the death of his wife, Samuel Finley left West Nottingham to become president of Princeton College in New Jersey. In 1790 after the old side-new side controversy ended, the two congregations were reunited and in 1800 the congregation agreed on the new site for the church building, which is now the present site of the congregation. In 1803 they were authorized to institute a lottery to raise funds for completing the building by the Maryland Legislature. The congregation has existed at this site to the present day serving the community. Additional information taken from the WNPC Mission Study conducted in 2005:

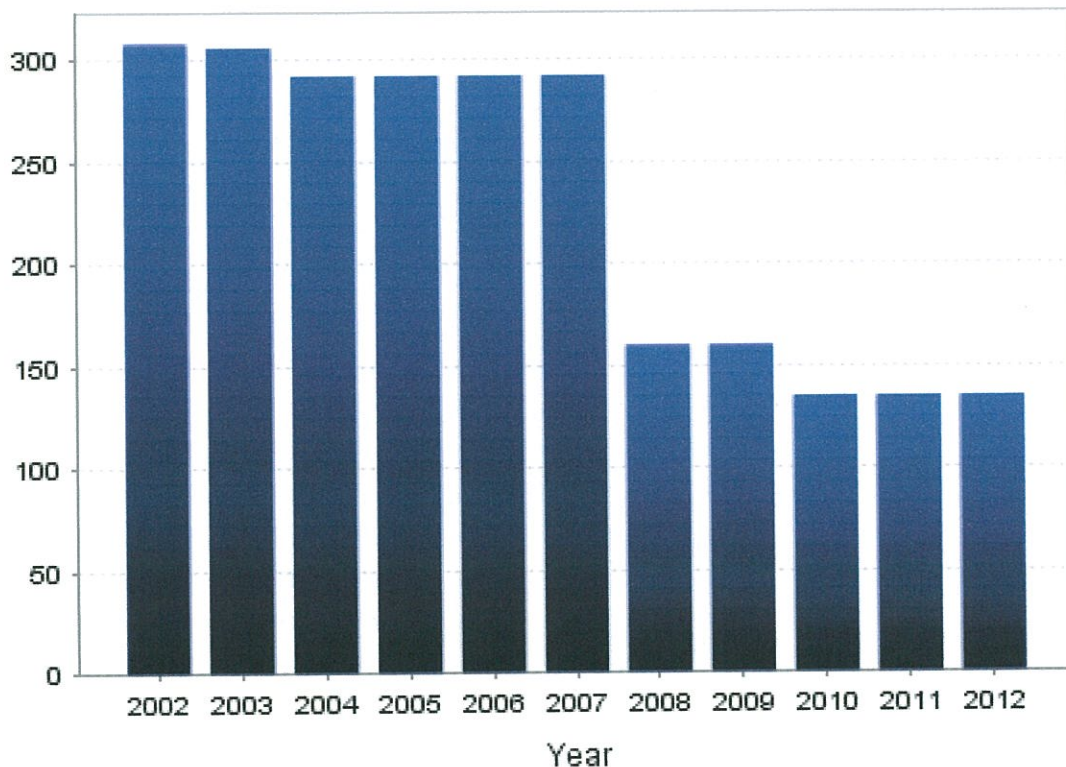
- ❖ The current facility, built between 1800 and 1804, was built with “native stone with Port Deposit granite steps.
- ❖ The high arched ceiling of the sanctuary, when viewed from the attic, is constructed of great beams resembling an inverted ship.
- ❖ The Gayley family gave the two Tiffany windows that grace the wall on either side of the pulpit. Dr. Samuel A. Gayley, D.D., and his wife Agnes served the church for 38 years and were a beloved presence.
- ❖ James Gayley, their son, gave a large bell in 1901 “in memory of boyhood days.”
- ❖ In time all of the sanctuary windows were replaced with stained glass memorials, as well as the triptych in the vestibule.
- ❖ Early lighting was from oil lamps and heat was not available for some time.
- ❖ Music was eventually provided by a series of pump organs. Small boys were hired to do the pumping for \$.25 per service.
- ❖ In 1880, the Chapel was built “by the ladies of the church, aided by a bequest of Sarah E. Patterson.”
- ❖ In the late 1920s a kitchen addition was talked about and when the daughters of Robert Wallace Steel proposed giving a memorial, it was decided that an arcade joining the church and the chapel would be very welcome. A kitchen was added at this time that had a door into the Steel Memorial as well as double doors into the chapel.
- ❖ During the 1950s, with a burgeoning Sunday School and Youth Group attendance, the need for a new CE building was envisioned. It was built and dedicated in 1958, during the pastorate for Rev. Douglas Ibach.
- ❖ In 2000, a building committee was formed to plan an addition that would also make the church more handicapped accessible. This addition was carefully planned to blend with the existing facility. Among the changes and improvements is a large fellowship hall and kitchen, an interior hallway to the CE Building, a front entrance handicap ramp, and a combined choir room, pastor’s study and office/meeting room area. The larger fellowship hall and more modern kitchen have helped WNPC in a new mission, a free lunch service provided to the community twice a month.

Ten-Year Trends

Research Services

Total Membership

West Nottingham, Colora, MD



Your congregation's reported total membership, 135, was less than the 2012 PC(USA) average, 180.

The chart above shows the number of members in your congregation for the years 2002 through 2012. Membership for the Presbyterian Church (U.S.A.) and its predecessor denominations (the UPCUSA and the PCUS) peaked in the early 1960s, then began a steady, slow decline. From 2002 to 2012, PC(USA) membership has declined by about 2.1% annually. In general, smaller-membership congregations (less than 250 members) were more likely to experience net losses in the last ten years and larger-membership congregations (more than 250 members) were more likely to experience net gains. Nonetheless, a majority of all congregations (including larger-membership congregations) experienced net losses over this period.

Changes in membership result from the difference between new members added (membership gains) and current members subtracted (membership losses). The overall trend since 2002 has been one of declining gains. Since 2002, certificate and other losses have decreased more substantially than losses due to death. The total number of PC(USA) members lost each year has been declining in the last 10 years but the trend has not been sufficient to make up for the greater yearly decline in membership gains.

The average Presbyterian Church has 180 members (the mean in 2012). About 30% of the total congregations report between 1 and 50 members. Another 23% report between 51 and 100 members.

Most PC(USA) members are white (91.2%). Three new racial-ethnic categories were added: African, African American and Middle Eastern. The racial-ethnic breakdown is: Asian (2.8%), Hispanic (1.4%), Native Americans (0.2%), Black (1.0%), African-American (2.3%), African (0.5%), Middle Eastern (0.1%) and Others (0.5%). Despite changes in the total membership of the PC(USA), the percentage of racial-ethnic minority members has stayed about the same since 2002. The ratio of female members (58%) to male members (42%) has also remained stable since the mid-1960s.

Key Questions:

- Is your congregation larger or smaller than the average PC(USA) congregation?
- How does the percentage increase or decrease in membership of your congregation compare to that of the denomination as a whole?
- What factors in your congregation help explain the membership trends in your congregation?
- What factors in the community are relevant to your membership trends?
- What will be your congregation's strategy to increase its membership?

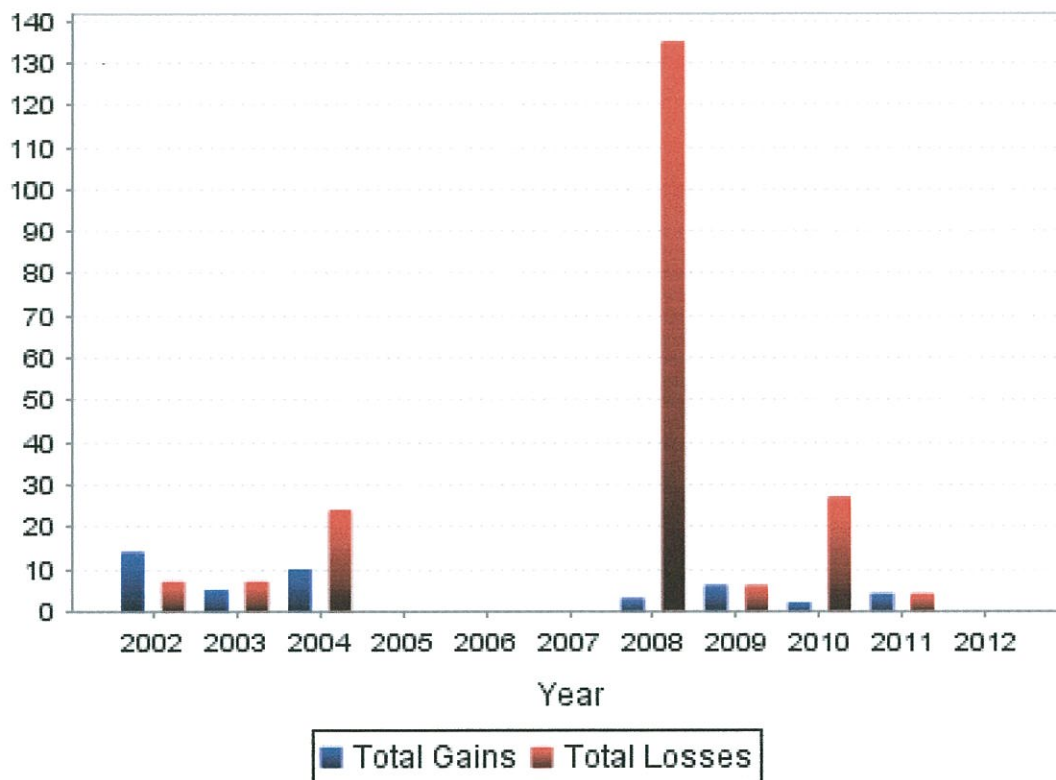
Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

Source: Comparative Statistics, annual editions 2002-2012, Presbyterian Research Services.

Total Gains and Losses

West Nottingham, Colora, MD



Your congregation's reported total gains in membership, 4 (most recent data, reported 2011), were less than the 2012 average for all PC(USA) congregations, 12. The reported total losses, 4 (most recent data, reported 2011), were less than the 2012 PC(USA) average, 19.

The chart above shows the total gains and total losses in membership reported by your congregation for the most recent ten years. The total number of PC(USA) members lost each year has been declining in the last ten years, but the trend has not been sufficient to make up for the greater yearly decline in membership gains.

Total Gains in membership is the number derived by adding gains through: Profession of Faith, Reaffirmation and Restoration (the number of persons received during the year through professions of faith, reaffirmation, and restoration after removal, deletion, or temporary exclusion); Certificate (persons received into membership upon receipt of a certificate of transfer from another church); and Other (all other additions to the active roll).

Total Losses in membership is the number derived by adding membership losses through: Certificate (persons received by other churches for whom certificates of transfer have been issued); Death (members whose names have been deleted because of death); and Other (all other persons whose names have been removed from the active membership roll through transfer from the active to the inactive roll, deletion from the

active roll for any other reason, or temporary exclusion or removal from the active roll).

Key Questions:

- What is the relationship between total losses and total gains in your congregation?
- Have membership gains been large enough to offset membership losses? What type of gains are characteristic of your congregation (e.g., Profession of Faith, Reaffirmation)?
- What type of losses are characteristic of your congregation (e.g., transfers, deaths)?
- What steps can your congregation take to increase membership gains and to decrease membership losses?

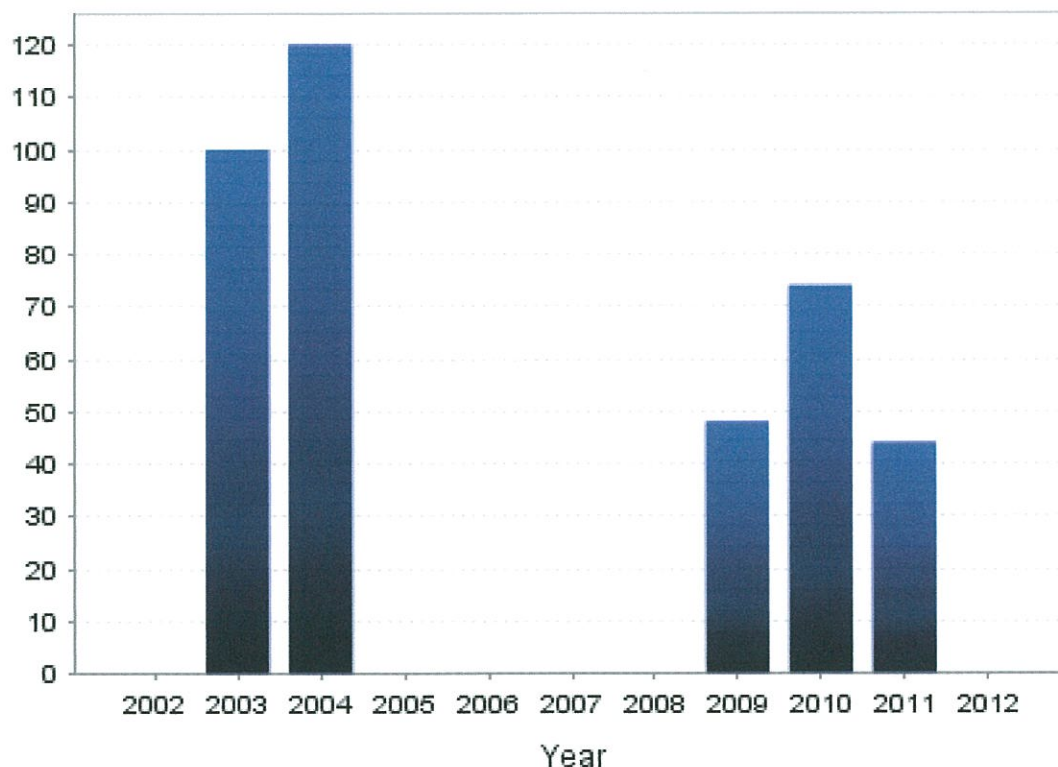
Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

Source: Comparative Statistics, annual editions 2002-2012, Presbyterian Research Services.

Worship Attendance

West Nottingham, Colora, MD



Your congregation's reported worship attendance, 44 (most recent data, reported 2011), was less than the 2012 PC(USA) average, 103.

The chart above shows the average worship attendance in your congregation for each year since 2002. The average (mean) worship attendance for all Presbyterian Church (U.S.A.) congregations is 103 persons. This number is typical for American Protestant congregations, most of which average between 60 and 120 worshippers each Sunday. While membership in the PC(USA) has declined in the last ten years, the average worship attendance has remained relatively stable.

Smaller-membership churches tend to have a higher percentage of their members attending worship services than larger-membership churches. Low relative worship attendance -- defined as average attendance that is less than 51% of the congregation's total membership -- is about twice as common in larger-membership congregations (more than 250 members) as in smaller-membership congregations.

Key Questions:

- Is your congregation's worship attendance increasing or decreasing?
- What is the ratio of your worship attendance to your membership (i.e., is it above or below the current average of 53%)?
- How would you describe the people who regularly attend worship services?

- Is your worship style effective with younger generations (persons born after 1955), with new immigrant populations, or with other specific populations in your area?

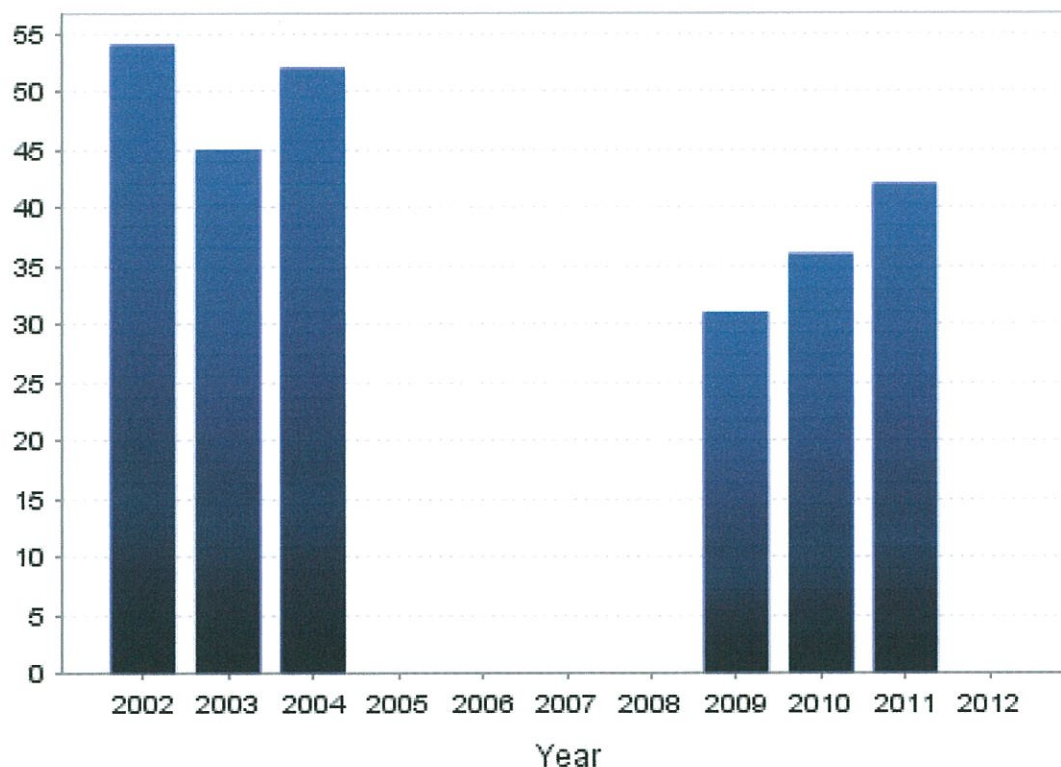
Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

*Source: Comparative Statistics, annual editions 2002-2012, **Presbyterian Research Services.***

Christian Education Enrollment

West Nottingham, Colora, MD



Your congregation's reported Christian education enrollment, 42 (most recent data, reported 2011), was less than the 2012 PC(USA) average, 103.

The chart above shows the average number of persons in your congregation enrolled in Christian education for the most recent 10 years. The total Christian education enrollment for all PC(USA) congregations has been stable during the last 10 years. Most PC(USA) congregations, regardless of size, report Christian education enrollment that is less than 50% of their congregation's total membership. In smaller-membership congregations, Christian education enrollment is a larger percentage of the membership than in larger-membership congregations.

Key Questions:

- How would you describe the trend in your congregation's Christian education enrollment?
- What is the ratio of your congregation's Christian education enrollment to its membership (the number of persons participating in Christian education divided by total membership)?
- Is this percentage increasing or decreasing?
- How does the changing age and/or family profile of your congregation relate to your congregation's Christian education trends?
- How many new Christian education classes have been organized in the last two years?

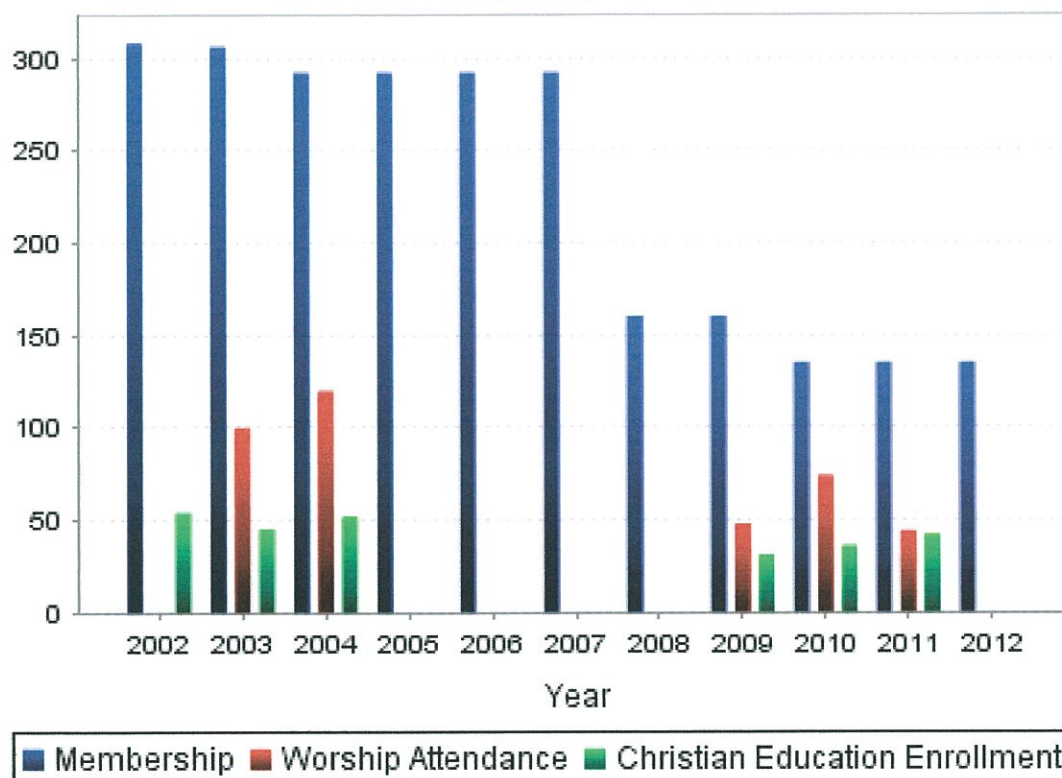
Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

Source: Comparative Statistics, annual editions 2002-2012, Presbyterian Research Services.

Membership, Worship Attendance and Christian Education Enrollment

West Nottingham, Colora, MD



Your congregation's reported total membership, 135, was less than the 2012 average (mean) for all PC(USA) congregations, 180. The reported average worship attendance, 44 (most recent data, reported 2011), was less than the 2012 PC(USA) average (mean), 103. The reported enrollment in Christian education, 42 (most recent data, reported 2011), was less than the 2012 PC(USA) average (mean) of 103.

The chart above shows the number of members, worship attendance, and Christian education enrollment for the most recent 10 years.

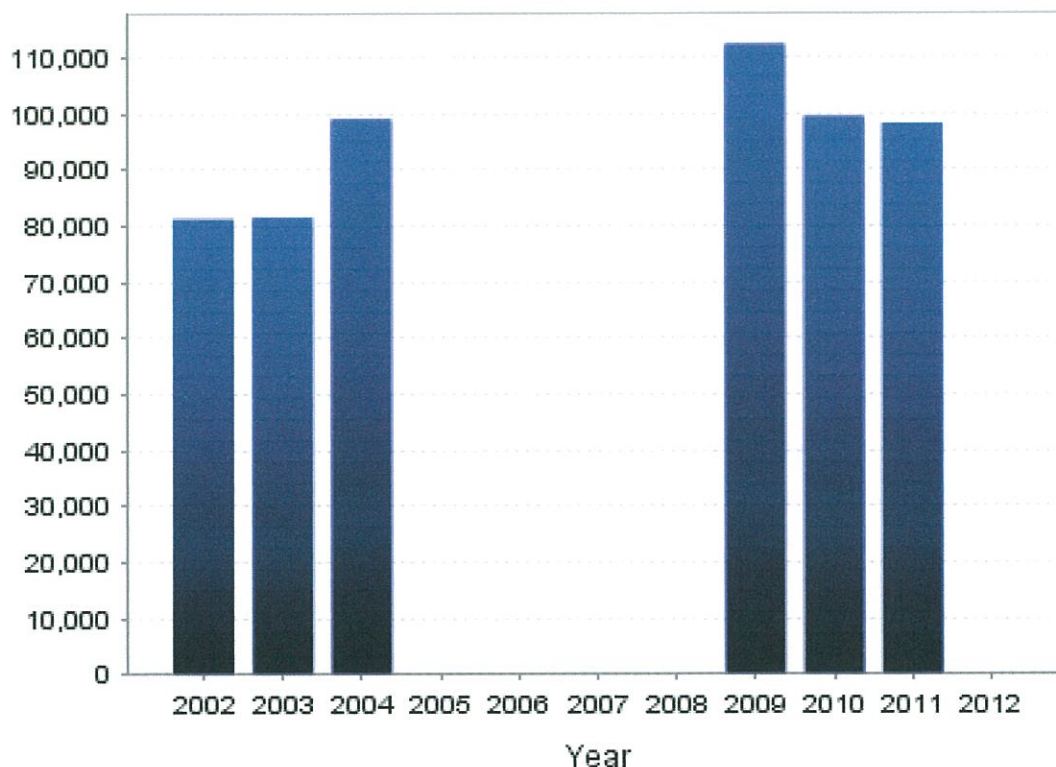
Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

Source: Comparative Statistics, annual editions 2002-2012, Presbyterian Research Services.

Total Contributions

West Nottingham, Colora, MD



Your congregation's reported total contributions, \$98,200 (most recent data, reported 2011), were less than the 2012 PC(USA) average, \$245,980.

The chart above shows the total contributions to your congregation for the most recent 10 years. Contributions are all monies received by all treasurers of organizations in the church, including payments on pledges, loose offerings and special offerings.

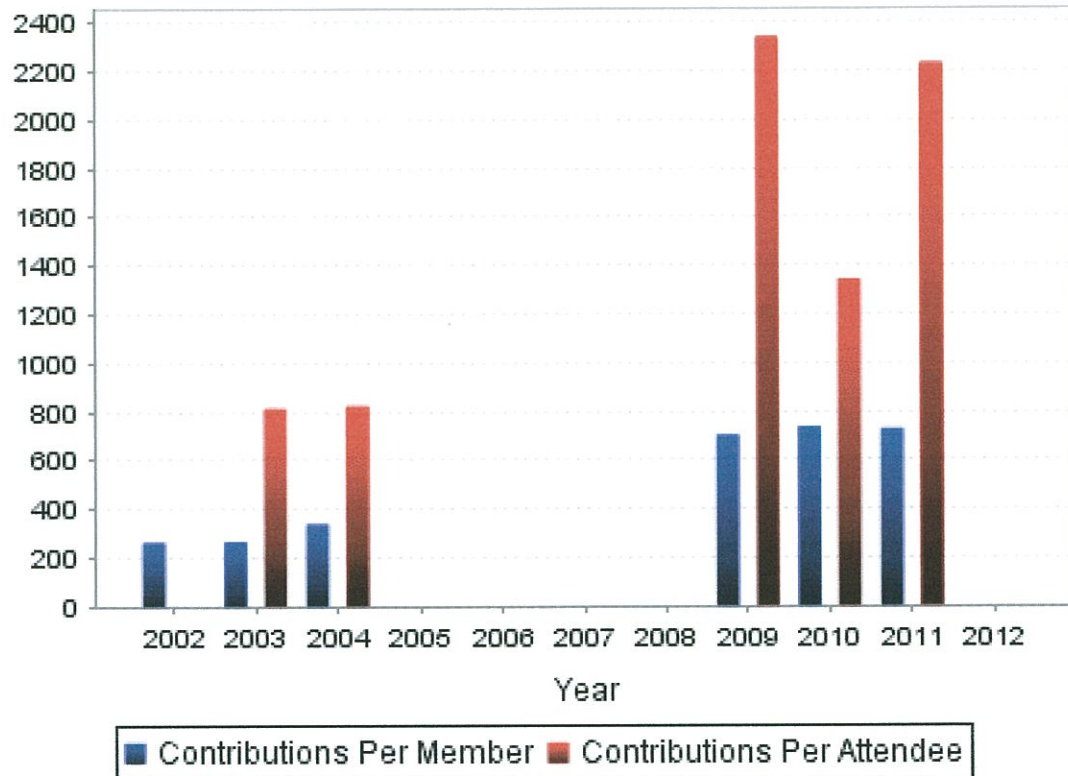
Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

Source: Comparative Statistics, annual editions 2002-2012, Presbyterian Research Services.

Contributions per Person

West Nottingham, Colora, MD



Your congregation's reported average contribution per member, \$727 (most recent data, reported 2011), was less than the 2012 average for all PC(USA) congregations, \$1,206.76. The reported average contribution per worship attendee, \$2,231 (most recent data, reported 2011), was less than the 2012 PC(USA) average, \$2,352.88.

First, the chart displays the average contribution per member for the last 10 years. Contributions are all monies received by all treasurers of organizations in the church, including payments on pledges, loose offerings and special offerings. Among all Presbyterian Church (U.S.A.) congregations the average contribution in 2012 per member was \$1,207. In general, per-member contributions are larger in larger-membership congregations and smaller in the smaller-membership congregations. Second, the average contribution per worshiper was also calculated. Some experts recommend the latter statistic because it reflects a more accurate picture of the giving level of the active members of the church. Generally, the average contribution per worshiper is the higher number. Among all PC(USA) congregations, average contributions per worshiper were \$2,353 in 2012.

Key Questions:

- What are the significant trends in your congregation's contributions?
- Given this era of intergenerational transfer of wealth, how can your congregation increase the number of bequests?

- What factors are influencing the congregation's investment income?
- What is the level of your congregation's giving to mission?
- Has mission giving increased or decreased as a percentage of all contributions or expenditures?

Note 1: Membership numbers and other statistics for congregations affiliated with the Presbyterian Church (U.S.A.) and one or more other denominations reflect only portions of the actual totals.

Note 2: "0" may indicate values of zero, missing data, or data "not reported."

Source: Comparative Statistics, annual editions 2002-2012, Presbyterian Research Services.

Appendix C – QuickInsite Report

The NEW QuickInsite Report

Prepared for: Presbytery of Baltimore
 Study area: Custom Geography

Base State: MD
 Current Year Estimate: 2012
 5 Year Projection: 2017
 10 Year Projection: 2022
 Date: 3/20/2013
 Semi-Annual Projection: Fall

About the QuickInsite Report

The QuickInsite report is designed to provide a quick look at a geography defined by a user. It provides an initial impression of a study area through a set of 12 demographic variables, the top 10 Mosaic Segments and 5 Religious Beliefs and Practices derived from the Simmons National Consumer research data.

NOTE: Not all of the demographic variables available in the MI System are found in this report. The FullInsite or ExecutiveInsite Reports will give a more comprehensive view of an area's demographics and ViewPoint a fuller view of its beliefs and practices.

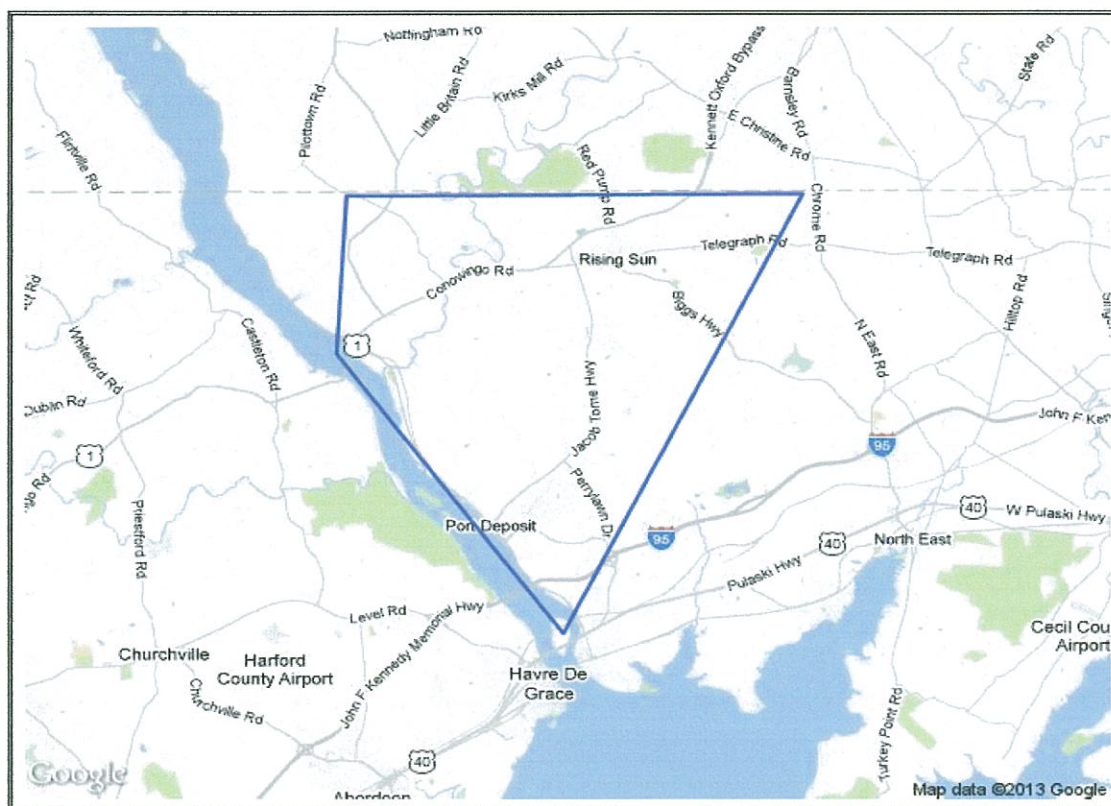
Two Sections

Two reports are provided on the following pages.

- The **Story View** Report presents 10 demographic indicators of your study area.
- The **ThemeView** Report presents greater detail about those 10 indicators but organized around themes.

For more information on interpreting the various data on this report, please refer to the Supporting Information on the final page.

THE STUDY AREA



More Information

Please refer to the last page of the report for additional notes and interpretation aides in reading the report.

StoryView

Significant Demographic Indicators of the Study Area's Story

Population Change					
1	In the 10 year future, how is this area expected to change? (See Population and Families Theme)	Significant Decline	Significant Decline	Little Change	Moderate Growth
School Age Change					
2	In the 10 year future, how is the population of school age children in this area expected to change? (See Age Theme)	Significant Decline	Moderate Decline	Little Change	Moderate Increase
Families with Children					
3	Compared to the state, are families with children more or less likely to live in two parent households? (See Population and Families Theme)	Significantly Less	Somewhat Less	About the Same	Somewhat More
Adult Educational Attainment					
4	For this area, what is the general level of education of the adults 25 and older? (See Education and Career Status Theme)	Very Low	Low	Mixed	High
Community Diversity Index					
5	How diverse is the racial/ethnic mix of this area? (See Community Diversity Theme)	Very Homogeneous	Homogeneous	Moderately Diverse	Very Diverse
Median Family Income					
6	How does the median family income compare to the state for this area? (See Financial Resources Theme)	Significantly Less	Somewhat Less	About the Same	Significantly Greater
Poverty					
7	Compared to the state, is the number of families in poverty above or below the state average? (See Financial Resources Theme)	Significantly Below	Somewhat Below	About the Same	Significantly Above
Blue to White Collar Occupations					
8	On a continuum between blue collar and white collar occupations, where does this area fall? (See Education and Career Status Theme)	Very Blue Collar	Somewhat Blue	Closely Split	Somewhat White
Largest Racial/Ethnic Group					
9	In this area, which racial/ethnic group is the largest percentage of the population? (See Community Diversity Theme)	Asian (NH)	Black/African American (NH)	White (NH)	Hispanic or Latino
Religiosity					
10	What is the level of religiosity in this study area? (See Religiosity Theme)	Very Low	Somewhat Low	Mixed	Very High

ThemeView

Demographic Descriptions of the Study Area

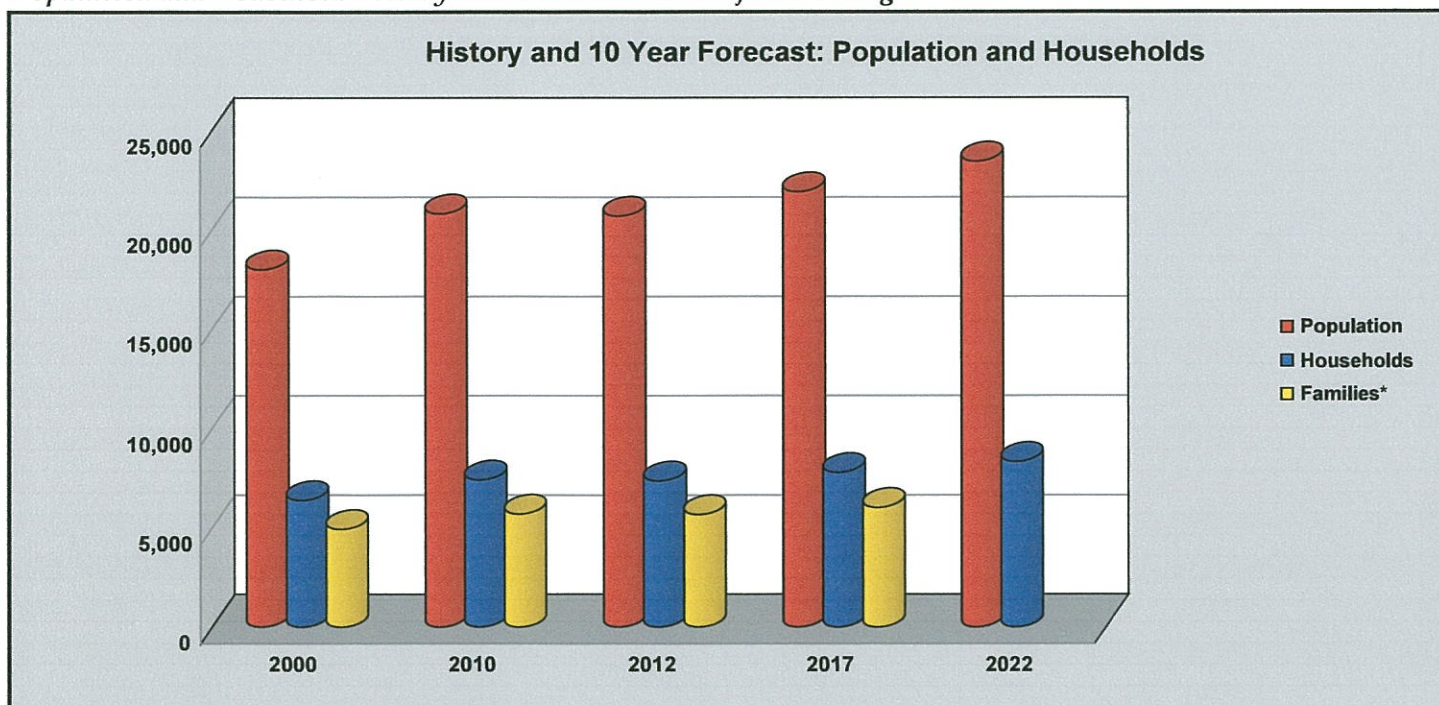
Study area: Custom Geography

Date: 3/20/2013

Population and Households Theme

Population is the most basic demographic characteristic. It indicates how many persons reside within an area and how that total changes over time. In addition, future population is forecasted looking out 10 years.

Population and Household History with 5 and 10 Year Projected Change



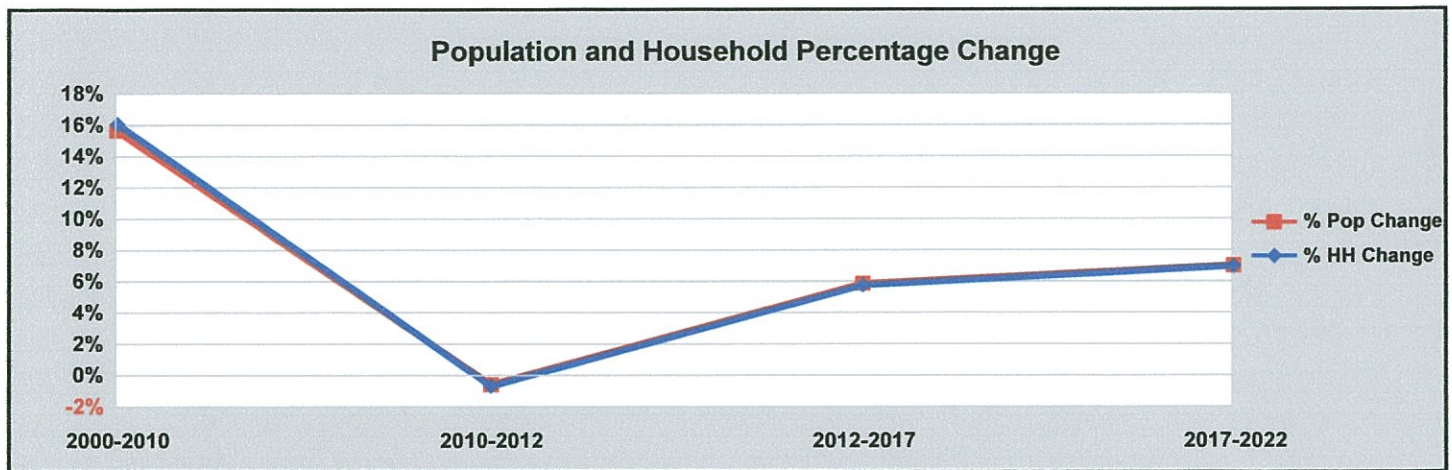
NOTE: Family Household data is not projected out 10 years.

Population, Households & Families

	2000	2010	2012	2017	2022
Population	17,993	20,811	20,691	21,905	23,443
Population Change		2,818	-120	1,214	1,538
Percent Change		15.7%	-0.6%	5.9%	7.0%
Households	6,374	7,399	7,350	7,774	8,317
Households Change		1,025	-49	424	543
Percent Change		16.1%	-0.7%	5.8%	0.0%
Population / Households	2.82	2.81	2.82	2.82	2.82
Population / Households Change		-0.01	0.00	0.00	0.00
Percent Change		-0.4%	0.1%	0.1%	0.0%
Family Households	4,922	5,687	5,656	6,012	
Family Households Change		765	-31	356	
Percent Change		15.5%	-0.5%	6.3%	

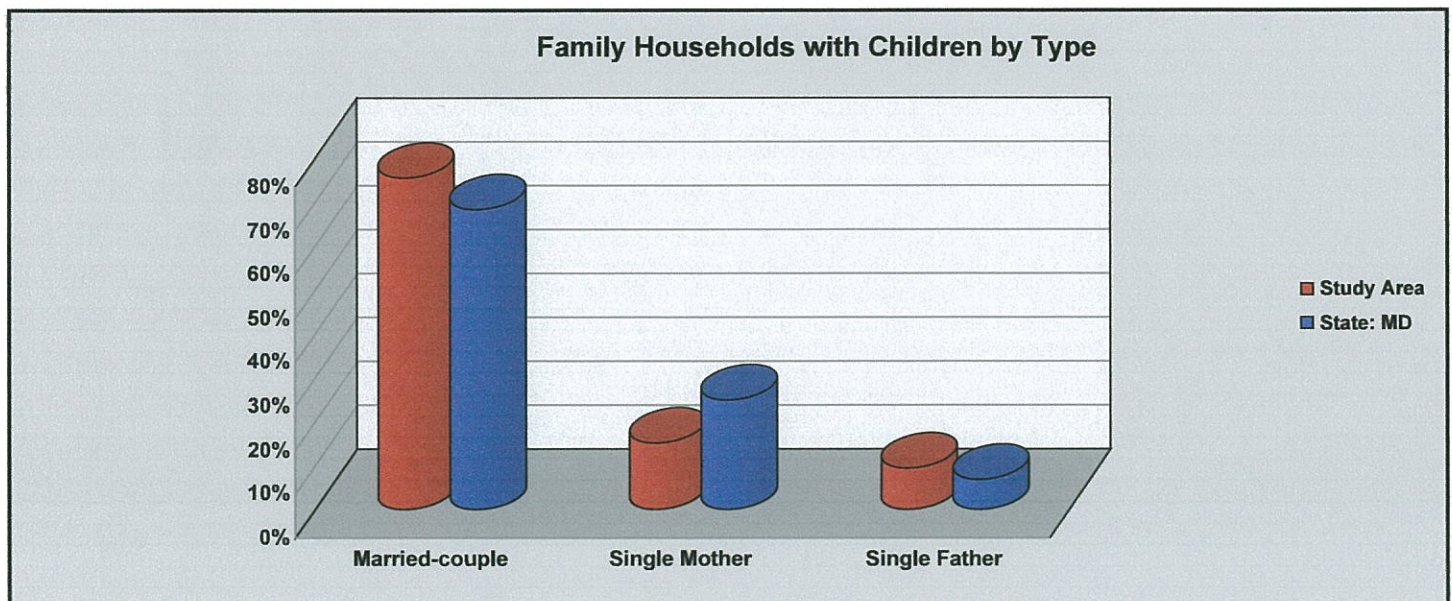
Population and Households Theme

Population and Household History with 5 and 10 Year Projected Percentage Change



Family Households

Family households with children are changing. The traditional married couple structure is evolving into many different family expressions in which children are being raised. These data provide an insight into the family structures within the study area and then compares them to the state.



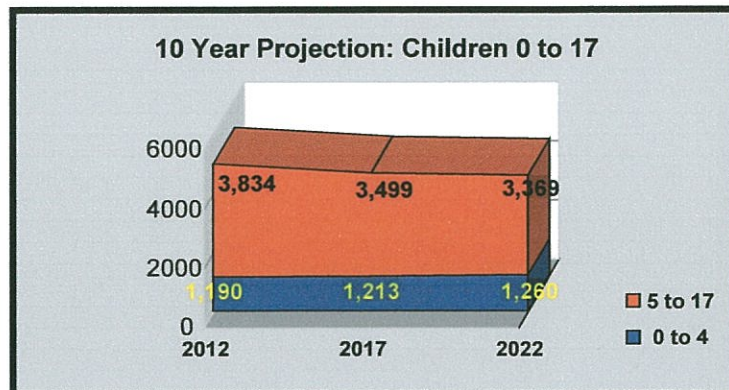
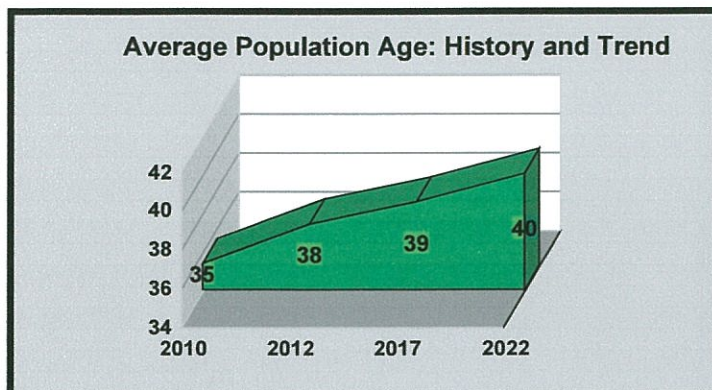
This table presents both the history and projections for family structures in the study area. Take note of the change column to discern how these family structures have changed and are projected to change in the future.

Households with Children	Actual Hhlds by Year				Percent of all Hhlds by Year			
	2010	2012	2017	2010 to 2017 Change	2010%	2012%	2017%	2010 to 2017 % Change
Family: Married-couple	2,008	1,837	1,842	-166	71.5%	75.5%	73.8%	2.3%
Family: Single Mother	512	367	403	-109	18.2%	15.1%	16.2%	-2.1%
Family: Single Father	288	228	250	-38	10.3%	9.4%	10.0%	-0.2%
Total:	2,808	2,432	2,495	-313	100.0%	100.0%	100.0%	

Age Theme

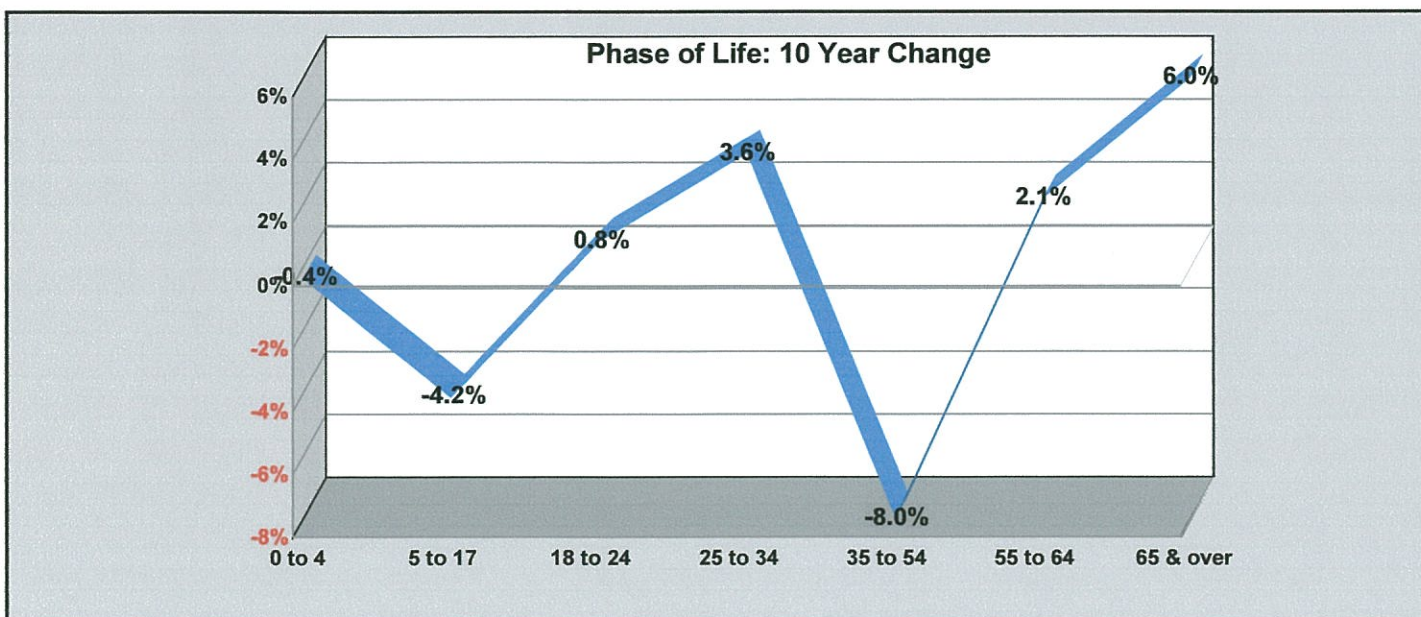
10 Year Average Age and Children 0 to 17 Trends

The age history and forecast reflects change in a community. Many are aging as a consequence of the aging Baby Boom generation and the decline in live births for many years in the late 20th and early 21st centuries.



Phase of Life

The Phase of Life 10 Year Change graph highlights life phases that will increase or decrease as a percentage of the total population in the forecasted 10 year future.



Phase of Life presents how a community changes and people age through their various life phases.

Phase of Life	Actual Population by Year & Phase				Percent of Pop by Year & Phase			
	2010	2012	2017	2022	2010%	2012%	2017%	2022%
Before Formal Schooling: 0 to 4	1,197	1,190	1,213	1,260	5.8%	5.8%	5.5%	5.4%
Required Formal Schooling: 5 to 17	4,101	3,834	3,499	3,369	19.7%	18.5%	16.0%	14.4%
College/Career Starts: 18 to 24	1,731	1,926	2,347	2,368	8.3%	9.3%	10.7%	10.1%
Singles & Young Families: 25 to 34	2,058	2,074	2,479	3,192	9.9%	10.0%	11.3%	13.6%
Families & Empty Nesters: 35 to 54	6,687	6,231	5,635	5,186	32.1%	30.1%	25.7%	22.1%
Enrichment Yrs Singles/Cpls: 55 to 64	2,646	2,822	3,370	3,701	12.7%	13.6%	15.4%	15.8%
Retirement Opportunities: 65 & over	2,392	2,616	3,362	4,367	11.5%	12.6%	15.3%	18.6%
Total:	20,812	20,693	21,905	23,443	100.0%	100.0%	100.0%	100.0%

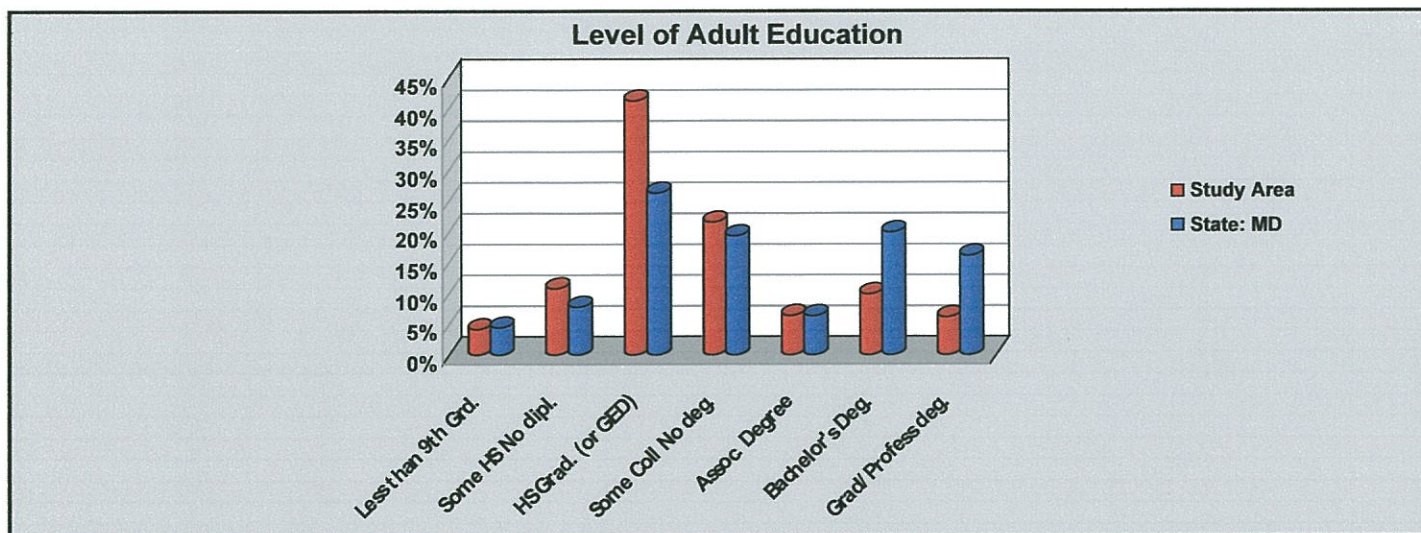
Education and Career Status Theme

The Education/Career Status theme portrays the level of education and the career types by the categories of Blue Collar and White Collar in the study area.

Adult Educational Attainment

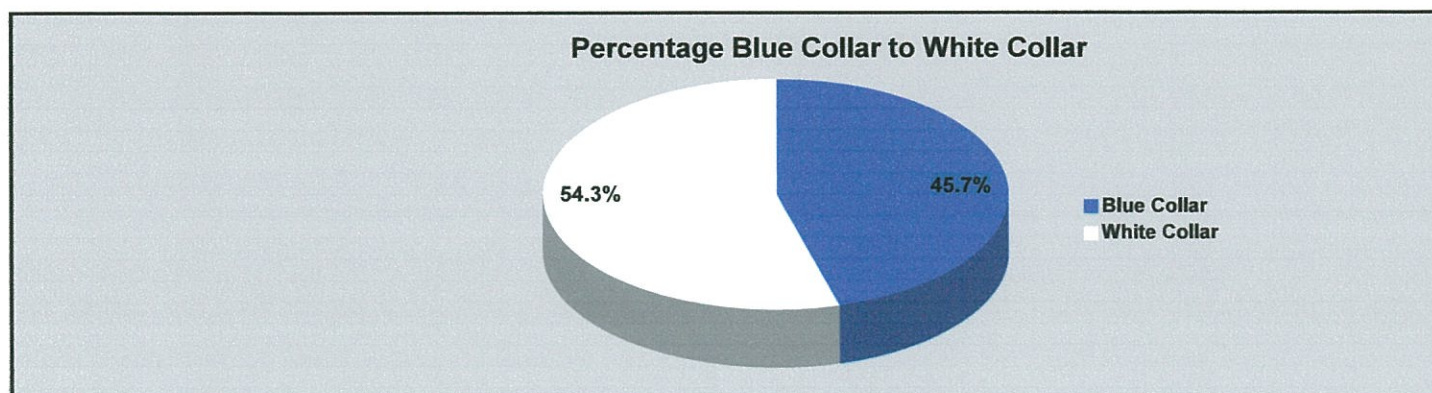
The following graphs present the adult population within the study area 25 years of age and older by the level of education completed.

Adult Educational Attainment Compared to the State of MD



Education Level of Adults 18 Years and Older	Actual Hhlds by Year 2012 to 2017			Percent of all Hhlds by Year 2012 to 2017		
	2012	2017	Change	2012%	2017%	% Change
Less than 9th Grade	570	628	58	4.1%	4.2%	0.1%
Some High School, No diploma	1,478	1,458	-20	10.8%	9.8%	-0.9%
High School Graduate (or GED)	5,664	6,076	412	41.2%	40.9%	-0.3%
Some College, No degree	2,958	3,190	232	21.5%	21.5%	0.0%
Associate Degree	874	974	100	6.4%	6.6%	0.2%
Bachelor's Degree	1,356	1,528	172	9.9%	10.3%	0.4%
Graduate or Professional school degree	842	992	150	6.1%	6.7%	0.6%
Total:	13,742	14,846	1,104	100.0%	100.0%	

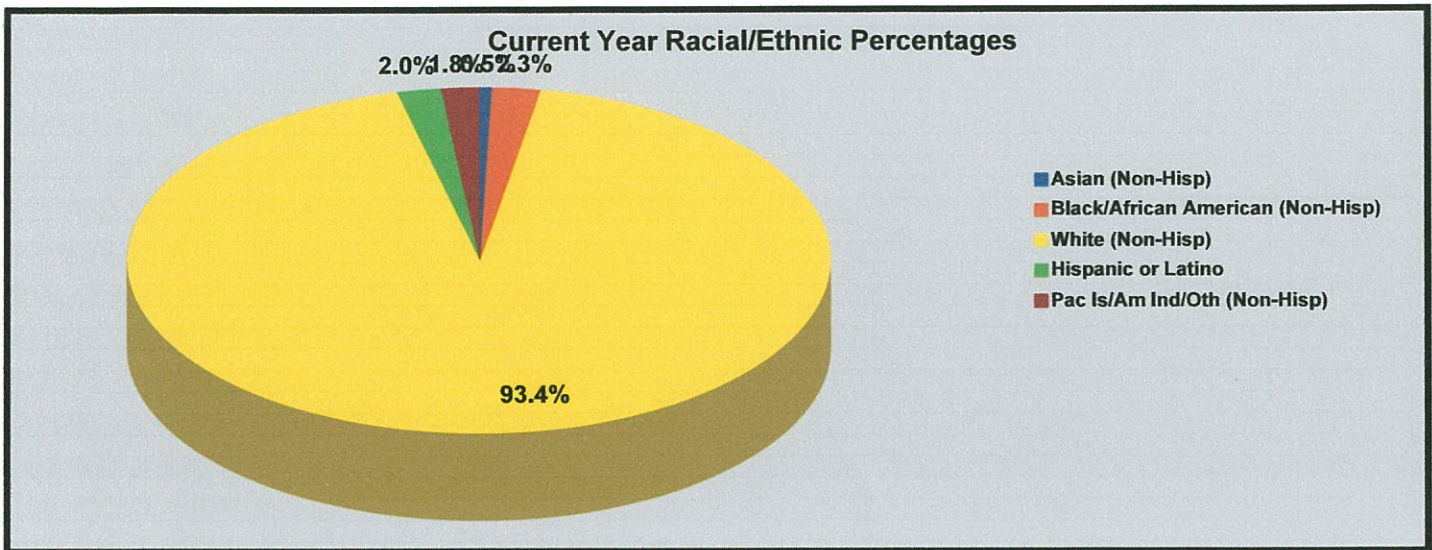
Career Types: Blue Collar and White Collar



Community Diversity Theme

The diversity of a community is shaped by the racial/ethnicity of the people who reside in it but also people's age, income and education.

Study Area Racial and Ethnic Diversity



NOTE: Race and ethnicity breakouts are based upon Census Bureau categories. Only those groups for which the Bureau provides extended detail can be reported.

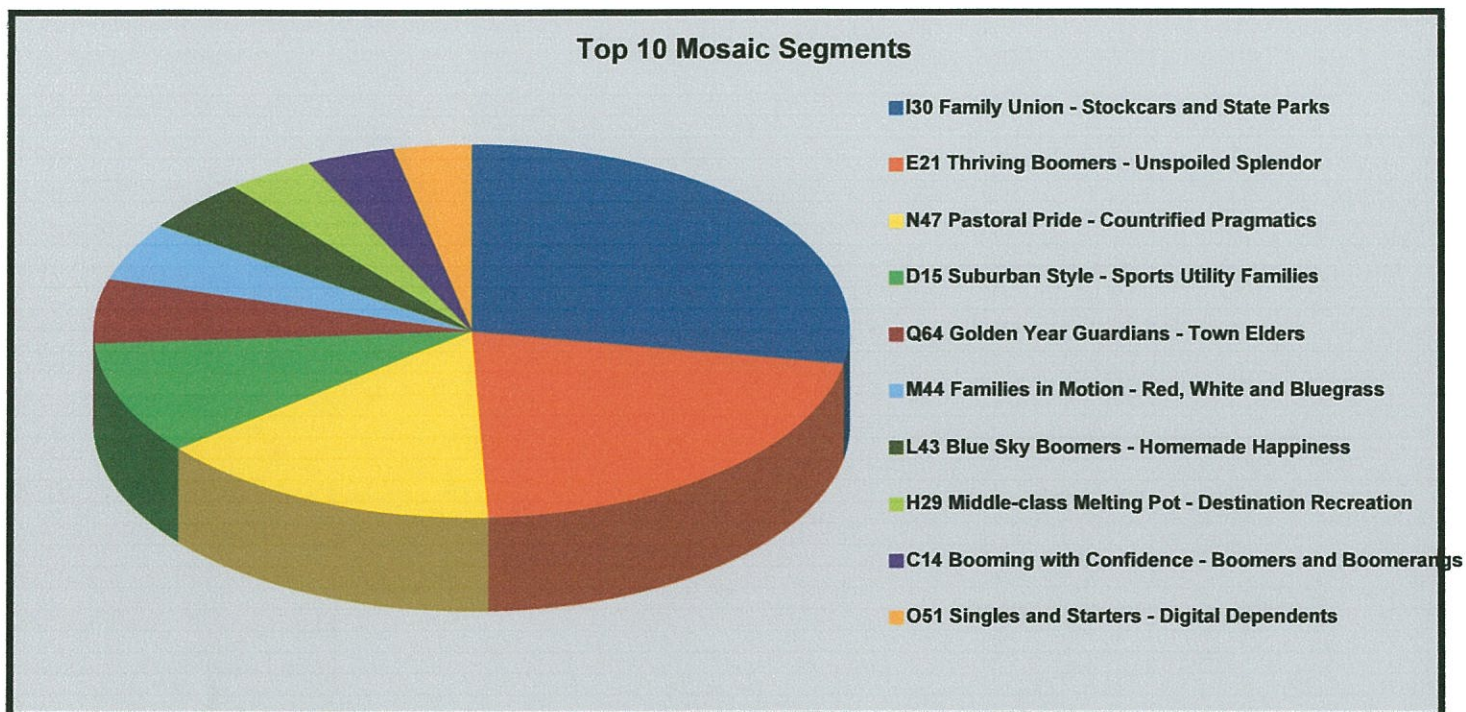
Race and Ethnic History and Trends

Racial/Ethnicity by Year	Actual Population by Year			2010 to 2017	Percent of all Pop by Year			2010 to 2017
	2010	2012	2017	Change	2010%	2012%	2017%	% Change
Asian (Non-Hisp)	108	109	117	9	0.5%	0.5%	0.5%	0.0%
Black/African American (Non-Hisp)	471	466	487	16	2.3%	2.3%	2.2%	0.0%
White (Non-Hisp)	19,441	19,335	20,482	1,041	93.4%	93.4%	93.5%	0.1%
Hispanic or Latino	420	417	438	18	2.0%	2.0%	2.0%	0.0%
Pac Is/Am Ind/Oth (Non-Hisp)	370	364	382	12	1.8%	1.8%	1.7%	0.0%
Total:	20,810	20,691	21,906	1,096	100.0%	100.0%	100.0%	

Community Diversity Theme

Mosaic Lifestyle Segmentation Types

Mosaic Lifestyle Types provides insight into the behaviors, attitudes and preferences of the households within the Study Area. The result is a fuller multidimensional understanding of a community, neighborhood, zip code or other geography.

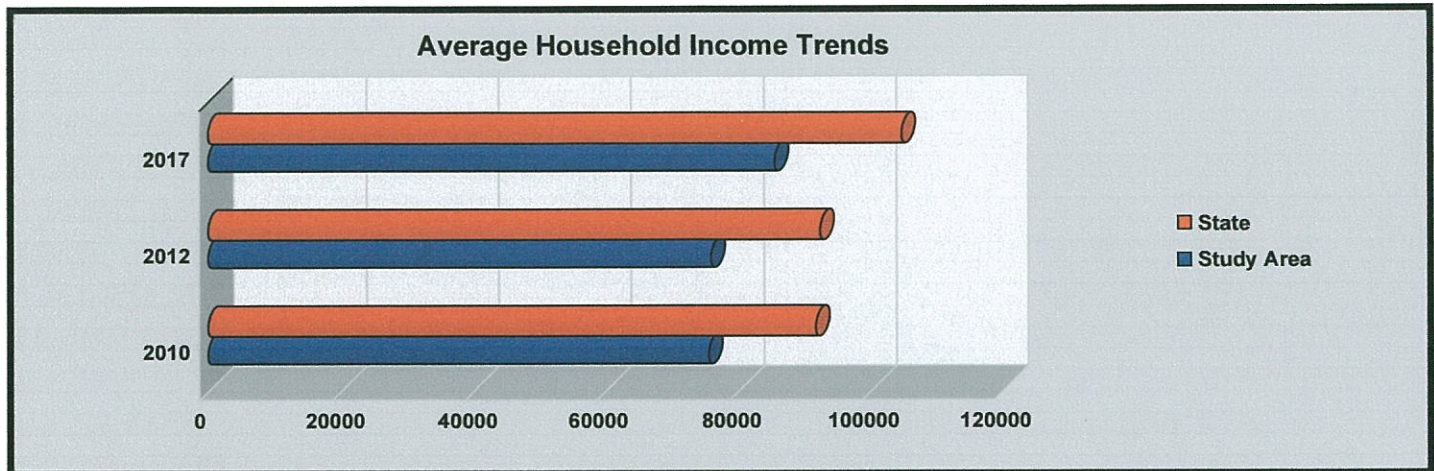


Mosaic	Study Area		State		Comparative Index
I30 Family Union - Stockcars and State Parks	1,756	23.9%	27,993	1.3%	1860
E21 Thriving Boomers - Unspoiled Splendor	1,353	18.4%	60,351	2.8%	665
N47 Pastoral Pride - Countrified Pragmatics	939	12.8%	16,585	0.8%	1679
D15 Suburban Style - Sports Utility Families	619	8.4%	33,329	1.5%	551
Q64 Golden Year Guardians - Town Elders	347	4.7%	39,614	1.8%	260
M44 Families in Motion - Red, White and Bluegrass	319	4.3%	13,585	0.6%	696
L43 Blue Sky Boomers - Homemade Happiness	288	3.9%	21,993	1.0%	388
H29 Middle-class Melting Pot - Destination Recreation	239	3.2%	16,930	0.8%	419
C14 Booming with Confidence - Boomers and Boomerangs	237	3.2%	77,006	3.5%	91
O51 Singles and Starters - Digital Dependents	211	2.9%	25,453	1.2%	246
	6,308		332,839		

Financial Resources Theme

Financial resources available is an indicator of community opportunity or distress. Three variables are presented in this category: 1) Household Income, 2) Family Income and 3) Poverty.

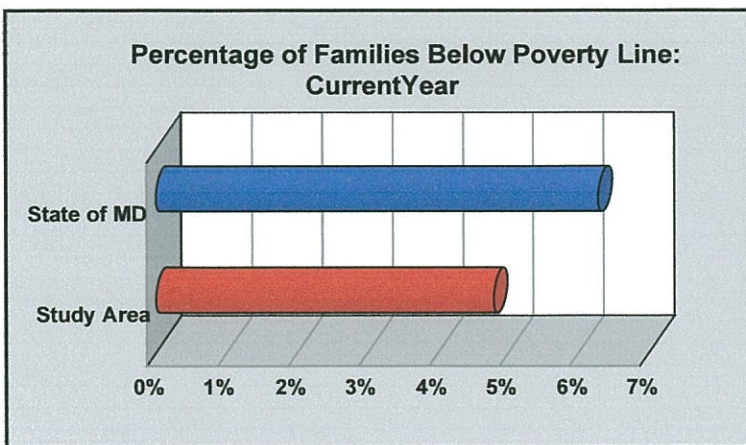
Household Income



Income Trends: Households and Families

	2010	2012	2017	2010 to 2017 Change
Average Household Income	75,477	75,854	85,445	9,969
Median Household Income	66,593	66,697	74,630	8,037
Per Capita Income	26,834	26,945	30,324	3,490
Median Family Income		73,369	73,671	73,671

Poverty



Poverty Level	Pop	Area % Pop	MD % Pop
Above poverty level	5,384	95.2%	93.7%
Below poverty level	271	4.8%	6.3%
	5,655	100.0%	100.0%

Religiosity Theme

The Religiosity provides insight into the level of religiosity of a study area. It is based upon the strength of each of the following five variables.

Religious Beliefs and Practices	Estimated Percent of the Study Area	Estimated Percent of the State of MD	Comparative Index*
Conservative Evangelical Christian	35.7	37	96
Consider Myself A Spiritual Person	46.4	49	95
Important to Attend Religious Services	18.3	21	87
Enjoy Watching Religious TV Programs	14.8	18	82
My Faith Is Really Important To Me	12.2	17	72

Supporting Information

Correlating the StoryView and DetailView Reports

The Detail View Report presents the important demographic detail behind the Demographic Indicators found on the QuickView page. It is organized around six themes.

DetailView Themes	StoryView Number	DetailView Themes	StoryView Number
1. Population, Households & Families	1 & 3	4. Community Diversity	5 & 9
2. Age	2	5. Financial Resources	6 & 7
3. Education/Career Status	4 & 8	6. Religiosity	10

Interpreting the Report

The QuickInsite report is formatted to help you interpret data at a glance.

Change over time: Several trend tables have a column indicating a change over time. Generally these tables begin with the last census, include the current year estimate, a five year projection and if available, a 10 year forecast. The data in each cell represents a percentage change up or down.

Color Coding: Both the "Change over Time" and "Comparative Indexes" columns are color coded to easily spot any change and the direction of that change.

Change:	Increasing	Stable	Declining
Index:	Above Ave	Ave	Below Ave.

Variable Definitions

Full variable definitions can be found in the MI Demographic Reference Guide. Download it free from the Help/Documents menu located on the map screen of your study area on the MissionInsite website.

Indexes: Some variables will have a column called "Comparative Index." An index is an easy way to compare a study area with a larger area. For this report, all comparisons are with the state or states within which the study area falls. The indexes can be interpreted as follows.

- Indexes of 100 mean the study area variable is the same as its base area.
- Indexes greater than 100 mean the study area variable is above the base area. The higher the number, the greater it is above the base.
- Indexes less than 100 mean the study area variable is below the base area. The lower the number, the greater it is below the base.

Support

If you need support with this report, please email MissionInsite at misupport@missioninsite.com.

Appendix D – Mosaic USA

Mosaic USA

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Group I Family Union

Segment I30: Stockcars and State Parks

Middle-class couples and families living in more remote rural communities

Overview:

Stockcars and State Parks contain mostly middle-class families and empty-nesters living in remote rural communities. The adults have turned high school diplomas and some college education into decent wages from a mix of service-sector, farm and blue-collar jobs. Their kids are mostly grown and out of the house, although a quarter of the households still have adult children at home. The houses, situated on substantial lots, are large enough to be a bargain at a less-than-average \$185,000. Far from urban centers, the neighborhoods where this segment lives are safe enough; no one worries about crime or violence.

Stockcars and State Parks engage in a traditional small-town lifestyle. Individuals in this segment are fresh air-lovers who like to hunt, fish and camp. In their homes, they enjoy gathering with friends and extended family for potluck dinners and card games. These households have enough disposable income - thanks to multiple breadwinners - to frequently dine out at restaurant chains that feature steak and comfort food. Additionally, every summer, these people look forward to the arrival of a state fair or country music festival. If Stockcars and State Parks have any consumer obsession, it's with the large SUVs, vans and full-sized pickups that they typically buy to handle their rough country roads and off-road excursions to fishing and hunting spots. They're not much on traveling abroad, but they do like piling into an RV for summer vacations to nearby state parks.

Financially conservative - they think that it's risky to invest on Wall Street - Stockcars and State Parks are price-sensitive shoppers. They like to buy classic clothes at discount retailers or order apparel and do-it-yourself merchandise from catalogs. They acquire most consumer electronics at average rates, but they love filling their garages with all kinds of sporting goods. With their modest educations, these households tend to have old-fashioned media tastes. They like reading newspapers, listening to country radio and watching classic TV shows. They're big fans of motor sports and can't get enough of NASCAR and other auto races, watching them at more than twice the national average on cable channels like ESPN and Speed. They have only a middling interest in magazines, but they do subscribe to titles like *The Family Handyman* and *Guns & Ammo* that reflect their rough and tough interests. Only minor fans of the Internet, many still use dial-up connections to visit auctions sites and online retailers that offer items they can't find at their local stores.

In this segment, people are more concerned about family than the larger community. They're traditionalists on social values, typically going to church on Sunday and maintaining strict gender roles in the family. Most vote Republican on Election Day and describe themselves as conservative. They have a relatively low level of civic engagement and, if they belong to any organized group, it's their local church.

Demographics and Behavior

Who we are:

Stockcars and State Parks is a segment of established, families and couples with blue-collar jobs and middle-class lifestyles. A majority of adults are between the ages of 35 and 64. Their children tend to be older, and more than a quarter of households have adult kids still living at home. With middling educations - a mix of high school graduates and some college coursework - they earn above-average incomes thanks to multiple breadwinners. Their paychecks typically

come from jobs in farming, the service sector, construction, manufacturing, health care and the military.

Where we live:

Stockcars and State Parks are scattered across the country, but mostly in small towns and exurban suburbs in Midwestern states like Ohio, Michigan, Wisconsin and Indiana. With their mid-scale incomes, they can afford a decent spread, typically a recently-built house on a large lot with carefully tended gardens, though the value is less than \$185,000. These are stable areas where a majority has lived at their residence more than a decade and some are starting to pay off their mortgages. These households have sunk roots in their communities and show no sign of leaving any time soon.

How we live our lives:

The lifestyle of Stockcars and State Parks looks the same as it has for decades. People spend their free time fishing, hunting, camping and boating. They gather with friends to play cards, listen to music, watch sports and have potluck dinners. A big date is going to a state fair or attending a country music concert. To feed their big families, they'll head for red meat or all-you-can-eat buffets at a Longhorn Steakhouse, Old Country Buffet or Sizzler.

Cars are important in these isolated areas, and Stockcars and State Parks are willing to splurge on their cars, typically getting the biggest engine they can afford. They buy full-sized pickup trucks, large SUVs and full-sized vans - sometimes new, often with four-wheel drive, but nearly always made in America. They rarely travel abroad but they like to take driving trips and are twice as likely as the general population to take vacations in recreational vehicles. These folks are good with their hands and tend to work on their cars. In this segment, you've got two kinds of people: Ford owners and Chevy owners - just like their parents.

Stockcars and State Parks are conservative, price-sensitive shoppers. They like to buy utilitarian clothes and classic styles. They watch their pennies - and their coupons - at discount retailers like Dollar General, Kmart and BJ's Wholesale Club. Because many stores are a substantial drive from their small towns, they shop by catalog, especially for DIY and women's merchandise. When they shop, they always look for their favorite brands first and often they try to keep up with new fashions every season. These households admit that they sometimes spend more on products than they can afford. At stores like Dick's Sporting Goods, they buy virtually every kind of sporting equipment.

Stockcars and State Parks have traditional media tastes. They have average interest in reading newspapers and watching TV. Not surprisingly, given their rural locations, consumers in this segment often have a satellite dish. They like to watch classic TV shows like "M*A*S*H" and "Little House on the Prairie" as well as DIY programs, conservative Fox commentators and game shows. They're more than twice as likely as average Americans to watch auto racing - no matter the race, no matter the TV station. They qualify as radio fans, tuning in to college sports, classic rock and country music, though families are sometimes starkly divided into two camps: traditional country devotees and pop country aficionados.

How we view the world:

Stockcars and State Parks view the world through old-fashioned wire-rims. They believe in the primacy of the family and like spending time at home. They are traditionalists on gender roles, church-goers on Sunday and upstanding citizens who typically turn out to vote. That means supporting Republican candidates and conservative family values.

When it comes to their attitudes, Stockcars and State Parks are somewhat parochial. They don't care about being well-informed and show little interest in international events. Disinterested in civic affairs, they belong to few groups other than their local church. They admit that they're not workaholics and have no interest in pushing themselves to advance at work or seek out new experiences on their own.

They are happy with their lives and like to spoil their children. They value their security and try to have control over their physically demanding jobs. They concede that their home life is somewhat disorganized at times. They say that they usually lack the time to make home-cooked meals and sometimes resort to eating fast food or frozen meals, which are sometimes not the healthiest of choices.

How we get by:

A classic country lifestyle, Stockcars and State Parks are a strong credit market. They have high rates for taking out loans for cars, home improvement and education. They carry only a handful of credit cards, but they pay them off in full every month. With household incomes of \$80,000 a year, they are able to support their mid-scale lifestyles, but they don't have a lot of income producing assets. These conservative households state that investing in the stock market is too risky, so they tend to limit their investments to savings bonds and CDs. More than a quarter say that they prefer to pay cash rather than use plastic for routine expenses. However, despite all their risk-averse behavior, fewer than ten percent say that they feel financially secure.

Digital behavior:

For Stockcars and State Parks, the Internet is a source of information and commerce. Consumers in this segment like to go online to visit auction and car-buying sites when they want to buy a truck or sell a sofa. They routinely visit blogs and chat forums, as well as lifestyle sites devoted to pets, animals, food and beverages. Because they live in towns that may be a long drive away from a mall, they're happy to become regular customers of e-retailers such as kohls.com and cabelas.com. Reflecting the number of older children still living at home, these households shop online for toys, cars and fitness equipment; they visit Best Buy, Craigslist and Yellow Pages sites. However, they're still somewhat slow in adopting new digital technology for computers and cell phones: nearly a quarter of households still use dial-up phone modems - almost triple the national average.

Mosaic USA

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Group E Thriving Boomers

Segment E21: Unspoiled Splendor

Comfortably established baby boomer couples in town and country communities

Overview:

Far from the major population centers, Unspoiled Splendor live in small towns and subdivisions where farms once dominated the landscape. Today, about a third of adults still work in agriculture while most hold mid-level jobs in sales and white-collar professions. These older, white baby-boomer couples tend to be high school-educated; some attended college. With most of their children grown and out of the house, both parents are typically in the workforce, and their combined, upper middle-class incomes go far. Many live in relatively recently-built homes on large lots in mid-scale communities. Although these Americans are scattered around the country, almost half can be found in the Midwest and West.

In their remote areas, Unspoiled Splendor appreciate the traditional hobbies and activities associated with a more relaxed, rural lifestyle. Around their houses, they like to garden, do woodworking and cook for fun. Their idea of a big date is a trip to the state fair, an antique show or a country music festival. They're outdoorsy people who like to fish, hunt and ride horses. When they travel, which is often, they're fond of pitching a tent and breathing in the fresh air at a national park or recreation camp.

Thanks to a conservative financial style, Unspoiled Splendor have built up decent investment portfolios and a comfortable nest egg for their impending retirements. But while they have money in their jeans, they're reluctant to spend much of it on aspirational purchases. They clip coupons, frequent discount retailers and typically buy clothing for comfort rather than style. For transportation, they buy utilitarian trucks and vans - preferably made in America - that can survive the rough roads of their off-the-beaten-track communities.

For advertisers, they make a tough sell. They'll read a daily newspaper and pick up a magazine as long as it's targeted to a country lifestyle, but otherwise have little interest in publications or radio. They like to wind down in front of a TV for sitcoms, game shows and how-to programs, but prefer to tune out the commercials. In recent years, they've begun turning to the Internet for product information, car listings and online auctions. However, they consider most online advertising a waste of their time.

In many respects, Unspoiled Splendor are traditionalists. They're social conservatives and politically to the right, generally aligning with the Republican Party. Despite being surrounded by the natural environment, they're not particularly concerned about pollution, recycling or threats to their health. But they do have deep roots in their communities and care about their neighbors. Many support a variety of charities, volunteer for different groups and serve as community leaders. They describe themselves as spiritual and passionate in their opinions; if they feel strongly about an issue, they're willing to join a protest.

Demographics and Behavior

Who we are:

Unspoiled Splendor consist of predominantly white, older married couples with grown children living in small-town America. Nine out of ten householders are between the ages of 51 and 65, the heart of the baby boom generation. Most of their kids are grown and out of the house, but an above-average percentage still live at home. Contrary to the image of boomers as aging hippies who once stormed college campuses, Unspoiled Splendor tend to be mellow high schooleducated couples who work in farming or mid-level jobs in sales or white-collar professions.

Where we live:

Unspoiled Splendor are scattered across small remote towns and rural communities in the Midwest and Western states. Most of these couples live in newer single-family homes built since 1980. However, a third work at farming jobs and live on sprawling properties larger than two acres - triple the national average. Property values in this segment are close to the national average, allowing these homeowners to settle in nicely: a majority have lived at the same address for more than 15 years and can't imagine a better way to live.

How we live our lives:

Unspoiled Splendor enjoy the peace and quiet of their secluded communities. They spend a lot of free time at their homes gardening, reading books, woodworking and taking photographs. They prefer to cook at home rather than go out to eat, though they'll splurge for Sunday brunch at Cracker Barrel or Bob Evans. For a special treat, they'll head to a state fair, antique show, comedy club or country music show.

However, the members of Unspoiled Splendor are both socially and physically active, and they like outdoor activities. They enjoy fishing, swimming, boating and hiking. They're also twice as likely as average Americans to go camping. With the great outdoors all around them, they can indulge their fondness for horseback riding, archery and hunting.

These Americans enjoy traveling to both domestic and foreign destinations by just about any means possible - boat, train, airplane, bus. Trips to the Bahamas and Italy are favored by Unspoiled Splendor, along with visits to museums, aquariums and art galleries. Always seeking value for their money, they generally stay at discount hotel chains like Comfort Inn, Hampton Inn and Holiday Inn Express.

In the marketplace, they're coupon-carrying bargain-hunters who patronize stores like Walmart, Dollar General, Sam's Club and JCPenney. They're also avid catalog shoppers, typically placing orders for crafts, gardening items and home furnishings. They have remarkably high rates for buying fishing rods, camping equipment, hunting clothes and guns and also purchase such consumer electronics as camcorders, TVs and DVRs.

Unspoiled Splendor is a mixed media audience. They like to read newspapers but are less enthusiastic about magazines and radio. They regard TV as their main source of entertainment and tune in to sitcoms, news, game shows and how-to programs. Their favorite cable channels include DIY, Country Music Television, The Science Channel, The Travel Channel and The Weather Channel. They're unresponsive to most ad channels and, other than infomercials, they try to avoid TV commercials altogether.

How we view the world:

Unspoiled Splendor take pride in being upstanding, community-minded citizens. They like being

part of the mainstream and say they'd rather not stand out from the crowd. They feel financially secure and are happy with their lives. They express no grand ambitions to get to the top of their career or start their own business. These people are generally content.

They are also more conservative than the general population, with opposition to most progressive social issues. They describe themselves as spiritual; the segment contains a higher-than-average concentration of religious people. Politically, they are right-of-center with the highest percentage affiliated with the Republican Party. Active in their community, they donate to a variety of causes - political, religious, health and environmental.

Unspoiled Splendor do not believe in conspicuous consumption. They buy clothes for comfort and durability - not style - and typically stick with their favorite brands. While others pursue novelty or aesthetics in purchases, they care about price. They like to buy rugged, full-size pickup trucks and vans, and they're fine with owning older, used vehicles. Whenever possible, these heartland households like to buy products made in the U.S.A.

Unspoiled Splendor are not obsessed about their health. They're not into vitamins and health food, they don't care much about dieting and they would never spend money to look younger. While they're trying to eat healthier these days, they still enjoy eating at fast-food restaurants. They rarely feel guilty about fattening foods.

How we get by:

Thanks to the multiple breadwinners in this segment, Unspoiled Splendor enjoy upper-middle incomes of more than \$80,000. As self-described financial conservatives, they make a point to ensure that their money is working for them - and they're not just working for the money. They've built up considerable savings in their retirement accounts and exhibit high rates for investing in stocks, mutual funds, bonds, CDs and tax-sheltered annuities. To provide protection for their families, these risk-averse households own plenty of life and health insurance.

With their mortgages paid and expenses low, these households are low credit risks. They tend to carry credit cards at average rates, using standard charge cards and those offered by gas stations and mainstream retailers like Sears and JCPenney. They usually pay off their balances every month. Although say that they don't like going into debt, they take out loans more than average, especially auto, home equity and education loans. With the high concentration of farmers, it's not surprising that this is a strong market for secured lines of credit.

Digital behavior:

Unspoiled Splendor look to the Internet as a key source of information and commerce. They go online to compare prices for cars and real estate, get medical information and stock quotes, and participate in auctions. They frequent sites for fishing, sports and fitness, pets and animals and classifieds. They often use their home computers for shopping, travel planning and telecommuting. Their favorite Websites include eBay, PayPal, WebMD and AOL. Despite the popularity of using the web to research products, this segment ignores most online advertising, including email messages, Website banners and links.

Mosaic USA

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Group N Pastoral Pride

Segment N47: Countrified Pragmatics

Lower middle-income couples and singles living rural, casual lives

Overview:

Concentrated in the rural South, Countrified Pragmatics are couples and singles living in modern brick homes and double-wide manufactured homes on recently-developed lots. Most of the adults are white, childless and between 45 and 54 years old. Unlike many country households, these Americans are almost evenly divided between married couples and individuals who are single, divorced or widowed. Most are high school-educated blue-collar workers in manufacturing, transportation and construction. Although many are dual-income households, incomes are still only 75 percent of the national average, making for tight budgets and modest

homes. This is the nation's top segment for mobile home ownership.

The lifestyle in Countrified Pragmatics is typical of many rural segments. These households like to spend their free time cooking, gardening, listening to music and doing quiet hobbies. In their remote communities, few enjoy nightlife or cultural activities, and they travel rarely, except to a beach for swimming or an auto race to support their favorite drivers. They're not interested in most outdoor sports, other than traditional pursuits like fishing and hunting that help put food on the table. Many missed the health revolution and admit that they exercise little, eat plenty of fast food and dive into sugary desserts. When they go out to eat, they tend to head right to red-meat palaces like Sizzler, Golden Corral and Longhorn Steakhouse.

As shoppers, Countrified Pragmatics are value-conscious, matter-of-fact and informal. They tend to make most of their purchases at discount department stores, noting that they prefer bargains to designer clothes. They describe themselves as cash-and-carry kinds of consumers who don't carry credit cards and have high levels of distrust when investing with banks or Wall Street. Many are tech-shy, not yet carrying the latest handheld digital devices or MP3 players, but they do buy large-screen projection and flat-screen TVs. As utilitarian consumers, they always look under the hood and check out repair reports whenever they buy a new car.

Their taste in media reflects a bygone age. They rely on radio and TV to stay in touch with popular culture. They like to watch police procedurals, movies, reality shows and, of course, NASCAR races on TV. These modestly-educated citizens have little interest in reading a daily paper, and they rarely subscribe to magazines except titles that cover guns and ammo. They have little interest in going online, with their activities confined to instant messaging and downloading games - but they do indicate that they plan to enhance their online services in the next year.

Not surprisingly, most Countrified Pragmatics have conservative views. They describe themselves as spiritual and religious. They vote for right-of-center politicians and support conservative social issues. They're otherwise casual about their lifestyle; they enjoy their neighbors, go to dances at the local veterans' club and run an informal household. They aren't avid housekeepers, rarely sit down to a formal dinner and often get by on fast food and junk food.

Demographics and Behavior:

Who we are:

Countrified Pragmatics are working-class couples and singles who like exurban and small-town settings. Most of the householders are between the ages of 45 and 65, white and childless; some 95 percent have no kids living at home. Instead, many of the households contain empty-nesting couples, and nearly half consist of single, divorced or widowed individuals - nearly 80 percent more than the national average. The adults tend to have modest educations - two-thirds haven't gone beyond high school - and they typically work in low-paying jobs in manufacturing, transportation and construction.

Where we live:

The majority of Countrified Pragmatics live in sparsely-settled communities in the South. No other segment has more residents living in mobile homes; one-quarter own manufactured housing. The rest tend to live in modest ranches, Cape Cods and contemporary houses on relatively large lots. One in eight households own lots greater than two acres - roughly three times the national average. Unlike some rural segments, these homes and manufactured houses were built relatively recently - a majority since 1980 - and many of the residents are relative newcomers: nearly two-thirds have lived at their address fewer than five years.

How we live our lives:

In their quiet communities, Countrified Pragmatics have low-key leisure lives. They travel rarely, preferring to spend their free time engaged in home-based activities like gardening, cooking, playing cards, listening to music and doing hobbies like woodworking and needlework. They're too far from city downtowns to go to plays, concerts or nightclubs. However, they're close enough to lakes and parkland to enjoy outdoor sports such as fishing, hunting, horseback riding

and bird-watching. They dine out as much as the average, frequenting steak restaurants like Sizzler, Golden Corral and Longhorn Steakhouse.

When it comes to consumption, these Americans are pragmatic and price-sensitive. They're not fans of shopping and tend to go to a store only when they need a particular item - and then leave once they buy it. Dismissive of fashion magazines, they stick with favorite brands that last a long time, and they're consumed with getting the best deal. Many of their favorite stores offer discount prices, including Walmart, Kmart, Dollar General and Family Dollar. These tech-shy individuals show little interest in new technology, but they will buy TV-related equipment like DVD players, DVRs and big-screen projectors. When they buy a car, they look at what's under the hood and ignore all the options. Many are fine with buying a used vehicle - typically a truck or subcompact - as long as it has a strong record for durability.

Countrified Pragmatics are media traditionalists - they're heavy users of TV but have only average or below-average interest in other media. TV is their main source of entertainment, and they typically schedule their evenings around police dramas like "CSI: NY," "Forensic Files" and "The Closer". In addition, they like to tune in to cable channels that offer movies, reality shows, NASCAR races and biographies - networks like AMC, Lifetime, Speed and the Hallmark Channel. They're only moderate fans of radio, though they like to listen to college football games and stations that play bluegrass, country, gospel and grunge music. Few subscribe to magazines but moderate numbers like to read a local newspaper for the local news and classified ads. Indeed, this segment tends to be receptive to ads - especially those with a sense of humor - and they admit that they remember ads when shopping.

How we view the world:

Countrified Pragmatics have a casual lifestyle, and they'd like to keep it that way. They try to enjoy life without worrying about the future. They express a certain wariness about outsiders and have little interest in other cultures and international events. At home, they don't care too much about exercising, trying to look younger or keeping a pristine house. They gave up, long ago, serving a formal dinner each night and are fine with snacking throughout the day. Countrified Pragmatics believe in traditional family values. They describe themselves as spiritual and attend weekly religious services. Politically, their vote is often split between the Democratic and Republican parties, but the politicians who win their support must reflect their conservative outlook. Anyone who wins in these patriotic households has to reach out to unions and veterans' groups.

Still, Countrified Pragmatics exhibit something of an independent streak. Unlike many parochial country segments, they like to travel the unbeaten path and aren't afraid to appear unconventional. They support progressive social issues and think a woman's place is in the workforce. They're involved in their communities where they easily make friends and like helping others. Asked to describe their personalities, they use words like "stubborn" and "hard-headed" along with "witty" and "humorous".

How we get by:

Countrified Pragmatics have low incomes - 25 percent below the general population - and income-producing assets. Many tell researchers that they distrust banks and the stock market, and they consequently own very few stocks, bonds, CDs or annuities. With a below-average tendency to carry credit cards, they're more comfortable using cash for paying bills and buying products and services. Although a majority don't like going into debt, they do take out car and home-improvement loans - typically through farm bureaus, banks and credit unions. These riskaverse households appreciate insurance, with many buying health and life insurance, though their coverage is still relatively modest. Less than 3 percent carry more than half a million dollars in life insurance.

Digital Behavior:

Digital media plays only a minor role in this segment. Countrified Pragmatics will go online for selective purposes: instant messaging, downloading games, doing research and participating in auctions. They visit only a handful of Websites more than the average, including ebaymotors.com, craigslist.org, autozone.com, fanfiction.net and iwin.com. Part of their reluctance to spend more time online is that they're nearly twice as likely as average Americans to use slow, dial-up modems to access the Internet. However, these adults state that they'd like to

spend more time online, and an above-average number say that they plan to increase their online services in the next year.

Appendix E – Town Hall Meeting I

April 14, 2013

- I. Meeting Agenda
- II. Findings
- III. Task Force Minutes

West Nottingham Presbyterian Church
 Congregational Visioning Discussion
 April 14, 2013

Purpose of the Self Study:

- To listen for how God is calling us to be the body of Christ in this place at this time with these people.
- To create a Working Ministry Plan for the next three years
- To create some spiritual energy
- To build relationships

Opening

- Opening prayer
- Welcome
- Review purpose
- Review of process and timeline

Spatial technological Exercise

Thinking Theologically –

¹⁷I pray that the God of our Lord Jesus Christ, the Father of glory, may give you a spirit of wisdom and revelation as you come to know him, ¹⁸so that, with the eyes of your heart enlightened, you may know what is the hope to which he has called you. **Ephesians 1:17-18**

Small Group Breakout

Assignment:

1. Fill in the following chart.
2. Discuss what you have recorded with your group the first three boxes.
3. Select a person to record.
4. Record - What is your preferred future for West Nottingham Presbyterian Church?
5. Report back to the whole group.

Most Satisfying	
Working well	
Not working so well	

Preferred future: I look forward to a time when ...	
--	--

Report Back

Discuss:**Small Group Breakout**Assignment:

1. *Discuss the greatest thrill and the greatest disappointments you have had at West Nottingham Presbyterian Church. (15 minutes)*
2. *Select a person to record.*
3. *Record a list of West Nottingham Presbyterian Church strengths and weaknesses. (10 minutes)*
4. *Report back to the whole group.*

Greatest Thrill	
Greatest disappointment	

Strengths**Weaknesses**

Report Back

Next Step

Upcoming dates:

April Desert– Discuss Opportunities/Threats – Prioritizes Focus Areas

May desert – Vision – Mission – Goals – Action

? – Leadership Retreat

Closing

Self study team will put the Strengths and Weaknesses into focus areas.

Strengths and Weakness

Strengths	Weaknesses
Compassionate and caring congregation	Financial instability
Accessible and visible location	Declining membership
Worship Music	Lack of guidance regarding growth
Fun-filled youth activities	Poor attendance
Sunday school performances	Ineffective or nonexistent advertising
Active and committed volunteers	Weak shepherd
Solid history	Volunteer burn-out
Dedicated Sunday School teachers	Cemetery upkeep
Spacious fellowship hall/kitchen	Building maintenance
Generous with our facilities	Lack of technology
Vacation Bible School	Lack of modernization
Committed deacons	Dark sanctuary
Generous support of mission activities	Lack of transparency

Table 3. Potential strengths and weakness as verbalized by attendees at Town Meeting 1 on April 14, 2013.

When questioned about a preferred vision for the future, attendees responded as follow:

- “Pews are full and music fills the air.”
- “Our church [not only] survives, but continues to grow.”
- “A man in pulpit.”
- Greater number of regularly attending youths.
- More activities geared toward children and youths.
- More regularly attending families.
- Increase membership but maintain our close-knit family atmosphere.
- “Become a more vital part of the community with children, parents, great grandparents and friends filling our pews.”
- “No financial concerns.”
- Increase members of all ages in order to provide a larger pool of volunteers for a variety of missions, church groups, and committees.
- “New minister and increased membership.”
- “No financial difficulties.”
- “[Our] new minister should reflect the young, active membership that we hope to attract.
- “New members, especially new youth.”
- “All members are committed to the same goals and actions.”

SELF STUDY TASK FORCE

Monday 22nd April Meeting at WNPC

FOCUS AREAS – Formulated from the information gathered at the first Town Meeting

1. PEOPLE – caring, compassionate, active volunteers – including great Sunday School teachers and deacons, support for mission activities, pastoral visits – BUT declining membership so just few do all the work, stronger communication needed, weak shepherding, lack of knowledge/guidance on how to grow.
2. FACILITY – location, solid history, access (including handicap access) – BUT – lack of technology, dark sanctuary.
3. YOUTH/CHILDREN'S ACTIVITIES – Sunday School, youth rallies, plays, singing.
4. MUSIC – music during service, instrumental, choir, bell choir, Sunday School singing in church and special events.
5. FINANCES – weekly shortcomings, hall paid for/no mortgage, declining membership impacts funds, upkeep of cemetery and old large building.

PREFERRED FUTURE:

- Growth in all age groups, especially multigenerational families.
- New minister should reflect younger active membership we hope to attract.
- No more financial concerns.

VISION:

Our vision is to see God grow our church family in all age groups, mission and to effectively reach people in the community and throughout the world with the Gospel of Jesus Christ.

Appendix F – Community Demographics

I. Task Force

A. Who we are, how we were selected, etc.

The Session carefully considered the process of a pastoral search. A consultant was reviewed and interviewed by members of the Session. After prayerful consideration the Session decided to engage an outside individual to work with a Task Force to do self-study in preparation for the search. Potential names were generated by the Session; a sub-committee reviewed the names, and selected those to be asked. A member of the sub-committee and the Session proceeded to enlist the participation of the members. Members are Sue Orndorf (Chair), Joann Tosh, Carolyn Stepnitz, Dave Peters, Lisa Lottes and Toni Webb.

B. Objective

1. To help lead the Congregation in a self-study.
2. The self-study “will not only help us to understand more clearly who we are and where we are going (what our strengths and passions are) but begin to lay out an achievable plan for ministry.” (The Reverend John Potter, “News from West Nottingham PC”)

C. How we collected our information; sources.

1. Community Interviews

- a. Those interviewed included school principals, a Day Care provider, a County Council member, a businessman and a realtor. Others were asked but for various reasons did not respond.
- b. Specific interview questions were provided by Bill Millen.

2. Demographic information and statistics.

- a. Mission Insite generated reports specific to the area around WNPC.
- b. These reports were redone until the Task Force felt they more accurately reflected the area WNPC serves.
- c. Task members and interviewees provided some additional demographic statistics not found in the Mission Insite reports.

II. Stressors vs. Strengths

A. Economy:

1. Stressors:

- a. Median income is “somewhat less” than the state average (Mission Insite).
- b. 8.1% of families in Cecil County are living below the federal poverty line (Union Hospital of Cecil County, 2011).
- c. Unemployment rate is nearly 10%, one of the highest in state (U.S. Bureau of Labor Statistics; <http://www.bls.gov/ro3/mdlaus.htm>)
- d. The number of students qualifying for Free or Reduced Meals (FARMS) has steadily increased; 2012 FARMS stats: 47.8% of elementary students qualified. (2012 Maryland Report Card: Cecil County: <http://tinyurl.com/cjeqtte>)
- e. Even those with stable jobs are feeling deep economic stress (interviews)
- f. Lack of infrastructure (broadband, public water/sewer, and public transportation) discourages business and industry that would otherwise create well-paying jobs and an improved general standard of living for the County’s residents (interview).

2. Strengths:

- a. The percentage of families in Cecil County living below the poverty line is somewhat lower when compared to the rest of the state (U.S. Census Bureau, Quick Insite Report).
- b. Church and community members respond to needs, through resources like Ray of Hope, Coats for Kids, and WNPC’s Free Lunch program.
- c. Computers with Internet access for online job applications can be used for free at the public libraries. The libraries also have the Weekly Job Leads, produced by Cecil College, and the libraries offer free resume reviews. (CCPL website: www.cecil.ebranch.info)
- d. Many local businesses sponsor children’s activities (e.g., sports teams). (interviews)

B. Education:

1. Stressors:

- a. Schools “expected to provide everything” that was once the responsibility of parents. (interviews)
- b. Parents question the authority of the schools, making discipline a challenge. (interviews).
- c. Repetitive homelessness of parents causes very high mobility rate in schools, which makes it hard on teachers and harder on the students. 2012 elementary student mobility rate: 37.5%. (interviews and Maryland Report Card: Cecil County)
- d. “Biggest problem: trying to create a population of students that in 10-15 years are job ready.” (interview)

2. Strengths:

- a. Boys and Girls Clubs, including one in Rising Sun, where homework help is available. (interviews and Boys and Girls Clubs of CC: <http://www.mybgccc.org/>)
- b. Other children’s groups also help boost children’s confidence and skills, including Boys and Girls Scouts and 4H, some of whom meet at or sometimes use WNPC (interviews).
- c. Libraries promote early literacy skills and STEM programming; they provide resources to teachers and Day Care providers and offer a Summer Reading program to slow the Summer Slide of academic skills. (CCPL website).

C. Religiosity:

1. Stressors:

- a. Mission Insite report shows “very low” religiosity.
- b. There are many competing Sunday activities such as sports & shopping.

2. Strengths:

- a. According to city-data.com, Cecil County has approximately 82 active congregations, with 26,333 adherents (about 30% of the population) that are affiliated with a religious institution (www.city-data.com).

- b. Flyers are now sent out to Day Care families about available WNPC activities.
- c. The free lunch at WNPC two times a month keeps people acquainted with the church and its activities.

D. Health:

1. Stressors:

- a. Based on data collected from the State Health Improvement Process, Cecil County ranks below the state baseline in 17 out of 39 health measures. The top five include: non-fatal child maltreatment, drug-induced deaths, adult smoking, suicides, and cancer deaths (Maryland Department of Health and Mental Hygiene, 2012).
- b. 10.2 percent of Cecil County residents (about 10,000 people) are uninsured, the third largest number of uninsured residents in the state (U.S. Census Bureau, 2009).
- c. Access to care continues to be a challenge due to limited public transportation (Union Hospital, 2011).
- d. Lack of affordable mental health services.
- e. Lack of services for the aging population. There are some services available however, many citizens are unaware of how to apply, utilize, or get general information of what assistance is available.

2. Strengths:

- a. Based on data collected from the State Health Improvement Process, Cecil County ranks above the state baseline in 17 out of 39 health measures. The top three include: new HIV infections, Chlamydia infections, and infant mortality (Maryland Department of Health and Mental Hygiene, 2012).
- b. The Cecil County Health Department, West Cecil Health Center, Union Hospital and Healthlink at Upper Chesapeake Medical Center offer limited services on an income assessed sliding fee scale for uninsured or underinsured individuals.
- c. University of Maryland Dental School/Perryville offers dental services for patients who meet certain eligibility requirements. (Cecil County Health Dept.)
- d. Limited medical transportation is available through the health department (Cecil County Health Department, 2012).

e. Cecil County Senior Services offers a variety of services and activities through the Elkton Center. These include, but are not limited to, fitness activities, recreational and social activities, counseling services, shopping services, home delivered meals, congregate meals, and caregiver support. Cecil County Senior Services also offers the opportunity for volunteerism (Cecil County Senior Services, 2013).

f. According to the Health Department, their primary goals include increased mental health and substance abuse services, to decrease the incidence of child abuse, the rate of childhood obesity, death rate from heart disease and cancer, and to reduce tobacco use.

E. Substance Abuse:

1. Stressors:

a. 3.04% of county residents report current illicit drug use. This exceeds the state average of 2.88%.

b. Local law enforcement officials estimate that 80-90% of crime in Cecil County is drug-related (Cecil County Drug Awareness Forum, 2011).

c. Cecil is 3rd in the state in drug-induced deaths per capita, and 6th for alcohol-induced deaths per capita. (*Cecil Whig* 12/14/12)

2. Strengths:

a. Church and community reaching out to help – NA and AA meet regularly at WNPC (interviews)

b. County Health Department has hired a consultant to assess problem and seek solutions. (*Cecil Whig* 12/14/12).

F. Homelessness:

1. Stressors:

a. Last year, the Department of Human Resources — through the Cecil County Department of Social Services and its community partners — provided homeless services to over 254 Cecil County residents. As of July 2011, more than 3,148 Cecil County residents are receiving food assistance, over 508 applied for energy assistance, and over 592 households are receiving cash assistance.

b. As mentioned above, homelessness has a huge impact on the mobility of students in the schools.

c. Many homeless are also mentally ill. (interviews)

2. Strengths:

- a. Cecil county boast three shelters with a total nightly capacity of 76 beds and a rotating shelter during winter months.
- b. One of the strongest proponents of help for the homeless of Cecil County is Meeting Ground, a faith-based organization started in 1981. In 2011, they provided over 300 people with housing/shelter, provided 26,000 bed nights for those experiencing homeless, and distributed 2428 bags of food from food closets (Meeting Ground, 2012).
- c. Community has Habitat for Humanity programs as well as Christmas in April. (interviews)

F. Families and Children:

1. Stressors:

- a. Time demands (everyone's involved in so many activities) and economic concerns that leave parents struggling to get by. (interviews)
- b. Everything (medical facilities, recreation areas, etc.) are far away and require driving, which can prevent some families from participating in community activities or seeking regular medical care (interviews).
- c. Job loss can result in not enrolling children in preschools. (interviews)

2. Strengths:

- a. WNPC operates a Day Care and Preschool, and works hard to keep tuition as low as possible. (interviews).
- b. Rural area of farms and water is peaceful and beautiful, and there are public parks throughout the area. (interviews)
- c. Church and community try to help – volunteers lead the children's programs (scouts, 4-H, etc.) and Church offers special programs like the Easter Egg Hunt (interviews.)

G. Government:

1. Stressors:

- a. Local government officials publicly fight, at the town (Rising Sun) and county level, which promotes apathy and frustration. (interviews)

2. Strengths:

- a. County has begun new Charter government, which is expected to help Cecil be more proactive in dealing with potential problems. (interviews).

III. Community Projections:

According to the QuickInsite Report provided to us:

A. Over the next 10 years, it is anticipated that we will see a moderate growth in the general population. We can expect a moderate decline in the number of school-aged children and a significant growth in the number of people 65 and older.

B. Currently, it is somewhat more likely, when compared to the rest of the state, that families with children are living in two-parent households. Over the next five years, it is likely that we will see fewer two-parent households and single-father households, and more single-mother households.

C. The general level of education for adults aged 25 and older is high when compared to the rest of the state. Projections for the next five years suggest little change.

D. Racially, we are a very homogenous community, consisting mostly of white non-Hispanic people. Five year projections show little change.

E. Although we have fewer people living below the poverty line, when compared to the rest of the state, our comparable median family income is lower. This trend is anticipated to remain consistent over the next five years.

F. We were dismayed to discover that, when questioned about religious beliefs and practices, our community fell well below the state average. Only 18% of the population felt that it was important to attend religious services and only 12.2% felt that their faith was important to them.

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Appendix G – Town Hall Meeting II

May 5, 2013

- I. Agenda
- II. Findings
- III. Task Force Minutes

West Nottingham Presbyterian Church
 Congregational Visioning Discussion
 Sunday May 5 from 6:00 – 8:00

Purpose of the Self Study:

- To listen for how God is calling us to be the body of Christ in this place, at this time, with these people.
- To create a Working Ministry Plan for the next three years
- To create some spiritual energy
- To build relationships

Opening

- Opening prayer
- Welcome
- Review purpose, timeline, information gathered to date.

Spatial Technological Exercise

Brief Theological Reflection – Habakkuk – What is the vision?

1.1 The problem as God gave Habakkuk to see it: 2 God, how long do I have to cry out for you to help before you listen? How many times do I have to yell, "Help! Murder! Police!" before you come to the rescue? 3 Why do you force me to look at evil, stare trouble in the face day after day?

2.1 What's God going to say to my questions? I am braced for the worst. I'll climb to the lookout tower and scan the horizon. I'll wait to see what God says, how he'll answer my complaint. 2 And then God answered: "Write this. Write what you see. Write it out in big block letters so that it can be read on the run. 3 This vision – it can hardly wait!"

~Habakkuk 1:1-14 (MSG) and Habakkuk 2:1-3 (MSG)

Community Report

Small groups break out

Assignment: Discuss

1. What surprised you most?
2. What did you find most encouraging?
3. What did find most challenging?
4. Select a recorder

5. As a result of the community report, what is the one thing you believe West Nottingham Presbyterian Church should be doing with the community?
6. Report back

Small groups break out

Assignment:

1. In silence, fill in the following charts.
2. Discuss the greatest fears and greatest expectations you have about West Nottingham Presbyterian Church (15 minutes).
3. Select a person to record.
4. Record a list of West Nottingham Presbyterian Church opportunities and threats/obstacles (10 minutes).
5. Report back to the whole group.

Greatest Fears	
Greatest Expectations	

Opportunities:

Threats:

Report back

Priorities: Vision and Focus Areas

Next Step – Self Study team will write up 3 to 4 goals, vision, and mission. Upcoming dates:

- Sunday May 19 from 6:00 to 8:00 pm with Dessert and Beverages
- Final Day

Closing

Opportunities vs. Threats

Opportunities	Threats
Offer a more contemporary service	No change in membership/attendance
Survey non-attending members	Lack of finances
Offer help to the needy	Volunteer burnout/lack of manpower
Reach out to young people	Community apathy
Open seating	Pews will remain open
Potential bus route	No bus
Facility that can draw people in	Will not embrace energy for change
Musical talent – potential for upbeat music	Pessimism about ability to create change
Energy for change	

Table 3. Opportunities and threats as described by attendees at Town Meeting 2 on May 14, 2013.

SELF STUDY TASK FORCE
Updated Sunday May 5, 2013

Rewrites of Vision

- Our vision is to have God grow the multi-generational West Nottingham Presbyterian Church with young families, generosity, and to effectively reach people in the community with the teachings and mercy of Jesus Christ where we will be nurtured into faith in the one true God and in Jesus Christ whom He has sent.
- Growing our church family – Reaching out to our community – sharing our faith in Jesus Christ with God’s help.
- With God’s abundant love and guidance, West Nottingham Presbyterian Church shares the mercy and teachings of Jesus Christ with the community, young and old alike. This inspires faith and fellowship, which strengthens the church in membership, spirit, and generosity.

SELF STUDY TASK FORCE

Monday 13th May 2013 Meeting at WNPC

FOCUS AREAS – formulated from the information gathered at the 1st Town Meeting

1. PEOPLE – caring, compassionate, active volunteers- including great Sunday School teachers & Deacons, support for mission activities, pastoral visits, bus to bring people, energy for change, communicate with non-attending members, reach out to young people – BUT declining membership so just few do all the work, stronger communication needed, weak shepherding, lack of knowledge/guidance on how to grow.
2. FACILITY - location, solid history, access (including handicap access) – BUT – lack of technology, dark sanctuary, spacious facility, kitchen, multipurpose space.
3. YOUTH/CHILDREN'S ACTIVITIES – Sunday School, youth rallies, plays, singing.
4. MUSIC – music during service, instrumental, choir, bell choir, Sunday School singing in church & special, upbeat music.
5. FINANCES – weekly shortcomings, Hall paid for/no mortgage, declining membership impacts funds, upkeep of cemetery & old, large building.
6. WORSHIP – contemporary, interactive, upbeat.

PREFERRED FUTURE

- Growth in all age groups, especially multi-generational families.
- New Minister should reflect younger active membership we hope to attract.
- No more financial concerns.

VISION

TO SEE OUR CHURCH WITH GOD'S HELP GROW TO EFFECTIVELY SHARE WITH THE COMMUNITY, THROUGH OUR WORDS AND WORKS, THE TEACHINGS AND MERCY OF JESUS CHRIST.