

Philadelphia Presbyterian Church (PPC) of Mint Hill, NC will be calling a new Senior Pastor in the near future and an update to the 2013 Mission Study is appropriate. Because of the extensive and thorough job done on the 2013 Mission Study as well as the recent extensive effort spent in developing the Campus Plan which included significant, updated information from the Congregation, it was not felt that a repeat of the full Mission Study process was necessary at this time. However, this document is an update to the 2013 Mission Study which includes as attachments both the 2013 Mission Study and the Campus Planning Committee final report as well as the new Vision Statement for PPC. Presented below is an update to the SWOT findings in the 2013 Mission Study, building upon the format of the original 2013 document. The new information is in bold italics for clarity and numbers have been added for easy reference.

### PPC Strengths

Based on information gathered by the PNC, the programs, infrastructure, concepts and services below are the most frequently identified (modal) areas of strengths of our congregation. Although PPC has many more strengths, these are clearly discernible as remarkable and valued.

S1 Children and youth Christian education

***This item is unchanged from original study.***

S2 Facilities

***This item is unchanged from original study.***

S3 Dedicated, talented and caring servants in the congregation

***This item is unchanged from original study.***

S4 Endowments

***Endowments have increased by subsequent gifts since the original study.***

S5 Women's programs

***This strength has been changed by the addition of an annual Women's Retreat since the original study. The retreat is a day long opportunity for learning, sharing, and growth by the attendees.***

S6 Choirs and Praise Team

***The Praise Team has added members, instruments, and is a foundational part of the alternative worship service, The Journey (more details later).***

### PPC Weaknesses

Based on the information gathered by the PNC, the programs, infrastructure, concepts and services below are the ones most frequently identified as weaknesses of our congregation.

W1 Lack of a true, clear vision

***Although the original 2013 Mission Study made a comprehensive and admirable effort to address both the Vision and Mission of PPC using the church's Mission Statement, an intensive effort was made in 2016 to develop and adopt a new church-wide vision to "Bless others as we have been blessed". Please see the attachment for a full explanation of this Vision Statement and the new LOGO which accompanies it. The Mission Statement addressed many of the weaknesses present in 2013 and was further clarified by the Vision Statement. Church programs are tightly aligned to both of these statements.***

W2 Giving and finances

- a) While this previous weakness continues to be a challenge, efforts are constantly being made to improve in this area.***
- b) A faith-based giving approach was attempted last year with moderate success and a new Stewardship Committee is being formed to focus on giving Time, Talents, and Treasures on a year-long basis rather than just during a giving campaign. This topic is an area of active focus for the Session and congregation.***
- c) The congregation does tend to respond to requests for specific donations, such as raising significant funds (in excess of \$200,000) for new sound systems/visual equipment in both primary buildings used for worship services, each in a matter of weeks.***

W3 Communication

- a) While improvement is always possible in this area, a new Advertising and Communications Committee (ACC) was formed to streamline and improve communications. ACC has established practices to share information as appropriate in a consistent, significant, and recognizable manner both within the church and in the community.***
- b) The church's web site was re-created from scratch with significant improvements in both appeal and information timeliness since the last study.***

W4 Attendance

- a) PPC is unique in that overall attendance is relatively stable in a world where church membership is declining drastically.***
- b) The traditional, formal worship service has been continued with special programs and musical presentations for those who prefer that type of worship experience.***
- c) The Journey alternative worship service was launched 2-4-18 with consistent attendance of 100-135 each Sunday. The Journey service offers a more relaxed worship experience with modern praise music performed using guitars, drums, etc. which has attracted worshipers from the community as well.***

W5 Marketing and Advertising

***In addition to forming the ACC mentioned in W3a) above, the church adopted a new logo based on the new vision statement which is consistently used in all marketing and advertising efforts. Through the ACC, efforts are made to advertise more consistently through social media, local signage and banners, and local newspapers.***

W6 Inward focused

- a) Since the previous mission study, a relationship has been formed with Clear Creek Elementary School where PPC donates food and packs "Backpacks of Love" to send home with children facing hunger on the weekends & holidays throughout the school year. This effort was recently expanded to provide food for interested families of these children throughout the summer months.***
- b) PPC now hosts an annual Community Christmas Party for children and families in Mint Hill and the surrounding area.***
- c) PPC serves as the host for Christmas Tree Santas which provides trees and decorations for families who cannot afford one.***
- d) In six annual "Claire's Army" events since 2013, PPC has raised approximately \$35,000 to donate to Claire's Army which provides support including hospital care packages, meals, and bill payments to families facing childhood cancer diagnoses in the Charlotte area.***
- e) Katie Sloan was hired in 2016 as an Associate Pastor with a specific mission focus.***
- f) In 2014 a Prayer Shawl ministry was formed which has provided over 400 prayer shawls and scarves to the Charlotte rescue mission as well as individual recipients facing difficult times or life transitions times in states all throughout the eastern half of the country. More than half of the nearly 800 shawls/scarves produced to date have been sent beyond PPC's family.***
- g) The youth basketball program has become a magnet for youth seeking Godly, adult male role models for many young men in the community which has led to the basketball team members participating in youth mission trips and making confessions of faith.***
- h) A church wide mission project of packing meals for Rise Against Hunger allows congregation-wide participation in this mission project.***

PPC Opportunities

Based on the information gathered by the PNC, the programs, infrastructure, concepts and services below are the ones most frequently identified as opportunities for our congregation to carefully review and give strong consideration to endorsing for the future of our church. These opportunities are challenges that can lead to accomplishing the work God has called us to do.

O1 Establish programs that adhere to the vision/mission statement to guide PPC

***Since 2013, PPC has revamped all missions and programs to align them if necessary with the Mission and Vision Statements. See information under W3, W5, and W6 above.***

O2 Improve communication

***See information under W3 and W5 above.***

O3 Become relevant to the community of Mint Hill

***See information under W6 above. Our church facilities are also used extensively by non-church related community organizations for various programs, dinners, ceremonies, AA, Scouts, etc.***

O4 Explore options for contemporary services and music

***The Journey was launched in 2018. See details under S6 and W4 above.***

O5 Evangelize through our programs and missions

***See information under W6 above.***

O6 Improve technology

***State of the art sound and visual systems have been added in both the Sanctuary and Kerr Buildings where worship services are conducted as well as other church and community events.***

O& Improve publicity and marketing

***See information under W3 and W5 above.***

#### PPC Threats

Based on the information gathered by the PNC, the programs, infrastructure, concepts and services below are the major ones most frequently identified as threats to our survival or growth.

T1 Other churches

***The Journey has provided a service which is more attractive to those who wish to worship in a less formal and structured manner. However, this threat remains both to PPC and the church as a whole.***

T2 Not attracting new church members and not following up on new attendees

***Again, the Journey has provided a service which is more attractive to some; however, PPC still needs to do a better job of greeting, tracking, and converting visitors to members. Recent efforts have been made to improve the greeting process; however, it is too soon to determine success or failure of this effort at this time. Average attendance as of year-end 2013 was 300; average attendance as of year-end 2018 was 302.***

T3 Giving, finances and shrinking budgets related to size and expenditures

***This is a continual threat. Plans are being implemented to offer giving via credit card for the cashless/checkbook-less attendees.***

T4 Not focusing enough on community and mission outreach

***Significant efforts have been made to improve in this area. See information in W6 above.***

T5 Differing theological ideologies

***There has been a pastoral effort to place love of God as our core focus rather than the denominational issues which periodically appear in the news and seem to divide the church community. Recently, several former members who left for this reason have returned to their church "home" at PPC.***

T6 Disrespect for and discontentment with others

***Tolerance at PPC seems to be on the increase; however, there is always room for improvement in this human flaw.***

In conclusion, in re-visiting the 2013 SWOT analysis included in that Mission Study, the Session feels we are at a much stronger position with respect to that analysis. Strengths and opportunities have been utilized or expanded where possible. Significant effort has been made to address PPC's particular weaknesses as well as the threats to PPC and the church as a whole. Further clarity is provided through study of the Campus Plan where significant congregational input was obtained, analyzed, and documented. In the framework of developing the Campus Plan "it became clear that in looking toward an aspirational future state we would need to know far more than current condition of properties – we would need to have a sense of where our Vision might lead us as a congregation – both in the near and longer terms" (Campus Planning Committee report page 4). Our congregation is preparing to celebrate the 250<sup>th</sup> Anniversary of our church's beginning and it is clear to the Session that the missing element at PPC is a called Senior Pastor to participate in that year-long celebration and our continuing spiritual journey to "Bless others as we have been blessed."

Attachments:

Mission Study Report Final for PPC 2013 (pages 6-21)

Report of the Campus Planning Committee to the Vision Team (pages 22-76)

Vision Statement (page 77)

## The Mission Study Report

Philadelphia Presbyterian Church

Report of the Pastor Nominating Committee

November 2013

## Outline

- I. Introduction and Purpose of the Mission Study Report for Philadelphia Presbyterian Church (PPC)
- II. Pastor Nominating Committee (PNC) Calling and Mission Study Development Process
  - A. Committee Meeting Report
  - B. Mission Study Report
- III. Defining an Effective Church Using Relational and Functional Characteristics
  - A. Relational Characteristics
  - B. Functional Characteristics
- IV. PPC SWOT Analysis
  - A. PPC Strengths
  - B. PPC Weaknesses
  - C. PPC Opportunities
  - D. PPC Threats
- V. Summary of Relational Challenges to Be Addressed by PPC
  - A. Lack of a True, Clear Vision
  - B. Communication
  - C. Attendance
  - D. Marketing and Advertising
  - E. Inward Focused
  - F. Not Attracting New Members and Not Following Up on New Attendees
  - G. Other Churches
  - H. Community and Mission Outreach
  - I. Theological Ideologies
  - J. Disrespect for and Discontentment with Others
- VI. Summary of Functional Challenges to Be Addressed by PPC
  - A. Giving, Finances and Shrinking Budgets Related to Size and Expenditures
  - B. Marketing and Advertising
  - C. Theological Ideologies
  - D. Attendance (covered in relational challenges)
- VII. Summary of Specific Challenges to Be Addressed by PPC
  - A. Vision and Mission Statement
  - B. Development of the Vision and Mission Statement
- VIII. Recommendations of the PNC
- IX. Five-Year Strategic Plan
  - A. Worship Needs
  - B. Communication Needs
  - C. Mission Needs
  - D. Finance Needs
- X. Summary of the Qualities the Congregation Desires in the Next Pastor
- XI. PNC Future Plans
- XII. Access to Surveys and Data Used by the PNC

Pastor Nominating Committee Members: Bill Crowder, Janet Daniel, Susan Griffin, Amy Kaminski, Brad Watts, Jason Williams, and Janice Wilson

Committee On Ministry Liaisons: Dennis Grills and Georgia Pressly

## **Introduction and Purpose of the Mission Study Report for Philadelphia Presbyterian Church (PPC)**

After the retirement of Dr. Charles C. Williamson in June 2012 (eight-year pastorate), the Session called the Reverend Dr. J. William Lindeman as the interim head minister of Philadelphia Presbyterian Church (PPC) in the fall of 2012. In assisting in the transition for the purpose of calling of a new minister, the Rev. Dr. Lindeman recommended that the Session move the responsibility of developing the Mission Study Report, to include creating mission and vision statements, to the newly called congregational committee, the Pastor Nominating Committee (PNC). The Session and Presbytery approved the PNC's authority to develop the Mission Study Report prior to the calling of a new minister.

In initially planning the design of the Mission Study program, Dennis Grills, the appointed Committee On Ministry (COM) liaison from the Presbytery of Charlotte, presented to the Session the value of the Mission Study and explained the primary responsibilities of the PNC. Given his extensive work with numerous churches and based on his COM experience, Dennis is serving as the liaison between the PNC and Presbytery of Charlotte to assist in data interpretation and analysis for the development of the Mission Study Report. In addition to his support of developing the Mission Study Report, Dennis works with the Presbytery of Charlotte and the PNC to assist with the process of calling a new pastor at PPC.

At the request of the Session in summer of 2013, Philadelphia Presbyterian Church in Mint Hill, NC conducted a mission study of the church for three primary reasons: 1) the church has seen significant changes in the Mint Hill community and the church community, 2) the church has experienced a significant event in losing a pastor and 3) since the last mission study was completed 10 years earlier, a new study was desired to discern the congregation's current areas of emphasis.

## **Pastor Nominating Committee (PNC) Calling and Mission Study Development Process**

### **Committee Meeting Report**

The PNC began its committee work on August 6, 2013 with several subsequent meetings centered on clarifying the call of the PNC. It is the understanding that the PNC role is to act as a congregational committee tasked with working with the Committee On Ministry (COM) liaison to develop and present a Mission Study Report to the congregation and to act as the body representing the congregation to call the new pastor of PPC. After clarification of responsibilities and roles, the committee proceeded to collect and analyze the results of data from the Cottage



Meeting Summaries, the Mission Study Survey, the Congregational Rating Inventory Survey, MissionInsite community data, PPC Ten-Year Trends, PPC demographic and stewardship data, mission study reports from other churches and the PPC Staff Interviews. The PNC ran demographic reports from the Missioninsite.com website and created a membership map on Map Point to help compile the demographic targets for PPC as well as the current reach of PPC membership. The PNC also collected and analyzed Ten-Year Trends data from the Presbytery of Charlotte and compared the data and trends of other churches to PPC. The committee compiled and analyzed all data currently kept at PPC on giving, attendance, membership, etc. Using all of these resources and tools, the committee then categorized the data into strengths, weaknesses, opportunities and threats (SWOT). Using the SWOT analysis technique, the PNC acknowledged the wealth of data contained in the information carried several themes which were similar to the former PPC mission study conducted 10 years earlier at PPC.

The PNC recognized that all of the current data is important and valuable in the life and future plans of the church; however, it is extensive. Thus the team focused its attention on ranking all of the data with the results being a list of priorities and identifying several needs which we believe are crucial and must be addressed for Philadelphia Presbyterian Church to remain an effective church within the Charlotte Presbytery for the next five plus years. The PNC then focused on developing a vision and mission statement for Philadelphia Presbyterian Church.

The PNC has been committed to communicating our process and progress to the congregation monthly and to the Session similarly. Likewise, information articles have been placed in the Philagram (the church's newsletter) and on the PPC website for access for those persons not receiving the information at church.

### **Mission Study Report**

The Mission Study Report is the output from the PNC based on input from a variety of sources. Those sources include not only data from the Cottage Meeting Summaries, Mission Study Survey, the Congregational Rating Inventory Survey, mission studies from other churches, and the PPC Staff Interviews but also data from other sources such as the congregational giving report, the PPC Ten-YearTrend data, PPC worship attendance and stewardship data and demographic information from the MissionInsite data.

The processes explaining the data collection from the congregation and the staff are described below.

#### Cottage Meetings

During the spring 2013, eight cottage meetings were held on campus to solicit input on the mission of PPC and on the call of the new pastor. During the meetings 134 congregants participated and comments were reviewed by the PNC.

#### Mission Study Survey

The congregation returned 158 Mission Study Surveys for analysis by the PNC.

#### Congregational Rating Inventory Survey

The staff and leaders completed 59 Congregational Rating Inventory Surveys for analysis by the PNC.

#### PPC Staff Interviews

Members of the church staff were interviewed to get feedback on the current operations of the church, suggestions for the future of PPC and suggestions for qualities in the future PPC minister.

The analyzed data will be used to discern where God is leading PPC as the Spirit acts through the members of the congregation, the Session and the staff. The survey and data information is available on the PPC website at [www.philadelphiachurch.org](http://www.philadelphiachurch.org).

## **Defining an Effective Church Using Relational and Functional Characteristics**

In addition to the SWOT data, the PNC gave careful consideration and attention to the relational and functional characteristics described below and incorporated in the earlier PPC mission study, *Report of the Strategic Mission Planning Team* (2004). These characteristics included the six Relational Characteristics and the six Functional Characteristics of an effective church.\*

### **Relational Characteristics**

1. Specific, Concrete Mission Outreach
2. Pastoral, Lay Visitation in the Congregation
3. Corporate, Dynamic Worship
4. Significant Relational Groups
5. Strong Leadership Resources
6. Solid, Participatory Decision Making

### **Functional Characteristics**

1. Several Competent Programs and Activities
2. Open Accessibility
3. High Visibility
4. Adequate Parking, Land and Landscaping
5. Adequate Space and Facilities
6. Solid Financial Resources

\*Callahan, Kennon L., *Twelve Keys to an Effective Church: Strong, Healthy Congregations Living in the Grace of God*, Second Ed., John Wiley & Sons, 2009.

## **PPC SWOT Analysis**

### PPC Strengths

Based on information gathered by the PNC, the programs, infrastructure, concepts and services below are the most frequently identified (modal) areas of strengths of our congregation.

Although PPC has many more strengths, these are clearly discernible as remarkable and valued. We have cross-referenced the PPC strengths with the terms Relational (R) and Functional (F) as they are related to an effective church. □ Children and youth Christian education **R**

- Facilities **F**
- Dedicated, talented and caring servants in the congregation **R**
- Endowments **F** □ Women's programs **R**
- Choirs and Praise Team **R**

### PPC Weaknesses

Based on the information gathered by the PNC, the programs, infrastructure, concepts and services below are the ones most frequently identified as weaknesses of our congregation. We have cross-referenced the weaknesses with the terms Relational (R) and Functional (F) as they are related to an effective church. □ Lack of a true, clear vision **R**

- Giving and finances **F**
- Communication **R**
- Attendance **R/F**
- Marketing and advertising **R/F**
- Inward focused **R**

### PPC Opportunities

Based on the information gathered by the PNC, the programs, infrastructure, concepts and services below are the ones most frequently identified as opportunities for our congregation to carefully review and give strong consideration to endorsing for the future of our church. These opportunities are challenges that can lead to accomplishing the work God has called us to do. We have cross-referenced the opportunities with the terms Relational (R) and Functional (F) as they are related to an effective church.

- Establish programs that adhere to the vision/mission statement to guide PPC **R/F**
- Improve communication **R/F**
- Become relevant to the community of Mint Hill **R/F**
- Explore options for contemporary services and music **R/F**
- Evangelize through our programs and missions **R/F**
- Improve technology **F**
- Improve publicity and marketing **R/F**

### PPC Threats

Based on the information gathered by the PNC, the programs, infrastructure, concepts and services below are the major ones most frequently identified as threats to our survival or growth. Again, we have crossreferenced the strengths with the terms Relational (R) and Functional (F) as they are related to an effective church.

- Other churches **R**
- Not attracting new church members and not following up on new attendees **R**
- Giving, finances and shrinking budgets related to size and expenditures **F**
- Not focusing enough on community and mission outreach **R**
- Differing theological ideologies **R/F**
- Disrespect for and discontentment with others **R**

## **Summary of Relational Challenges to Be Addressed at PPC**

Based on an analysis of the data gathered and reviewed by the PNC, currently at PPC we are facing several **relational challenges** we must address:

- Lack of a true, clear vision
- Communication
- Attendance
- Marketing and advertising
- Inward focused
- Not attracting new members and not following up on new attendees
- Other churches
- Community and mission outreach
- Theological ideologies
- Disrespect for and discontentment with others

### **Lack of a True, Clear Vision**

One obvious weakness is the congregation's lack of a focus for a specific, concrete vision. We need to address how PPC is distinctive in our community, and who we are to the residents of the Mint Hill community. It has been suggested that our programs may need to be more focused, and we believe a clear vision will assist with that effort. A vision will help lead any marketing efforts of PPC. Although many see PPC as a leader in the Mint Hill community, our vision must be defined.

### **Communication**

Comments indicated communication needs improvement beginning with and among the administrative staff and with and among the leaders of the church and the congregation. There appears to be a breakdown in the communication chains and mechanisms to keep everyone informed and to make the organization operate efficiently. Folks desire to know more about information from the leadership of the church. The data seems to indicate some confusion over roles and responsibilities of staff, leadership and committees.

### **Attendance**

Relationships are perhaps the most important part of the tradition and history of a church, so this is the area where we as a congregation have our greatest number of hopes and dreams. Relationships are a gift not to be taken lightly. The loss of a number of active, faithful members

due to death and declining health has created not only sad and personal losses, but we have all experienced a loss of spiritual mentors, leaders and Bible teachers. We have had nearly 60 bereavements in the past five years. On any given Sunday we have approximately 80 members in homebound situations, living away and/or in retirement or care facilities. Moreover, with the loss of members or inactive members, we have also lost not only friends and family, but we have also lost some connections with our history and traditions. Further, some Sunday school classes have combined with other classes due to the loss of members; thus several significant relational groups have merged or changed. In addition to deaths and aging and a decline during the interim ministry in 2013, the Ten-Year Trend data shows a drop in attendance that is much greater than the loss of numbers due to deaths. Please refer to the Ten-Year Trend Data document and the Worship Attendance document reporting the attendance from 2010-2013 located on the PPC website at [www.philadelphiachurch.org](http://www.philadelphiachurch.org).

### **Marketing and Advertising (Relational)**

Our data indicates this is an area where we could and should communicate externally with local residents of the Mint Hill community and internally with local members of our congregation. Marketing and advertising would increase membership of the church as well as attendance at events sponsored on our campus to grow God's kingdom here at PPC. Marketing needs to begin with a true, clear vision for the church and then filter out to each program or sub-group. The website in its current form appears dated and may give the impression of a church that is not focused on attracting newcomers and the next generation. Focus on social media is done at the grass roots level by members but not at the church-wide level by staff or leadership. The marketing budget will need to be addressed, so the above relational needs can be improved to help with the growth of the church.

### **Inward Focused**

Survey data indicated the members of PPC are inwardly focused on personal needs and agendas rather than those with a stated vision and mission that are planned by the leadership of the church. Comments indicate a desire for an outwardly focused and strategic mission emphasis. The data indicates persons have personal areas of interest that are pursued but may not be aligned with the PPC strategic mission and which are not supported by the leadership and finances of the church.

### **Not Attracting New Members and Not Following Up on New Attendees**

Given that PPC is situated close to downtown Mint Hill, the I-485 area, and more specifically in the Bain School neighborhood, we have opportunities for attracting many newcomers and families with young children in the Mint Hill area. We have many new families who see PPC from Bain Elementary School, so we need to increase the marketing of our programs with appropriate publicity and signage to attract new members. Demographic data indicates that the best target focus for attracting new participants and members to our church are young married couples. Young couples are the target population for most of the growth in our community. We need to provide new programming that would provide more educational opportunities for adults and

families with children and youth in the Mint Hill community. We need a concentrated focus on following up on new attendees with volunteers who are devoted and committed to mentoring new attendees and establishing new programs to support newcomers. Evangelism as a congregation will help us to grow in terms of numbers, faith and spirituality.

### **Other Churches**

As other churches develop attractive and effective programs of ministry and outreach, and we do not, our church membership will decline. According to data from the congregation and church leaders, our challenge is to develop our vision and mission to be the church God wants us to be in the Mint Hill community. Currently there is a trend of mega-churches rising and an overall fall of attendance in mainline churches. As mentioned in the data, we must define what the needs of our community are and what God is calling us to do to meet those needs. We must act to strengthen our congregational and community ministries in the next year and maintain those in the future. We must embrace diversity and evolve as a ministry.

### **Community and Mission Outreach**

As noted on comments from the data, the congregation performs many outreach activities and helps many in our community, nation and world; however, as was pointed out, PPC lacks a coordinated focus for mission outreach initiatives in the local community and beyond. Our vision and mission statement will help us to know the places where God is calling us. (Several of the new programs developed since our last mission study include the Stephen Ministry program, Bright Blessings, the Habitat Building Program, the Yellow Bag Hunger Program and the Kingdom Project.) Comments expressed appreciation for the variety of successful mission opportunities already available. Several respondents hoped for more hands-on mission work including intergenerational mission trips and more community missions.

### **Theological Ideologies**

A summary of the data is included in the Functional Section.

### **Disrespect for and Discontentment with Others**

Some expressed conflict-fatigue and shared their dream for members to forgive and appreciate one another. Data indicated the hope that we would be open to new programs and ideas. Another frequent hope was developing more small groups (relational) for a variety of people and topics. Comments supported intergenerational relationships, basic Bible study, faith formation, forgiveness and unconditional love, reconciliation, a personal relationship with the Holy Spirit, etc.

PPC members, leaders and committee members must be conscious of the fact that the survival of our church is incumbent upon future generations. The young families that we hope to attract do not have time for nor care to be involved with internal political struggles that are common place in many mainline churches. The hope is that everyone who walks into PPC will know we are indeed a church family that cares; we are a loving, caring congregation where all are valued

and treated with integrity. PPC desires to be a family that respects diversity and works hard to make our church a safe and inviting place for all. *Be devoted to one another in love. Honor one another above yourselves, Romans 12:10, NIV. Be kindly affectionate to one another with brotherly love, in honor giving preference to one another, Romans 12:10, NKJV.*

## Summary of Functional Challenges to Be Addressed by PPC

Currently at PPC the data shows that we are facing several **functional** challenges we must address.

- Giving, finances and shrinking budgets related to size and expenditures
- Marketing and advertising
- Theological ideologies (PPC is toward conservative.)
- Attendance (covered in relational challenges)

### **Giving, Finances and Shrinking Budgets Related to Size and Expenditures**

One obvious weakness is the ability to support our staff, programs and administrative services financially and responsibly. The church has recently undertaken the project of reviewing the membership rolls to determine the active members. The results of this effort substantially reduced the membership by several hundred members. At the time of this writing, PPC is a 614 member church. Our active average worship attendance is 250. Of the 614 active members, and as reported earlier in this report, approximately 80 are homebound, living away and/or are in assisted living facilities. Currently, the financial resources required to support the administration and staff and building and grounds leave very little funding available to support any other programs. We must have ample and solid financial resources to support staff and educational programs. Financial resources (with reserves) are needed to maintain and refurbish buildings and the landscaping and often fund emergency loans for members and non-members. The interior and exterior of the buildings and facilities need the same level of maintenance and care as the outside grounds and landscaping. Funds are needed to grow and to maintain staff, programs, marketing and facilities. Many in our congregation hope that we will be in a good financial position, once again, to provide adequate maintenance for our aging buildings and refurbish areas as needed.

### **Marketing and Advertising (Functional)**

Partnerships allow for a more efficient and effective use of sustainable resources. PPC promises to be a highly visible church in the I-485 area and around the Bain School neighborhood. As noted in the data, PPC provides programs and services to the citizens of the community and many outreach programs such as Bible school, the Bazaar, Scouts, Weekday Kindergarten, Alcoholics Anonymous meetings, mentoring and volunteering which could increase the growth of the church. We have many families who see the church from Bain School Road, so we need to market our church and our programs with appropriate promotional materials. Some valued programs that do not have basic advertisements such as signs or fliers due to current budget constraints. We have ample parking and can accommodate access and egress necessary for an

increase in the number of worshippers. Our church's landscaping contributes to a first impression of warmth, welcome and caring. Of note, the majority of respondents desire an environment and the programming that would provide more educational opportunities for adults and families with children and youth from the community.

### **Theological Ideologies**

What do you think God would have us do? Worship is a corporate gathering which is held in high regard by the members of a congregation. Some members are displaying a lack of confidence in the denomination's governing process. Questions have arisen over liberal theology; PPC leans to the more conservative approach to values and Christian teaching with the inclusion of all. Comments regarding PPC's leaving PCUSA to join other denominations have been voiced, and this concern was addressed by the PPC Session in October 2013. At PPC some have shared hopes for new ways to worship and new styles of worship. Some of the data indicated enthusiasm for our current worship style has waned. Some members of the congregation expressed interest in a contemporary worship service, and others expressed interest in a traditional worship service. Some are eager for a more spiritual relationship with God. Others feel that along with traditional music, traditional worship is desirable in our church. All of the choirs are highly regarded; music should be varied. Some responders are interested in a wider use of technology. The PNC hope is that one day everyone will come to worship with joy, love and a grateful heart and will expect to meet Jesus when he or she walks through the doors at PPC.

### **Summary of Specific Challenges to Be Addressed at PPC**

A summary of the overall data indicates four main areas of concern of PPC; these include worship, mission, communication and finances. We have addressed the questions below with a new vision and mission statement to lead us into a successful and faithful future at PPC.

- What are we doing as a congregation?
- What is God calling us to do in the next phase of our ministry?
- What are the needs of our community? What is God calling us to do to meet those needs?
- What specifically will we do to strengthen our congregational and community ministries in the next year; in the next five? What must the teaching and ruling elders do to help that to happen?
- What kind of skills, experience and personal characteristics do we need in our pastor?

### **Vision and Mission Statement**

***Growing the Kingdom of God by spreading the Good News, serving the least among us, working for justice and teaching future generations.***



### **Development of the Vision and Mission Statement**

After much dedication to this portion of our PNC commitment, we unanimously agreed on the above statement. The PNC created the vision and mission statement to lead our church into the future. To complete this charge we read articles by church consultants on how to write an effective vision and mission, and we examined numerous examples from other churches. Further, we created a detailed document to help analyze and clarify our thoughts on the purpose of the statement. We determined that the vision and mission statement needed to be short, memorable, mission-focused, based on scripture in the Bible, inspirational and lead the marketing and programming at PPC. We all wrote, and re-wrote, sought input, and re-wrote, and prayed, and re-wrote some more! We believe we have accomplished much of our goal with the combined PPC Vision and Mission Statement listed above.

Reasons for the choice of the language:

1. “Growing the Kingdom of God”- We believe this statement has provided a tremendous amount of inspiration to our pastors and our congregation this year. Sermons have been preached using this theme that has shown us how everything can be tied back to the powerful line that is mentioned in 58 places in the Bible. Additionally the on-going stewardship campaign continues to be very successful. We also believe that everything that we want to accomplish at PPC essentially falls under “Growing the Kingdom.”

Biblically the Kingdom of God is suggestive of both the here and now and the future for Christians. Both of these views fit with what we are doing at PPC. Below are two definitions of the Kingdom of God:

- a. Graeme Goldsworthy, a renowned theologian, has summarized a definition of the Kingdom of God as "God's people in God's place under God's rule."
  - b. Anthony Hoekema, a minister and theologian, has described God's Kingdom as "the reign of God dynamically active in human history through Jesus Christ, the purpose of which is the redemption of his people from sin and from demonic powers, and the final establishment of the new heavens and the new earth."
2. “Spreading the Good News”- Our congregation has expressed a desire to evangelize. We have a rich history with many blessings at PPC. We owe it to the community to spread the Good News of God through word and action.
3. “Serving the least among us”- Based on the survey data, our congregation clearly wants to be less focused on internal issues and more focused on mission work and the community. This phrase in our vision statement can help us drive the change in our church from internal to external. Matthew 25:40 states, “The King will reply, ‘Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.’”
4. “Working for justice”- We feel this phrase is one of our primary callings as Christians. There are numerous mentions of “justice” in the Bible. In a familiar and beloved verse Micah 6:8 we read, “He has showed you, O man, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God.”

5. “Teaching future generations”- One of PPC’s primary strengths that was clearly identified in all the data was the asset of our youth and children’s programs. There is a solid desire from our congregation to continue with this strength and to grow it. We believe this tells potential members that our children are important to PPC and our Christian heritage. We believe it gives all PPC members a reason to be involved with our children and youth. We also see this focus as a way to grow our church and keep it strong into the future. The Biblical basis for this theme comes from several places, but we can point to Proverbs 22:6 which states, “Train up a child in the way he should go; even when he is old, he will not depart from it.” Given our findings, we are confident that the challenges and opportunities before us will strengthen us to be even more committed Christians to carry out God’s plan for Philadelphia Presbyterian Church. We are dedicated to continuing on our faith journey, with Jesus Christ as our role model, and we look forward to the day when we will use this information to move forward to fulfill the purposes for which God is calling us. We have established and propose the following recommendations to move us forward.

## **Recommendations of the PNC**

During this time of prayer and contemplation, the PNC has analyzed and summarized the data from the congregational input and other sources. The Committee has felt quite positive after each congregational update and monthly meetings with the Session. Much of the feedback received from the congregation and the Session after the monthly updates was overwhelmingly positive. The prayer and positive comments have greatly encouraged the PNC as we have proceeded to fulfill our commitment to PPC.

Although one of the main focuses of the mission study has been to identify the qualities desired in the new pastor, this study also has identified our strengths and opportunities, so that we can begin to build on these and enhance what the church is already doing well. Further, we have identified our weaknesses and threats, so that they can be addressed in a concrete fashion, too. As church members and leaders ourselves, we realize that no church can focus on too many needs at once. We believe that churches do their best work when they are focused on a few concrete, achievable objectives for a year or two at a time. We recommend establishing a Long Range Planning Committee to address the following five-year strategic plan and believe both the committee and the plan are viable and essential to the relational and functional effectiveness of PPC.

## **Five-Year Strategic Plan**

With much prayer and conviction, the PNC makes the following recommendations to the Session for its approval. We recommend using the newly developed, combined vision and mission statement as the basis for planning the goals and objectives in each of the Ministry Teams in 2014 and subsequent years. Beginning in the 2014 year we recommend further development of specific goals and objectives along with annual reviews by the appropriate Ministry Teams at

PPC. We specifically ask the leaders of the Planning and Review Team to focus on these recommendations, too. We ask the leadership of PPC to set goals and develop objectives to accomplish during officer training and annually to ensure compliance:

#### **Worship Needs**

- Support a dynamic, relational, spiritual minister and honor and celebrate new pastor's arrival
- Offer structured, collegial leadership
- Support all the PPC staff and encourage their work to the glory of God
- Continue to plan and provide most worship services in a traditional manner
- Explore options for contemporary services and music
- Demonstrate love, respect and compassion to each other as brothers and sisters in Christ □  
Develop a renewal of spiritual energy through prayer and Bible study

#### **Communication Needs**

- Support each other emotionally and spiritually
- Market our programs and services to the community
- Teach the tenets of the Presbyterian Church USA
- Increase Sessional updates using various methods
- Improve and increase technology on campus

#### **Mission Needs**

- Increase mission outreach locally and globally
- Become a more externally-focused congregation in the Mint Hill area
- Honor our time-cherished traditions yet be open to cultural changes
- Increase church-wide mission projects and programs to develop inter-generational and relational connectivity
- Increase congregational membership
- Develop a program for newcomers

#### **Finance Needs**

- Manage financial support to sustain and grow PPC
- Plan to repay the bonds issued to purchase the house adjacent to the property and develop a long-term use for the property

### **Summary of the Qualities the Congregation Desires in the Next Pastor**

A successful Mission Study Report should indicate the overall results of concern and identifiable goals for a church to begin the call for a pastor. At PPC these primary areas include worship, mission, communication and finances; all of these areas should be addressed in an initial manner prior to calling the next pastor. In reviewing the congregational data, the congregation has expressed their *top ten essential qualities* desirable in the next pastor at PPC.

- Preaching and worship leadership (94%)

- Spiritual maturity (70%)
- Compassionate (64%)
- Communicate (51%)
- Motivator (51%)
- Collaborator (49%)
- Flexibility (49%)
- Decision Making (40%)
- Advisor (39%)
- Strategy and Vision (38%)

## **PNC Future Plans**

The PNC believes establishing PPC's goals and objectives is the next step in the process of calling our new pastor. With goals and objectives being established by our church leadership, the PNC will have the foundation for talking with prospective ministers to authenticate and illuminate our vision and mission.

The PNC will ultimately determine the essential qualities desirable in the pastor based on where we believe the Holy Spirit is leading PPC. Focusing on the task of calling a new minister is the penultimate responsibility of the PNC. With your help, we will then focus on the transition of our new pastor into our church and community.

The PNC trusts that the results gleaned from the congregational meetings, surveys and interviews and presented here are accurate, relevant and substantial for the PNC to begin its work to call a new minister.

The PNC's focus now is on the work of the congregation together, so that what we do collectively, as a community of faith at Philadelphia Presbyterian Church is to strengthen the ministry and mission of God's church. We acknowledge that for Philadelphia Presbyterian Church to move forward in faith, strengthening our mission and ministry requires that we all focus our prayers and energy on addressing several major needs in our strategic plan that are absolutely crucial to our growth at this point in our life together.

The PNC is keeping our eyes on God, knowing God will continue to bless us as we listen closely for God's call and obey God's will. We are filled with love and joy for our brothers and sisters in Christ at PPC and outside in our Mint Hill community. As *your* PNC we are blessed God has called us together to grow spiritually as followers and leaders and to learn to trust God in all we say and do. We have formed friendships and bonds that will last a life-time. We are grateful for this opportunity to serve you.

May God continue to bless all of us and our work to be a part of God's Kingdom at Philadelphia Presbyterian Church!

*For the glory of God from your PNC,*  
Bill Crowder

Susan Griffin

Amy Kaminski

Brad Watts

Jason Williams

Janice Wilson

Janet Daniel, Chair

Dennis Grills, Liaison, Committee on Ministry, Charlotte Presbytery

Georgia Pressly, Liaison, Committee on Ministry, Charlotte Presbytery

## **Access to Surveys and Data Used by the PNC**

### **Instructions on how to access the PNC files on the web:**

1. Go to the church website, click on the *PNC Updates* button on the top right.  
[www.philadelphiachurch.org](http://www.philadelphiachurch.org)
2. Click the *PNC Study* button in the middle of the page.
3. Enter the following user/password with capitals where listed:  
User Name: PNCStudy  
Password: PPCsearch1
4. Once entered, a security message pops up. Click *submit*.
5. From there, each of the 8 files has its own button to click on to access that particular file.

**Approved by the PPC Session December 2, 2013**

# **PHILADELPHIA PRESBYTERIAN CHURCH**

## **CALLED TO BLESS OTHERS AS WE HAVE BEEN BLESSED**



**REPORT OF THE CAMPUS PLANNING COMMITTEE**

**TO**

**THE VISION TEAM**

**SEPTEMBER 12, 2018**

## **PREFACE**

### **In Memoria – Katrina Weaver Ross Duke**

The Campus Planning Committee takes this opportunity to acknowledge and recognize the contributions of Team Member and sister in Christ, Katrina Ross. Tina was called home by the Lord she so loved and followed throughout her life. Her contributions to Philadelphia Church and all those she touched cannot be overstated. Her guiding hand is on and in the pages that follow. We were honored to share in her journey of faith and vision for PPC.

In 2016, Session empowered a Vision Team to develop an aspirational Vision Statement for PPC. In early 2017 the Team's work product was adopted by Session – It was simple and concise - To Bless Others as We Have Been Blessed.

That overarching aspiration has called us to challenge how effectively we plan and implement the time, talents and treasures with which we are so blessed. In late 2017, The Vision Team called for a separate study of campus facilities and infrastructure – to identify any gaps or barriers that that might inhibit our ability to live and deliver what we believe we are called to accomplish for God in this world.

A Campus Planning Committee (CPC) was formed and tasked to evaluate the conditions and capabilities of PPC facilities vis-à-vis our Vision and to make its recommendation(s) to the Vision Team to present to Session. Emphasis was to be placed on referring to an earlier Campus Plan conducted in 1994.

In the pages and Appendixes that follow, the CPC will outline its research/study methodology, study conclusions and recommendations. The CPC respectfully and prayerfully submits this report in hopes that what we have learned and the actions that may be taken will glorify and please the God we serve and the vision to which we aspire.

Submitted this 12th day of September 2018 by:

Ally Benton  
Becky Griffin  
Bill Johnston  
Kaitlyn Linscheid  
Richard Newton  
John Nofsinger  
Quincy Rosman  
Katrina Ross  
Donna Simmons

	PG.
<b>TITLE</b>	<b>1</b>
<b>PREFACE</b>	<b>2</b>
<b>TABLE OF CONTENTS</b>	<b>3</b>
<b>METHODOLOGY</b>	<b>4</b>
<b>KEY FINDINGS</b>	
<u>How we wish to be known by/through our works</u>	<b>6</b>
<u>What activities/traditions do respondents like about PPC at present</u>	<b>6</b>
<u>What future programs/activities should PPC consider</u>	<b>7</b>
<u>Maintenance</u>	<b>10</b>
<u>Parking</u>	<b>11</b>
<u>Storage</u>	<b>11</b>
<u>Security</u>	<b>12</b>
<u>Sports</u>	<b>12</b>
<u>Sunday School</u>	<b>12</b>
<u>The Journey</u>	<b>13</b>
<u>Community/Family Life/Youth Programming</u>	<b>13</b>
<u>Outdoor</u>	<b>13</b>
<u>Cemeteries</u>	<b>13</b>
<u>Major Capital Opportunities</u>	<b>14</b>
<b>RECOMMENDATIONS</b>	<b>15</b>
<b>APPENDIXES</b>	
APPENDIX I           - 1994 STUDY	<b>16</b>
APPENDIX II        - 2017 STUDY INSTRUMENT	<b>29</b>
APPENDIX III       - 2017 STUDY INSTRUMENT - RAW DATA SHOWN	<b>35</b>
APPENDIX IV        - CONTACT MATRIX	<b>54</b>



## **METHODOLOGY**

The CPC determined that a survey should be conducted of those using/relying on PPC facilities and infrastructure. It became clear that in looking toward an aspirational future state we would need to know far more than current condition of properties – we would need to have a sense of where our Vision might lead us as a congregation – both in the near and longer terms.

To help us understand these complexities we designed the questionnaire that follows as Appendix II. Questions on which we would seek input were grouped into 3 (three) parts:

### **Part I - Our Vision**

The 9 (nine) questions in this section were directed to identifying our feelings of how God is working in the life of PPC, how and where we feel He is calling us and whether there are barriers in the way of our calling. Responses to this section are felt necessary to maintaining a longer-term focus and to avoid distractions along or journey.

### **Part II - Our Goals**

8 (eight) questions in this section attempt to translate what we see as God's vision for His church at PPC into how our programming might best and better be aligned into the future and what barriers might stand in our way. This would include identifying what we feel is working as well as to identify new opportunities to use our time, talent and treasures more effectively in the future. Conclusions from this section would be expected to set a mid to longer agenda of possibilities.

### **Part III - Our Plans**

8 (eight) questions were organized to go into a bit more detail of how individual missions/committees/programs are interacting with PPC facilities and infrastructure. The intent here is to identify facility issues impacting (mostly) current programming that should be discussed and addressed over the short to mid-range time-frame.

The CPC felt an outreach to all missions/committees/groups/institutions utilizing and familiar with PPC facilities to be the best approach to obtaining the most comprehensive and insightful response to the extensive questionnaire.

Forty-Two (42) missions/committees/groups/institutions were identified to be contacted. A contact matrix was created and follows as Appendix IV. A contact sequence was developed, and individual CPC Members missioned to reach out to each contact. Each contact was asked to caucus with the group they represent and to return a summary of their views.

Surveying continued over the first half of 2018 with the result generating extraordinary insights and ideas that form the basis of conclusions and recommendations shown in this report. Raw data as received was listed under each question. In many cases, there was redundancy (multiple) answers from among responding groups. Initially, there was no attempt to consolidate responses, preferring to leave the raw data intact. A copy of the Survey with raw data shown follows as Appendix III.

To arrive at clear and concise conclusions and recommendations, the CPC entered the raw data and did some consolidating. Maintenance is a good example of where initial responses overlapped between questions and survey sections. The summary lists are included in sections of this report in places where it is felt helpful to understanding conclusions. Not all questions/responses are highlighted in such a manner. The reader is encouraged to read and review the raw data in Appendix III of this report to form a more complete understanding of the views shared.

You will quickly see that we have been blessed by prayerful insights that will serve as a roadmap for our works and actions for many years to come. The CPC is humbled by the love and wisdom shared by so many.

## KEY FINDINGS

In this section we briefly frame broad conclusions received from the survey that influence the recommendations to follow. As mentioned above a thorough read of the raw data in Appendix III will help with your understanding of how and why we came to summarize the following key findings.

How we wish to be known by/through our works – Responses point to a traditional Christ-centered Church. A Bible-based Congregation that is inclusive, open, welcoming and energetic. One that lives its vision and leads others to Christ. This baseline conclusion is felt critical as an ongoing test of how our works/deeds align with our aspirational vision.

Responses concerning how we wish to be known:

- Jesus first.
- Having something for people of all ages and life situations with a progressive message grounded in traditional values.
- Sound, Bible-based church with the biggest heart to serve the community.
- Loving, caring, welcoming, open and non-judgmental.
- Inviting to all.
- Safe and supportive space facilitation connection and a greater sense of well-being.
- Solidarity and unity.
- Living God's will, recognizing differences can be assets.
- Strong traditional leader in the community.
- A Christ-centered, welcoming church.
- A traditional Presbyterian church.
- Energetic.
- Doing good works in the community.
- As outlined in our vision/mission statements.
- Open and inclusive.
- Random acts of kindness.
- Unity and common purpose.

What activities/traditions do respondents like about PPC at present – Replies highlight the rich and extensive array of programs and activities that are felt important to maintain. Nearly 40 such programs/activities were called out.

Responses concerning traditions:

- PPC a church for extended families.
- Remain true to roots and goals.
- Expand scope to include more progressive opportunities for younger/new people.
- Retain deeply rooted traditions like special services, Wonderful Wednesdays, etc..
- Examine all we do to identify things that should not be maintained.
- Kirken of the Tartans.
- Singing Silent Night around the circle.
- Senior Nutrition Program.
- Senior outreach.
- Community-wide gatherings like Eggstravaganza and Christmas party.

- *A capital campaign drive.*
- *Singing the Hallelujah Chorus at Easter.*
- *Handbells.*
- *Childrens Choir.*
- *RITI.*
- *Christmas programs for children.*
- *Traditional worship service.*
- *Bazaar.*
- *Lillies.*
- *Poinsettias.*
- *Is Eggstravaganza making a difference?*
- *Bain cane.*
- *AA.*
- *Scouts.*
- *Wonderful Wednesdays.*
- *Continue movie nights sponsored by CE.*
- *Homecoming*
- *Basketball and youth sports programs.*
- *Ministerial visits to elderly and shut ins.*
- *Circles.*
- *WOC.*
- *Angel Tree.*
- *Backpacks of love.*
- *Philafeast – anything “Phila”.*
- *Session is too large – needs to be smaller.*
- *Expand music ministry.*
- *Maintain and build/rebuild the traditional worship service against the backdrop of multiple services.*
- *RITI and WW, but, separate – too chaotic at present.*
- *Christmas tree giveaway.*
- *Bible-based sermons.*
- *Graduation Sunday.*
- *Christmas songs during Advent (not Advent songs).*
- *More happy songs.*

**What future programs/activities should PPC consider** – Answers to this family of questions are offered to all groups/committees/missions to consider. They are felt by respondents to be an important and valuable part of Christian life in the future of PPC. All PPC groups are invited to review this extensive list to determine which, if any of the list are felt worth incorporating into near-term agendas. The degree to which these in aggregate might be adopted will further impact our use of existing as well as plans for new/renovated campus facilities.

**Responses concerning future programs/activities:**

- Senior weekly Bible study helping spiritual connection and growth in Holy Spirit.
- Adopt a nursing facility to do crafts, singing, Bible stories, activities.
- Visiting shut-ins.
- Adopting a campus area to maintain landscaping.
- Adopting a school to mentor (buddy) students.
- Making the church library more user-friendly.
- Endowments to support Mission trips for youth and adults.
- Sports programs break down socio-economic barriers at a critical and formative age for young people.
- Inventory of drivers to help transport Jolly Good Timers on day-trips.
- Better playground.
- More choir members.
- Increase music library.
- A horticulture committee.
- Determine best use of Manse.
- Sufficient funding to build/grow the Journey.
- Regular and improved communications – within and between all groups.
- Using technology to connect with young people and enhance worship and education.
- The Journey service.
- Continue to strengthen youth programs to promote family participation and support.
- Mint Hill is growing. PPC must seize this opportunity to bring others to Christ.
- More activities for all ages.
- Increase senior activities including local missions.
- PPC-wide mission project(s) like:
  - Adopt a school
    - Mentors
    - Lunch buddies
    - Readers
  - Adopt a nursing home
    - Mentors
    - Crafts
    - Read Bible stories
    - Sing alongs
- Sports programs that appeal to the Latino community.
- Growing youth programs.
- Growing support of AA.
- Broader community outreach.
- Broader youth musical program.
- Campus-wide internet.
- Expanded RITI.
- Columbarium
- More use of facilities by outside groups.
- Better use of all rooms in chapel foyer.
- Staff dedicated to alternative worship, multi-media content creation, more community use of our facilities, live streaming of worship services.
  - Start a capital needs campaign.

- Expand playground.
- Blessing of the animals service.
- Class and family weekend retreats.
- Outreach goals for SS classes.
- Strengthen Stephens Ministry.
- Welcome-Wagon type program for visitors.
- Consider a Saturday service.
- Ministerial visits to all members – may need to hold group gatherings in neighborhoods.
- Grow endowment to >\$10mm with proceeds sufficient to cover all administrative expenses – allow all gifts to be used 100% for its intended purpose.
- Build another Habitat house(s).
- Craft room store.
- Expanded sports teams (softball, etc).
- Summer music camp.
- After school program.
- Drama theater program.
- Expanded Biblical education for middle and high school students.
- Video system in Kerr building.
- Upgraded video capability in main sanctuary.
- Better playground with new/better equipment.
- Better use of the Chapel. It is beautiful and good acoustics.
- SS class adopt-an-area program for grounds maintenance.
- Upgrade church library.
- Large/visible signage on all buildings with better directional signage throughout campus.
- Whiteboards in classrooms.
- Mobile soup kitchen (food truck).
- Youth facilities including café, media room, etc.
- Blessing of the animals.
- Ministry using therapy dogs.
- Monthly meeting for seniors with variety of speakers – not just making a will.
- Local mission projects like Bain Buddies and tutors.
- Grow Stephens Ministry program to include more seniors as leaders.
- Expansion of homeless ministry.
- Desirable workspace to attract/retain qualified personnel.
- Helping seniors stay connected.
- Work in the community. Visit homebound.
- More familiar hymns in traditional service.
- Community outreach.
- Mentor for new members.
- SS Class projects that repeat on a regular basis.
- Consider a Revival with Henderson Grove Presby. (as has been done in the past).
- Partner with other MH area churches – picnics, etc..
- Flexibility to deal with people facing addiction.
- Would like to see senior programs grow. Need “adopted” by a younger group/circle. Hold a Valentine of Christmas party to better connect age groups. Deacons and Stephens Ministry do a good job of visiting nursing homes. Shut-ins and those living alone need greater attention.

- Coffee house.
- Fresh flowers in sanctuary every week (NO PLASTIC).
- Consider earmarking 10% of all capital giving for maintenance.

**Maintenance** - Respondents were consistent in their praise of the PPC campus. At the same time overwhelmingly recommending a more disciplined and structured approach to how maintenance activities are planned, organized and funded. Inputs further identified possibilities of how facilities might be reimagined/renovated/replaced to better contribute to success in the years ahead.

**Responses concerning maintenance and facilities condition/options Overall:**

- Consider earmarking 10% of all capital giving for maintenance.
- Project future maintenance needs into current cost of new capital projects.
- Improved maintenance of facilities.
- Overall maintenance survey.
- Adopting a campus area to maintain landscaping. A horticulture committee.
  - A prioritized schedule of repair and maintenance needs. A preventative maintenance plan.
  - Perhaps a staff Maintenance Manager (maybe an upgrade to a custodial position).
- Campus facilities as a whole are very good.
- Solid, but, aging.
- Considerable maintenance/mold issues in new administration building.
- Poor temperature control in Fred Brown classroom.
- Air/heat not set in Ralph Leete classroom on Sunday mornings. Maybe add to lockup checklist.
- Consider removing or repairing patio outside Pairs & Spares classroom. P&S could do labor if materials were made available.
- Children's building needs attention;
  - Carpet bad in many areas
  - Floor tile cracking several rooms
  - Windows leak air/bugs
  - Bathroom fans need replacing
  - Several tripping hazards on sidewalk leading to playground
  - Heating/cooling system unpredictable
  - Paint peeling on outside doors – leaves bad impression for visitors
  - Ice buildup in winter from runoff, poor drainage.
- Need a repair/replace committee.
- Outdated electrical system.
- Organ needs major repairs – could cost \$100,000
- Overall maintenance survey.
- Parking lot repairs.

**Responses concerning Kerr Building:**

- Problems with Kerr building.(access)
- Major improvements to Kerr building to better allow multi-purpose programming – both present and future.
- Condition of Kerr building limits growth of sports programs.

- Kerr – replace carpet and replace roof.
- Kitchen upgrades to Kerr building.
- Remove lockers in Kerr. Repurpose space.
- Turn old craft room in Kerr into general purpose space.
- Remove bleachers in Kerr and replace with movable/portable bleachers.
- Update lounge in Kerr.
- Build outbuilding to store tables/chairs. Use existing chair/table storage area to house/store high value electronic equipment.
- Washer/dryer for Kerr Building.

**Responses concerning Bigham:**

- Problems with Bigham Hall. (access)
- Bigham Hall bathrooms not accessible for handicapped – stalls too small, no grab bars.
- Asbestos and mold in Bigham Hall impede facility improvement – overall renovation upper and lower levels.
- Bigham Hall kitchen needs renovation.
- Bigham Hall is an embarrassment. Does not reflect well on PPC.

**Responses concerning AA Building:**

- AA building is an embarrassment. Does not reflect well on PPC.
- AA building, while old, meets needs well.
- Handicap ramp (replace in 5 years).
- Roof (replace in 10 years).
- Some sidewalk/curb maintenance.

**Parking** – Much of the response to the parking needs at PPC spoke to the need to maintain current parking on a planned/preventative basis. Growth of campus activities will challenge the sufficiency of current lots.

**Responses concerning Parking:**

- Current lots crowded on Sunday.
- Parking not convenient and in need of better lighting and maintenance.
- Expand front lots.
- Covered parking for golf cart to shuttle between parking and activity spaces.

**Storage** – Active and growing ministries have proven a challenge to storing and accumulating supplies and for Mission/programs. Future planning is encouraged to include sufficient and convenient storage space.

**Responses concerning Storage:**

- Need better storage space.
- Designated storage space for Backpacks of Love program overflows.
- Better and designated storage space for prayer shawl supplies – Better meeting facilities for knitting. Perhaps the Annex?
- Storage – consider old craft room to store Journey equipment.

**Security** – Responses point to a strong interest in updating security capabilities, training and procedures throughout the campus. This is particularly true of ingress/egress/lockup and



monitoring controls throughout our expansive campus. The weekday kindergarten program security needs drew special mention.

**Responses concerning security:**

- Update previous security study and identify what needs to be done.
- Hire professional consultant to assess.
- Cameras throughout campus with monitoring capability.
- Form a security committee and act on MHPD security recommendations.
- More lighting by annex and throughout campus.
- Consider one-way (see inside out only) window glass in doors to childrens building.
- Consider security guard.
- Current lockup procedures are hit-and-miss. Doors often left unlocked.
- Security systems and locks for all doors.
- More greeters around campus.
- Fewer exterior doors.
- Assign concealed-carry parishioners to main doors during worship/special events.
- Add backup camera/screen in Alvin to enhance safety.
- Uncomfortable with female custodian being on campus alone at night.
- Need keyless entry technology.
- Security considerations are negatively influencing decision by some parents to enroll children in PPC pre-school program – things like access from upstairs as well as lack of security personnel.

**Sports** – It is strongly felt that sports programming is a key resource to congregational and community outreach. It was the sense that growth of sports programs as a component of future missions is inhibited by our need to multi-function our existing facilities as well as a limited array of sports facilities/activities.

**Responses concerning sports:**

- Tennis courts.
- Paintball.
- Fishing pond.
- 10 years – Fitness trail.
- Better sports facilities will support significant growth.
- Expanded basketball facilities – indoor (Kerr) and outdoor (lighted courts).
- Add fitness facility.
- Remove trees from Black property to allow for softball and soccer fields – expensive, but, worth the investment – removes a current limitation to growing youth programs.
- Enlarge Kerr to better support Basketball, RITI and Journey programs.

**Sunday School** – Sunday School remains a core component of Christian worship at PPC.

Surveys pointed to a need to develop more and larger meeting space(s) at PPC as we attempt to live our vision.

**The Journey** – While new, early successes point to a growing and thriving feature of Christian worship at PPC. Questions and concerns focused on the ability of current facilities (mostly the Kerr facility) to accommodate the many demands placed by a growing congregation.

**Community/Family Life/Youth programming** – Responses point to a longer-term challenge in providing facilities and programming that are welcoming to a growing and thriving youth program. A gap is also identified in addressing the needs of community programming like RITI, meals, seniors, AA, receptions and others. Addressing these needs through future renovation and construction programs is felt key to achieving the stated vision.

**Outdoor** – Gardens, playgrounds, walking trails, sports facilities, fitness trails, outdoor pavilion(s) and even a fishing pond were offered up as possibilities to make our campus more capable of serving the needs of both the congregation and the community.

**Responses concerning outdoor:**

- Better connectivity between buildings (covered walkways, sidewalks, etc..).
- Walking trails.
- Covered family area with fireplace.
- Community garden. Raised beds promoting horticulture benefits to share with community.
- New/better playground for weekday kindergarten.
- Ballfields for women's softball, kids and youth.
- Large arbor for VBS, weddings, etc..
- Limit outside amenities as they are high maintenance.
- Preserve natural areas for future generations.
- Fix up the outdoor chapel to use regularly.
- More park-like benches/seating areas.
- Remove trees from Black property to allow for softball and soccer fields – expensive, but, worth the investment – removes a current limitation to growing youth programs.
- Consider covered gazebo/pole-barn for group meetings outdoors.
- Expanded basketball facilities – indoor (Kerr) and outdoor (lighted courts).
- Add fitness facility.

**Cemeteries** – Beyond maintenance, the larger input in this area was a strong interest in moving forward with the Columbarium initiative. Views here ranged from moving on the original plans to rethinking the scale/scope/location of such a memorial vis-à-vis current and future Church growth.

**Responses concerning cemeteries:**

- Better cemetery maintenance and more frequent mowing.
- Columbarium per originally approved plan.
- Columbarium built to a new, more modest plan that supports maintenance as well as not blocking property for expanded and future church life programming – start over from earlier plans.
- Fill holes in cemetery grounds and repair embankments.

**Major Capital Opportunities** – There were clearly many views on how best to move from where we are to where we might imagine being in (say) 10 years in pursuit of our aspiration of God’s vision for PPC. These range from cosmetics and repurposing the current campus to an array of new and modified facilities all suited to a growing and thriving congregation dedicated to the Glory of God. This section outlines how respondents felt we might accomplish our vision through major facilities upgrades.

**Responses concerning major capital opportunities:**

- Need Family Life/Resource Center.
- Not enough comfortable meeting rooms.
- Larger space for the Journey.
- Demo Bigham, Kerr, AA and build a new campus/family activity center.
- Limited youth facilities.
- Limited function space for gatherings.
- SS classrooms are constraining ability of some classes to grow.
- New facility for AA – could be part of a Kerr renovation, or family life center.
- Youth facilities including café, media room, etc.
- Facilities to hold receptions.
- Apartment-style rooms for RITI – perhaps in Bigham.
- Infrastructure is marginal (parking, utilities, phone system, data and building security).
- Reconsider a road around the campus considering if it would compromise security.
- A family Life/Resource Center (similar to the Griffin Barn) to use for conferences, retreats, reunions, receptions, etc.
- Enlarge Kerr to better support Basketball, RITI and Journey programs.
- More meeting spaces – particularly those addressing spiritual and social needs of seniors.
- Expand programs/classes to include exercise, walking, Bible study and self-help.
- Sanctuary sound system could be improved.
- Campus-wide internet.
- Updated office infrastructure.
- Equipment upgrades.
- Better use of technology.
- Video system in Kerr building.
- Upgraded video capability in main sanctuary. Live streaming of worship services.
- Insufficient ladies’ bathrooms.
- New sidewalk from sanctuary to cemetery across the street.
- Talk to Town of MH Re sidewalks to hwy. 51 and hwy. 218.
- Covered sidewalks between all buildings – particularly Kerr and Bigham.
- Consider golf cart to assist in moving people between buildings.
- Covered loading/unloading area.
- Sanctuary sound system could be improved.
- Position of Choir loft.
- Maintenance

## RECOMMENDATIONS

The CPC will complete its assignment by presenting this report to the Vision Team as requested. It is imagined that the Vision Team will further present the report to Session to receive/act upon its findings/recommendations as seen fit. The CPC makes the following (three) recommendations:

1. That conclusions and findings contained in this research capable of being integrated into current programming be implemented by missions/committees/groups at their pleasure according to normal order;
2. That a facilities design professional (architect) be retained to prepare and provide options on how best to utilize existing/create new or renovated facilities to accomplish the future state suggested by the research. Further that this professional, either directly or through a 3<sup>rd</sup> party include a thorough assessment of security options for both present and future state conditions. Cost of this proposal to be included in the 2019 budget proposal;
3. That, if item #2 is approved, a Committee be formed to coordinate the preparation of appropriate plans with the design professional(s) and present those plans/options to PPC leadership/congregation as appropriate. The CPC is willing to remain part of this process at the pleasure of Session as might be helpful.



## Appendix I

THE CAPITAL NEEDS STUDY COMMITTEE REPORT  
PRESENTED TO THE SESSION AND THE DIACONATE

PHILADELPHIA PRESBYTERIAN CHURCH

MARCH 21, 1994

7:30 PM

MEETING AGENDA

- I. OPENING DEVOTION AND PRAYER
- II. WELCOME GUESTS
- III. PRESENTATION OF THE REPORT
  - A. BACKGROUND - CAPITAL NEEDS STUDY COMMITTEE
  - B. REVIEW OF STUDY CRITERIA
  - C. PRESENTATION OF THE CAPITAL NEEDS STUDY COMMITTEE VIDEO
  - D. RECOMMENDATIONS
- IV. QUESTIONS AND ANSWERS
- V. ADJOURN

THE CAPITAL NEEDS STUDY COMMITTEE REPORT

ACKNOWLEDGEMENTS

THE CAPITAL NEEDS STUDY COMMITTEE (CNSC) WISHES TO EXPRESS ITS APPRECIATION TO THE FOLLOWING PEOPLE WHO HAVE CONTRIBUTED SIGNIFICANTLY TO THE COMPLETION OF THIS REPORT:

Dr. John Y. Todd, who gave of his time to attend virtually all of our meetings. His pastoral support and guidance have been invaluable to this process.

All of those staff and church members who took time to be interviewed by the CNSC.

All members of the Congregation who contributed ideas or concerns to members of the CNSC.

All members of the Congregation who completed the CNSC Questionnaire.

All members of the Congregation who attended our "Town Meetings."

Members of the Building and Grounds Committee of the Diaconate.

Judy Clinton and Jenny King for their office assistance during this process.

Dale Jones for his time and his photographic skill.

David Martinson of PhotoVision for his assistance with the CNSC video.

Dave Blackburn and Jeff Heinz for their audio-visual assistance

Donald S. Meyer, Associate for Coordination of Church Financial Campaign Services.

THE CAPITAL NEEDS STUDY COMMITTEE REPORT

CONTENTS

I.	ACKNOWLEDGEMENTS . . . . .	PAGE 1
II.	COMMITTEE BACKGROUND . . . . .	PAGE 2
III.	STUDY CRITERIA . . . . .	PAGE 4
IV.	VIDEO SUMMARY . . . . .	PAGE 8
V.	RECOMMENDATIONS . . . . .	PAGE 9
VI.	QUESTIONNAIRE SUMMARY . . . . .	PAGE 14
VII.	QUESTIONNAIRE COMMENTS. . . . .	PAGE 16
VIII.	HANDICAPPED ACCESSIBILITY TASK FORCE REPORT (3/2/90). . . . .	PAGE 24
IX.	<u>CHURCH FINANCIAL CAMPAIGN SERVICES</u> LETTER (1/17/94) . . . . .	PAGE 33
X.	CFCS ATTACHMENT: PROS AND CONS OF CHURCH FINANCING BY BOND SALES. . . . .	PAGE 34

THE CAPITAL NEEDS STUDY COMMITTEE REPORT

BACKGROUND

The Capital Needs Study Committee was formed by the Planning and Review Committee in January of 1993, with the following members:

R. Stephen Ross, chairman  
Joe B. Black  
Ellen Broome  
Scott Carr  
Melinda Johnston  
Jane Lyon  
Jeff Rudisill  
Dr. John Todd, advisory member

The Purpose of the CNSC was to undertake a thorough study of both immediate and projected capital needs for the Congregation of Philadelphia Presbyterian Church. Realizing that our Church is continually challenged to serve God's people in our growing community, the understood intent has been to review the extent to which our facilities are utilized in meeting that mission, and to determine current problems and limitations.

Once a general consensus was reached regarding these problems and limitations, the task of the CNSC was to project foreseeable needs. How can our facilities be improved to meet the challenges that our Congregation will face for the next twenty to twenty-five years? What would we like to do that we are prevented from doing because of space limitations or restrictions? What can we do better? More efficiently? Wouldn't it be nice if we could do . . . ?

Finally, based upon our findings, the CNSC would make specific recommendations to the Session to address these current and future needs.

The CNSC believes that this report, in conjunction with the CNSC video, effectively summarizes the majority of concerns that were presented to our Committee.



This report, and the CNSC video, should in no way be construed as any direct or implied criticism of any person or group. Many dedicated people have worked and continue to work very hard here at Philadelphia Presbyterian Church to keep our programs running. These often unsung efforts are fundamental to our Church's success. Likewise, many individuals, committees, Sunday school classes, and organizations work diligently to maintain our physical facilities. The CNSC recognized countless examples of such dedication as we worked toward our goals. We salute all of you.

Finally, the members of the CNSC considered our task a labor of love. As daunting as our challenge often seemed, we realized that our efforts would prove important to the future of our Church as we go forward to do God's work. Our Church has such a rich heritage. So many have come before us to do the Lord's work in this place, and we are the beneficiaries of their efforts. The exciting challenge we face is to plan for continued growth and success in our community and beyond as we join in our common goal to spread the Good News of Jesus Christ!

THIS REPORT IS DEDICATED IN SERVICE TO OUR LORD.

THE CAPITAL NEEDS STUDY COMMITTEE REPORT

STUDY CRITERIA

From the beginning of this process, the CNSC believed that our eventual report would be valid only if we sought the maximum input from all interested parties. We wanted to base our conclusions on a firm foundation of evidence and stated concerns.

Early Committee meetings were dedicated to the formulation of a strategy that would provide us with the most objective data possible. Consequently, a decision was made to approach our task from three directions:

I. INTERVIEWS

It was important for the CNSC to hear from individuals to whom the Congregation has assigned positions of leadership within the Church. These individuals were either Church staff, committee chairpersons, or people with "expertise" regarding a certain area of concern. We scheduled each of these individuals to attend a specific meeting dedicated to hearing from that particular person. We established no restrictive criteria. We asked each person to tell us honestly the problems he or she saw. We did not specifically ask for suggested solutions, but many such ideas were received and welcomed.

INTERVIEWS WERE HELD WITH THE FOLLOWING:

Dot Bartlett	- Director, Weekday Kindergarten
Porter Behrendt	- Church Sexton
Judy Clinton	- Church Secretary
Gary B. Forbis	- Music Director
Deb Goodloe	- Director of Christian Education
Ernest Jamison	Chairman of the Building and Grounds Committee of the Diaconate, 1993.
James L. Miller, Jr.	- Christian Education Committee Chairman, 1993

Rev. Susan Roddey - Associate Pastor  
Katrina Ross - Member of the Handicapped Accessibility  
Study Committee  
Stowell (Toby) Vosburgh - Church School Superintendent, 1992

Each of these individuals presented invaluable information and points of view. Each came to their respective meetings with clearly defined concerns. It was obvious to each of us on the CNSC that a lot of thought had gone into their ideas.

## II. CONGREGATIONAL INPUT

The CNSC felt that it was equally important to solicit direct input from each member of our Congregation. We attempted to maximize this input in three ways:

### 1. QUESTIONNAIRE

The CNSC developed a nine-part Questionnaire. Members of the Congregation were asked to complete the Questionnaire and return it either to the Church office or to any member of the CNSC. In particular, we tried to determine -

- the most and least used facilities
- how the Congregation rated the overall appearance of current facilities
- what, if any, problems were presented by current facilities
- thoughts regarding parking and handicap access
- individual views regarding priorities
- some general demographic information
- general comments or concerns

The QUESTIONNAIRE was distributed to each family in the Church in September of 1993. Approximately 540 QUESTIONNAIRES were mailed. A total of 91 were returned. Although we were slightly disappointed in the number of responses, we were very pleased with the quality and thoroughness of the responses. A summary of QUESTIONNAIRE responses and comments is enclosed in this report.

2. INFORMATION APPEALS

Through Committee updates with the Session and the Diaconate, through appeals in the monthly Philagram, and through Minutes for Mission during the Sunday morning services, the Committee has solicited direct input from members of the Congregation. Church members were asked to contact any Committee member if they had questions about our Study or if they wished to express specific concerns. Committee members reported on these contacts regularly during the course of our Study. This has proved most valuable.

3. TOWN MEETINGS

On the afternoons of January 9, 1994, and February 6, 1994, the CNSC held "Town Meetings." The publicized purpose for these meetings was to give members of the Congregation an opportunity to speak directly with the Committee regarding their ideas and concerns. These meetings were open to everyone, and all topics were open for discussion.

In both cases, the Town Meetings ran over the allotted time. The CNSC was extremely pleased with the participation of those in attendance. These meetings gave us the chance to hear from the people who use our facilities. We believe it was time well spent.

III. BUILDING SURVEYS

The CNSC believed that in addition to the input received from staff and from the Congregation, we should assess for ourselves the current condition of our facilities.

This was accomplished by physically examining each building and the grounds. We learned from our QUESTIONNAIRES that many Congregation members rarely or even never have occasion to use certain buildings or spaces. This was true on our Committee as well. Several Committee members had never seen certain areas of the Church. Given the number and diversity of programs that make up the Church, it was easy, we believed, to overlook space problems that others might have to face.

Armed with flashlights, cameras, and note pads, the CNSC went from building to building and room to room to examine and discuss. This gave us a good sense of the current state of affairs, and it prepared us for Staff and Congregational questions.

We developed a photographic record of the current condition of our facilities. Many of these slides were shown to the Congregation at the annual meeting on January 29. Many were also incorporated into the CNSC video.

THE CAPITAL NEEDS STUDY COMMITTEE REPORT

VIDEO SUMMARY

One of the challenges the CNSC faced was how to convey to the Church officers a sense of the recognized problems with our current facilities. After spending twelve months documenting such problems, we did not want to compile a typed list of these problems with no guarantee that our point would be realized.

Given the large number of positive comments received after our slide show presentation at the annual meeting of the Congregation on January 29, 1994, we decided that a picture was indeed worth "a thousand words." Consequently, we decided to produce a video.

The purpose of this video is to give a general overview of current problems and to provide a basis for subsequent recommendations contained in this report. We have categorized these pictures in the hope of simplifying the overall message.

As with the slides, please understand that no criticism is intended.

Vintage Spielberg it is not.

So, with apologies to all serious film producers, please sit back and enjoy (?) the CAPITAL NEEDS STUDY COMMITTEE VIDEO.



THE CAPITAL NEEDS STUDY COMMITTEE REPORT

RECOMMENDATIONS

RECOMMENDATION ONE - CAPITAL NEEDS FUND DRIVE

The Capital Needs Study Committee recommends that Philadelphia Presbyterian Church commit to a major CAPITAL NEEDS FUND DRIVE to finance the subsequent recommendations listed in this Report. The Capital Needs Study Committee recommends that the Session immediately form a CAPITAL NEEDS FINANCE COMMITTEE, consisting of persons with expertise and experience in Financial Planning and Management. This COMMITTEE should develop a plan to successfully manage the CAPITAL NEEDS FUND DRIVE.

The Capital Needs Study Committee strongly recommends that serious consideration be given to utilizing the services of CHURCH FINANCIAL CAMPAIGN SERVICES, a part of the Stewardship and Communication Unit of the General Assembly of the Presbyterian Church (U.S.A.). Their program is based upon one or more three-year pledge campaigns to raise the necessary capital. The CAPITAL NEEDS FINANCE COMMITTEE should receive a representative from CFCS to explain in detail the nature of such campaigns.

Budget projections will be developed simultaneously with the BUILDING PLANNING COMMITTEE discussed in RECOMMENDATION THREE.

RECOMMENDATION TWO - MISSION COMPONENT

Recognizing that God has richly blessed our Congregation, and that our fundamental mission is to spread the Good News of our Lord Jesus Christ, the Capital Needs Study Committee recommends that a portion of funds raised through the CAPITAL NEEDS FUND DRIVE be designated for a specific mission project or projects. Specific details of this project should be developed by, and be under the overall direction of the Mission and Benevolence Committee. The Mission and Benevolence Committee should explore the possibility of participation in the Bicentennial Fund of the Presbyterian Church (U.S.A.) as already endorsed by the Session.

RECOMMENDATION THREE - BUILDING PLANNING COMMITTEE

The Capital Needs Study Committee recommends that a BUILDING PLANNING COMMITTEE be formed immediately to commence planning for implementation of the subsequent recommendations contained in this report. This COMMITTEE would be given the initial responsibility to interview and to recommend the hiring of an architectural firm to assist in developing a MASTER PLAN to implement these recommendations.

This BUILDING PLANNING COMMITTEE would work closely with the CAPITAL NEEDS FINANCE COMMITTEE to provide realistic budget projections for the items proposed in this report.

RECOMMENDATION FOUR - HIRE AN ARCHITECTURAL FIRM

The Capital Needs Study Committee recommends that the BUILDING PLANNING COMMITTEE be authorized to interview and to recommend the hiring of a recognized ARCHITECTURAL FIRM. The BUILDING PLANNING COMMITTEE, along with the ARCHITECTURAL FIRM, would develop a MASTER PLAN and corresponding budgets for the implementation of subsequent recommendations contained in this report.

RECOMMENDATION FIVE - BUILDING PROGRAM (PHASE I)

The Capital Needs Study Committee recommends that Philadelphia Presbyterian Church commit to a BUILDING PROGRAM that incorporates the following:

- A. The design, development, and construction of a NEW EDUCATIONAL BUILDING, containing classrooms, storage rooms, restrooms, equipment, and furnishings of sufficient quantity and quality to meet current educational needs and to allow for projected growth; to replace out-dated or inadequate facilities.
- B. The design, development, and construction of a NEW OR RENOVATED FACILITY to allow for CONSOLIDATED OFFICE SPACE; possibly via incorporation of such space into the NEW EDUCATIONAL BUILDING.



RECOMMENDATION SIX - RENOVATIONS (PHASE II)

The Capital Needs Study Committee recommends, at the earliest feasible time relative to anticipated or actual completion of the BUILDING PROGRAM - PHASE I, and in conjunction with the coordinated MASTER PLAN, that Philadelphia Presbyterian Church commit to a series of RENOVATIONS that would include, but not necessarily be limited to, the following:

- A. RENOVATE BIGHAM HALL to update its appearance and to enhance its current and future use. Fundamental to this process is the removal of all friable asbestos material.
- B. RENOVATE THE CURRENT OFFICE WING for possible use by the consolidated Music Department. This recognizes that in all likelihood, the CONSOLIDATED OFFICE SPACE would be in a location different from its current one.
- C. REDEFINE THE USE OF THE MANSE AND RENOVATE ACCORDINGLY, so that the Church might better utilize this space.
- D. RENOVATE THE REMAINING BUILDINGS relative to the coordinated to the coordinated MASTER PLAN to supplement the use of the NEW EDUCATIONAL BUILDING. Particular emphasis should be given to the need for IMPROVED RESTROOM FACILITIES in all RENOVATED BUILDINGS.

RECOMMENDATION SEVEN - CHAPEL RESTORATION

Recognizing the historical uniqueness of our CHAPEL, not only to our Congregation but to the town of Mint Hill, the Capital Needs Study Committee recommends that the CHAPEL BUILDING, i.e. the 1826 building and the HISTORICAL ROOM ANNEX (circa. 1913) be restored as closely as possible to their original appearance. To enhance the appearance of the RESTORED CHAPEL, the possibility of demolishing the existing two-story addition at the rear of the CHAPEL should be explored. This addition (circa. 1940) presents numerous structural, safety, and aesthetic concerns.

The Capital Needs Study Committee believes that our Congregation has a responsibility to preserve these historic buildings to honor those who have come before us, and to preserve this unique treasure for future generations who will do God's work here at Philadelphia Presbyterian Church.

APPENDIX II

## PHILADELPHIA PRESBYTERIAN CHURCH

### CAMPUS PLAN QUESTIONNAIRE

#### OUR VISION – OUR GOALS – OUR PLANS

The Vision Team has appointed a Task Force to undertake a thorough study of the PPC campus grounds and facilities with a mandate to update the Campus Master Plan developed in 1994 <https://1drv.ms/b/s!AkI64xxxUGe4iHEu2GIIf-GFUzen>.

The Task Force will follow the outline of the 1994 study committee by interviewing staff, ministry chairs, SS class representatives and members of all major groups that use the facilities at PPC. We will also hold Town Meetings with the entire membership invited to gather information and develop ideas concerning the best ways to utilize our campus physical facilities and grounds to meet the mission of our congregation. It is a daunting task.

We feel that the Holy Spirit has given to us God's Blueprint for the design of His church and how to accomplish His mission. He has given us the Scriptures. We prayerfully seek to be guided by God's word in scripture and to be further guided by the newly developed mission statement of PPC which was approved by Session which challenges us to Bless Others As We Have Been Blessed: to Believe in Jesus Christ, to Love one another, to Evangelize, Share, and Serve.

Please carefully consider each question and answer honestly, offering suggestions, solutions, and possible road blocks as we seek to Grow God's Kingdom.

As we strive to serve Christ and others in His name, please consider the following questions as they relate to your ministry/group/membership in the Congregation. **Please respond to as many questions as you feel called to answer.** Please feel free to add additional sheets as might be needed to more fully answer any question.

---

## OUR VISION

*Without Vision The People Perish. Proverbs 29:18*

**Q. How would you define “God's will” for our church?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. How do you experience the Power of the Holy Spirit at work in our church?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. According to the book of Acts, the early church was guided and empowered by God, through the Holy Spirit; is it possible for churches today to have this kind of experience? Is it possible for your ministry/group/membership to benefit from the empowering of the Holy Spirit?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. How do you see the Holy Spirit guiding your ministry/group/membership to grow God's Kingdom at PPC?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. What are immediate and projected campus needs, if any, for your ministry/group/membership?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. What excites you most about what is happening at PPC now?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. What are the most exciting possibilities you see for the future at PPC?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. What image should PPC present to the community?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. What traditions at PPC do you think need to be kept? What traditions do you see that may not need to be a part of PPC's future?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. What are your dreams for the use of the PPC facilities over the next 3-5 years? Over the next 10 years?**

**A.** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **OUR GOALS**

As with Dorothy in Wizard of Oz - if we don't have a destination in mind it doesn't much matter which fork in the road we take.

**Q. Do you see your ministry/committee/program(s) growing over the next 3-5 years? Over the next 10 years? By how much?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. What programs would you like to see PPC undertake over the next 3-5 years? Over the next 10 years?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. Do you have any suggestions for improvements or additions to our church campus?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. Can you imagine and suggest ministries/programs that PPC might pursue if facilities and infrastructure were not an issue? This can be a wish list.**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. What do you feel are the greatest opportunities for your ministry/group/membership to make a difference?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. What do you feel is PPC's greatest need at this time? In 3-5 Years? In 10 years?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. How might improvements to facilities and infrastructure contribute to the growth and effectiveness of your ministry/committee/program(s)?**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. Describe special events that currently impact space requirements. Do you imagine additional or larger events in the future that would impact space requirements? Please describe those events.**

**A.** \_\_\_\_\_

\_\_\_\_\_

**Q. What is your ministry/committee doing now that you don't see it doing in the future?**

**A.** \_\_\_\_\_

\_\_\_\_\_

---

## OUR PLANS

*Plans fail for lack of counsel, but with many advisors they succeed. Proverbs 15:22*

**Q. What aspect(s) of our current facilities most restrict/limit/serve as barriers to the fellowship, ministries, worship or education at PPC? Today? 3-5 years out? 10 years out?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. How would you rate the condition of current campus facilities and infrastructure?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. Do you like/dislike the quality of the current church facilities? How can they be improved?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. Do current facilities meet your needs? Will they meet the needs of your future vision? Describe any problems or deficiencies.**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. What outdoor amenities should be added to the PPC Campus?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. Is there sufficient parking? At present? For the future?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. Is accessibility to campus facilities sufficient?**

A. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. Is the current level of security adequate at PPC? If not, what additional security measures would you suggest?**

**A.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q. Have you seen other facilities at other churches that impressed you? What facility and where?**

**A.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Other comments/suggestions. Please use this space to share any thoughts/concerns that may not be covered in the questions above. Or to expand upon any of your answers above:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**This Survey Questionnaire Completed By:** \_\_\_\_\_

**Date:** \_\_\_\_\_

***SUMMARY – Updated for 14 May 2018 Committee Meeting.  
Includes –***

<b><i>P&amp;A</i></b>	<b><i>Senior Nutrition</i></b>	<b><i>Jolly Good Timers</i></b>
<b><i>Preschool</i></b>	<b><i>Worship and Music</i></b>	<b><i>Fred Brown Class</i></b>
<b><i>Pairs &amp; Spares Class</i></b>	<b><i>Philadelphia Class</i></b>	<b><i>Endowment</i></b>
<b><i>Deacons</i></b>	<b><i>Bazaar</i></b>	<b><i>Sports Teams</i></b>
<b><i>Backpacks of Love</i></b>	<b><i>Prayer Shawl Ministry</i></b>	<b><i>Hope Class</i></b>
<b><i>Seekers Class</i></b>	<b><i>C.E.</i></b>	<b><i>Kingdom Kids</i></b>
<b><i>Wonderful Wed.</i></b>	<b><i>PPC Staff</i></b>	<b><i>AA</i></b>
<b><i>Journey</i></b>	<b><i>Praise Team</i></b>	<b><i>Disciples Class</i></b>
<b><i>Youth Group</i></b>		

**PHILADELPHIA PRESBYTERIAN CHURCH**

**CAMPUS PLAN QUESTIONNAIRE**

**OUR VISION – OUR GOALS – OUR PLANS**

The Vision Team has appointed a Task Force to undertake a thorough study of the PPC campus grounds and facilities with a mandate to update the Campus Master Plan developed in 1994 <https://1drv.ms/b/s!AkI64xxxUGe4iHEu2GIlf-GFUzen>.

The Task Force will follow the outline of the 1994 study committee by interviewing staff, ministry chairs, SS class representatives and members of all major groups that use the facilities at PPC. We will also hold Town Meetings with the entire membership invited to gather information and develop ideas concerning the best ways to utilize our campus physical facilities and grounds to meet the mission of our congregation. It is a daunting task.

We feel that the Holy Spirit has given to us God's Blueprint for the design of His church and how to accomplish His mission. He has given us the Scriptures. We prayerfully seek to be guided by God's word in scripture and to be further guided by the newly developed mission statement of PPC which was approved by Session which challenges us to Bless Others As We Have Been Blessed: to Believe in Jesus Christ, to Love one another, to Evangelize, Share, and Serve.



Please carefully consider each question and answer honestly, offering suggestions, solutions, and possible road blocks as we seek to Grow God's Kingdom.

As we strive to serve Christ and others in His name, please consider the following questions as they relate to your ministry/group/membership in the Congregation. **Please respond to as many questions as you feel called to answer.** Please feel free to add additional sheets as might be needed to more fully answer any question.

---

## OUR VISION

*Without Vision The People Perish.* Proverbs 29:18

Q. How would you define “God's will” for our church?

- PPC will be led by God's will if we work together in faith.
- Outreach and evangelism.
- Advance His kingdom.
- Love and care for each other.
- Helping the most vulnerable.
- Impacting lives in a positive way.
- Serving the community.
- PPC should be a beacon of God's glory to grow the community of worshippers.
- Live as Jesus taught.
- Treat each other with respect.
- Teach the Word of God and spread the Good News.
- Be open-minded to others.
- Follow PPC Mission Statement.
- Spread God's Word.
- Be the hands and feet of Jesus.
- Godly leadership.
- Reach people far from God.
- Deepening our faith.
- PPC to be the first choice for new MH residents.
- Direction formed through visioning process.
- Increased service to others.
- Bless others as we have been blessed.
- Evangelize.
- Mission statement.
- A 24/7 community of God.

**R. How do you experience the Power of the Holy Spirit at work in our church?**

- By giving of time, talents and financial support.
- Sunday worship.
- Working with church members, events, meetings, etc.
- Home-bound communion.
- Through outreach.
- Seeing new people cheerfully and joyously volunteer.
- Serving those in our community.
- In unexpected ways – help before requested, kindness from others.
- Through children.
- By developing close relationships with fellow church members
- Working and planning together to grow God's Kingdom.
- By loving one another.
- Working with others on special services/events.
- Studying the Word.
- Visiting shut-ins and homebound.
- Music program(s).
- Funeral services.
- Christmas Cantata.
- Presence of a small still voice.
- By participating in Angel Tree.
- RITL.
- By teaching and studying.
- Through children's choir.
- VBS, Kingdom Kids and youth programs.
- Through Sunday School.
- Through endowments.
- Through children.
- By seeing young men having something positive in their lives through sports.
- Through the Prayer Shawl Ministry.
- Through small acts of kindness.
- Through support of AA.
- Actions and words.

**Q. According to the book of Acts, the early church was guided and empowered by God, through the Holy Spirit; is it possible for churches today to have this kind of experience? Is it possible for your ministry/group/membership to benefit from the empowering of the Holy Spirit?**

- Possible and happens every day in the church and through its ministries.
- Be open to the Holy Spirit.
- Senior weekly Bible study helping spiritual connection and growth in Holy Spirit.
- The Holy Spirit is our strength.
- Through unity, caring, loving one another

- By working together and cooperating for common good – putting aside petty differences.
- Preach what is written in the Bible. Let the congregation know what is right and wrong.
- By being multi-dimensional.
- Discussions of alternative service have been confusing and divisive – need a shared vision.
- Helpful to have more emphasis on growing a personal relationship with Jesus.
- Preach about the power of the Holy Spirit in individual lives.
- Avoid Pentecostal worship.
- Happens with each prayer shawl blessing.
- Through willingness to listen to what God wants.
- Working on lives through AA.

**Q. How do you see the Holy Spirit guiding your ministry/group/membership to grow God's Kingdom at PPC?**

- As Jesus said – Let the children come and we see families follow.
- Seek God's guidance with an open mind.
- Use this survey as a roadmap.
- Be sensitive to the needs of others – respecting preferences for traditional and contemporary worship.
- By increasing membership.
- Through Praise Team.
- By developing class service projects.
- Adopt a nursing facility to do crafts, singing, Bible stories, activities.
- Visiting shut-ins.
- Adopting a campus area to maintain landscaping.
- Personally inviting neighbors and friends.
- Adopting a school to mentor (buddy) students.
- Making the church library more user-friendly.
- By growing the Kingdom through sacrificial giving of time and money.
- More emphasis on growing personal relationships with Christ and sharing the Holy Spirit with others.
- Better education on how to grow God's Kingdom through endowments.
- Endowments to support Mission trips for youth and adults.
- By showing us a way to lend a hand where there is need.
- Sports programs break down socio-economic barriers at a critical and formative age for young people.
- Through prayer shawls to those at difficult times in life.
- Support shown in SS classes for each other as well as outreach.
- Worship services.
- Through programs and committees.
- Programs like AA are a stepping stone to broader church participation.

**Q. What are immediate and projected campus needs, if any, for your ministry/group/membership?**

- Building updates to Bigham Hall. Especially bathrooms.
- Inventory of drivers to help transport Jolly Good Timers on day-trips.
- Better playground.
- Improved maintenance of facilities.
- Overall maintenance survey.
- More choir members.
- Increase music library.
- Organ needs major repairs – could cost \$100,000.
- Major improvements to Kerr building to better allow multi-purpose programming – both present and future.
- Better lighting.
- Better security.
- Equipment upgrades.
- A horticulture committee.
- Prioritize current facilities use before embarking on new construction.
- Determine best use of Manse.
- Define what we (PPC) want to be.
- New sidewalk from sanctuary to cemetery across the street.
- Better cemetery maintenance and more frequent mowing.
- Talk to Town of MH Re sidewalks to hwy. 51 and hwy. 218.
- Improve Kerr kitchen.
- Overall maintenance survey.
- Capital needs assessment.
- Endowments to support future upgrades.
- Sufficient funding to build/grow the Journey.
- Only one covered area to drop off/pick people.
- New steps to new building entrance.
- Condition of Kerr building limits growth of sports programs.
- Designated storage space for Backpacks of Love program overflows.
- Better and designated storage space for prayer shawl supplies – Better meeting facilities for knitting. Perhaps the Annex?
- A prioritized schedule of repair and maintenance needs. A preventative maintenance plan. Perhaps a staff Maintenance Manager (maybe an upgrade to a custodial position).
- Regular and improved communications – within and between all groups.
- More effort on increasing giving/tithing.
- Thermostats all the same.
- Bump in parking lot near AA sidewalk makes it hard to move wheelchairs to AA building.
- Handicap ramp at AA will need replaced in ~ 5 years.
- Roof at AA will need replaced in ~ 10 years.
- Storage – consider old craft room to store Journey equipment.
- New façade on Bigham Hall – along with overall renovation.
- Kerr Building floor.
- White cinder blocks.
- HVAC in youth building.

**Q. What excites you most about what is happening at PPC now?**

- Membership growth.
- Alternative worship experience.
- Strengthening youth programs.
- Kerr building upgrades.
- God is stretching and challenging us.
- Continued growth and support of Senior Nutrition Program.
- PPC is growing in numbers and spirit.
- Craft activities for women.
- Wonderful Christian fellowship and comradery.
- RIT, Eggstrvaganza, Christmas.
- Not Journey service.
- Upgraded annex.
- Ministerial team.
- Growing programs.
- Kingdom Kids and SS program.
- Praise Team.
- Youth small groups.
- Relationships with multi-generations.
- Basketball/youth programs.
- Mission opportunities.
- Growing open-mindedness.
- Energy.
- More proactive youth outreach.

**Q. What are the most exciting possibilities you see for the future at PPC?**

- Using technology to connect with young people and enhance worship and education.
- Grow new ministries.
- Maintain existing ministries.
- The Journey service.
- Continue to strengthen youth programs to promote family participation and support.
- Mint Hill is growing. PPC must seize this opportunity to bring others to Christ.
- More activities for all ages.
- Increase senior activities including local missions.
- Efforts to grow/build traditional worship.
- PPC-wide mission project(s) like:
  - Adopt a school
    - Mentors
    - Lunch buddies
    - Readers
  - Adopt a nursing home
    - Mentors
    - Crafts

- Read Bible stories
- Sing alongs
- Growing more dedicated leaders to serve a growing congregation.
- Improve communications to and connectedness among members.
- Stronger member retention efforts.
- Broaden membership diversity.
- Grow endowments.
- Growing sports programs and facilities to accommodate.
- Sports programs that appeal to the Latino community.
- Growing sports program.
- Growing youth programs.
- Grow attendance.
- Growing support of AA.
- Broader community outreach.
- Broader youth musical program.

**Q. What image should PPC present to the community?**

- Having something for people of all ages and life situations with a progressive message grounded in traditional values.
- Sound, Bible-based church with the biggest heart to serve the community.
- Loving, caring, welcoming, open and non-judgmental.
- Inviting to all.
- Safe and supportive space facilitation connection and a greater sense of well-being.
- Solidarity and unity.
- Live God's will be recognizing differences can be assets.
- Strong traditional leader in the community.
- A Christ-centered, welcoming church.
- A traditional Presbyterian church.
- Energetic.
- Doing good works in the community.
- As outlined in our vision/mission statements.
- Open and inclusive.
- Random acts of kindness.
- Unity and common purpose.
- Jesus first.

**Q. What traditions at PPC do you think need to be kept? What traditions do you see that may not need to be a part of PPC's future?**

- PPC a church for extended families.
- Remain true to roots and goals.
- Expand scope to include more progressive opportunities for younger/new people.
- Retain deeply rooted traditions like special services, Wonderful Wednesdays, etc..
- Examine all we do to identify things that should not be maintained.
- Kirken of the Tartans.
- Singing Silent Night around the circle.
- Senior Nutrition Program.

- Senior outreach.
- Community-wide gatherings like Eggstravaganza and Christmas party.
- Singing the A capital campaign drive.
- Hallelujah Chorus at Easter.
- Handbells.
- Childrens Choir.
- RITI.
- Christmas programs for children.
- Traditional worship service.
- Bazaar.
- Lillies.
- Poinsettias.
- Is Eggstravaganza making a difference?
- Some rules are too stiff.
- Bane cane.
- AA.
- Scouts.
- Consider dog therapy program.
- Consider tutoring.
- Wonderful Wednesdays.
- Continue movie nights sponsored by CE.
- Homecoming
- Basketball and youth sports programs.
- Ministerial visits to elderly and shut ins.
- Circles.
- WOC.
- Angel Tree.
- Backpacks of love.
- Philafeast – anything “Phila”.
- Session is too large – needs to be smaller.
- Expand music ministry.
- Maintain and build/rebuild the traditional worship service against the backdrop of multiple services.
- RITI and WW, but, separate – too chaotic at present.
- Christmas tree giveaway.
- Bible-based sermons.
- Graduation Sunday.
- Christmas songs during Advent (not Advent songs).
- More happy songs.

**Q. What are your dreams for the use of the PPC facilities over the next 3-5 years? Over the next 10 years?**

- Campus-wide internet.
- Expanded RITI.
- Columbarium per original plan.
- Columbarium built to a new, more modest plan that supports maintenance as well as not

blocking property for expanded and future church life programming – start over from earlier plans.

- Updated office infrastructure.
- Better scheduling of existing facilities.
- More use of facilities by outside groups.
- Better use of all rooms in chapel foyer.
- Staff dedicated to alternative worship, multi-media content creation, more community use of our facilities, live streaming of worship services.
- 3-5 years - New youth rooms, refresh grounds.
- 10 years – Fitness trail.
- Open Presbyterian Women’s store in Annex.
- Upgrade maintenance of all facilities to support use and growth.
- Improved maintenance of grounds.
- Kerr – replace carper and replace roof.
- Bigham Hall makeover.
- New family life center.
- An expanded and growing pre-school program bringing more families to PPC.
- 3-5 years:
  - More worshippers in both traditional and contemporary services.
  - Growing love of God and each other.
  - Growing service and mission projects in Mint Hill.
  - Start a capital needs campaign.
  - Expand playground.
  - Outdoor basketball courts.
- 10 years:
  - Bigham Hall and Kerr building renovation/upgrades (or replacement).
  - Improved lighting.
  - Improved/better landscaping.
  - Re-do parking.
  - More inviting meeting places for congregation and community.
  - Serve more at PPC facilities through outreach.
  - Demo Bigham, Kerr, AA and build a new campus/family activity center.

---

## OUR GOALS

As with Dorothy in Wizard of Oz - if we don't have a destination in mind it doesn't much matter which fork in the road we take.

**Q. Do you see your ministry/committee/program(s) growing over the next 3-5 years? Over the next 10 years? By how much?**

- Possible growth in staff as church grows.
- Need to add more At-Large members of P&A committee.
- Senior Nutrition Program will grow as PPC provides continued support.
- Need new younger leadership for senior programs.
- We are over relying on the same people for leadership – need new blood.
- Programs focused on bring more youth.



- Growing music program:
  - More people, productions variety in worship services.
  - Middle/High-School choirs.
- More sermon take-aways vs. entertainment.
- SS program will grow as church grows – possibly 10%-20% over the longer term.
- See 50% growth.
- See 20%-30% growth as MH grows.
- Growing endowments.
- Grow congregational life and stewardship ministries.
- More younger members.
- Could accommodate 1 or 2 more teams/age groups for basketball, then maxed out.
- Prayer Shawl Ministry will continue to grow.
- SS Class will grow as opportunities to serve increase.
- Staff expected to grow by 3 persons.
- AA expected to grow by 10% over next 10 years.

**Q. What programs would you like to see PPC undertake over the next 3-5 years? Over the next 10 years?**

- Live streaming of worship services.
- Collaboration with other churches/community.
- Grow RITI.
- More missions-focused.
- Expand programs for seniors.
- Ministry more focused on needs of widows/widowers/those that live alone – perhaps Deacons.
- Endowments within 10 years to cover all campus maintenance.
- Grow endowments to \$10MM to allow broad outreach.
- Waiting to see results of the Journey.
- More sports programs for youth – open gym more often (with supervision).
- More adult mission opportunities – local and global.
- Hire an architect to incorporate the results of this campus survey into our existing campus plan and to craft a new long-range plan.
- Evaluate and prioritize all projects according to their ability to grow God's kingdom.
- Embark on an overall capital plan to fund all prioritized projects.
- Grow youth programs.
- Therapy dogs.
- Blessing of the animals service.
- Class and family weekend retreats.
- Outreach goals for SS classes.
- Strengthen Stephens Ministry.
- Welcome-Wagon type program for visitors.
- Consider a Saturday service.
- Ministerial visits to all members – may need to hold group gatherings in neighborhoods.
- Grow endowment to >\$10mm with proceeds sufficient to cover all administrative expenses – allow all gifts to be used 100% for its intended purpose.
- Build another Habitat house(s).

- Craft room store.
- Expanded sports teams (softball, etc).
- Summer music camp.
- After school program.
- Drama theater program.
- Expanded Biblical education for middle and high school students.

**Q. Do you have any suggestions for improvements or additions to our church campus?**

- Parking lot repairs.
- Need more parking.
- Columbarium per original plan.
- Columbarium arguments a distraction. Times have changed. Seek another location nearer to sanctuary, more affordable/maintainable. A site that does not block future growth of family life facilities or similar.
- Video system in Kerr building.
- Upgraded video capability in main sanctuary.
- A family Life/Resource Center (similar to the Griffin Barn) to use for conferences, retreats, reunions, receptions, etc.
- Improved accessibility to Kerr building and Bigham Hall.
- Better lighting outside around parking and annex.
- Better playground with new/better equipment.
- Do not see need for new construction at present – maintain and renovate existing facilities as appropriate. Hire architect to help guide the process.
  - New kitchen in Kerr building
  - Remodel Bigham Hall
- 10 years – Community Life Center – new building.
- Better use of the Chapel. Beautiful and good acoustics.
- Consider covered gazebo/pole-barn for group meetings outdoors.
- Replace roof on Kerr building.
- SS class adopt-an-area program for grounds maintenance.
- Covered walkway between Bigham and Kerr.
- Enlarge Kerr to better support Basketball, RIT and Journey programs.
- Hire staff Administer to free Ministerial staff to better cover church life needs.
- Upgrade church library.
- Large/visible signage on all buildings with better directional signage throughout campus.
- Hire architect to prepare long-range plan consistent with results of this survey.
- More member commitment to upkeep (class mission projects?).
- Preserve green space.
- Covered loading/unloading area.
- Golf cart to shuttle between buildings.
- Campus-wide wi-fi.
- Designated storage area for Backpacks of Love.
- Washer/dryer for Kerr Building.
- Whiteboards in classrooms.

**Q. Can you imagine and suggest ministries/programs that PPC might pursue if facilities and infrastructure were not an issue? This can be a wish list.**

- Mobile soup kitchen (food truck).
- Youth facilities including café, media room, etc.
- Blessing of the animals.
- Ministry using therapy dogs.
- Monthly meeting for seniors with variety of speakers – not just making a will.
- More meeting spaces – particularly those addressing spiritual and social needs of seniors.
- Expand programs/classes to include exercise, walking, Bible study and self-help.
- Local mission projects like Bain Buddies and tutors.
- Grow Stephens Ministry program to include more seniors as leaders.
- Facilities to hold receptions.
- Robust Capital Campaign.
- Expanded sports programs for youth.
- Expanded basketball facilities – indoor (Kerr) and outdoor (lighted courts).
- Add fitness facility.
- Expansion of homeless ministry.
- A few larger classrooms to allow growth.
- Broader empowerment of congregation.
- Reorganize internal Ministry Teams to enhance efficiency/effectiveness.
- Improved worship space for Journey – consider separate vs. multi-purpose facility(s).
- Apartment-style rooms for RIRI – perhaps in Bigham.

**Q. What do you feel are the greatest opportunities for your ministry/group/membership to make a difference?**

- Staffing to meet church growth needs.
- Desirable workspace to attract/retain qualified personnel.
- Provide enhances programs for seniors to allow social connection for more people.
- Helping seniors stay connected.
- Work in the community. Visit homebound.
- Grow family memberships.
- Look to enhance worship services.
- Work on delivery/diction techniques in service to enhance ability to hear better.
- More familiar hymns in traditional service.
- Improve grounds.
- Develop a benevolent sprit of time and talent.
- Aggressive endowment campaign.
- Better communication of where monies are being used/needed.
- Share value proposition on how church benefits from expenditures.
- Keep all activities Christ-centered.
- To let all members (active and inactive) know that they are not forgotten).
- Community outreach.
- Mentor for new members.

- SS Class projects that repeat on a regular basis.
- Consider a Revival with Henderson Grove Presby. (as has been done in the past).
- Partner with other MH area churches – picnics, etc..
- Flexibility to deal with people facing addiction.
- Plans to grow traditional worship service(s).

**Q. What do you feel is PPC's greatest need at this time? In 3-5 Years? In 10 years?**

- Columbarium.
- Campus-wide internet.
- Accessibility.
- Security.
- Growing spiritually guided families and individuals that have a giving heart.
- Better maintenance of current facilities – don't wait until things break.
- More bathrooms for women.
- More active members.
- Dedicated mentor for all new members/families.
- More greeters to cover growing congregation/services.
- TLC for buildings and grounds – Maybe an adopt-a-??? mission program by classes.
- More sermons encouraging stewardship and giving (time and money) as well as a call to repentance.
- Kitchen upgrades to Kerr building.
- Improve Kerr, AA, Bigham maintenance.
- Build a greater culture of volunteerism. Same people do all of the heavy lifting.
- Quarterly community outreach projects organized by E & O.
- Remove lockers in Kerr.
- Turn old craft room in Kerr into general purpose space.
- Remove bleachers in Kerr and replace with movable/portable bleachers.
- Update lounge in Kerr.
- Build outbuilding to store tables/chairs. Use existing chair/table storage area to house/store high value electronic equipment.
- Regular and preventative maintenance of Kerr building.
- Repair wall outside Pairs and Spares classroom.
- Considerable maintenance/mold issues in new administration building.
- Better decoration of upper administration building – perhaps historical photos, etc – a "Living-Wall" in the life of PPC..
- Upgrade playground area.
- MUCH MORE and Better communications.
- Clarity of purpose and shared vision.
- More teaching of Bible scriptures from pulpit.
- 3-5 years – Hire architect/capital campaign.
- 10 Years – New facilities per plan AFTER assuring proper funding for construction AND maintenance. Robust second service.
- Need to add a full-time DCE.
- Assess budgets carefully to assure that monies are being spent effectively and efficiently.
- Someone to
- See that doors are locked and lights off each night.

- More effective and consistent communications on deaths of congregation and family members.
- Better cemetery(s) maintenance.
- Act as well as plan.
- Technology.
- Advertising.
- Avoid becoming stagnant/complacent.
- Greater diversity.
- Kerr Building flooring.

**Q. How might improvements to facilities and infrastructure contribute to the growth and effectiveness of your ministry/committee/program(s)?**

- Make facilities more inviting and a place where people want to spend time.
- More thorough and timely setup of Kerr building for events.
- Security considerations are negatively influencing decision by some parents to enroll children in PPC pre-school program – things like access from upstairs as well as lack of security personnel.
- Better maintenance to make campus more inviting
- Better conference/meeting facilities to introduce others to campus.
- Better facilities=more members=greater giving/endowment.
- Already done with Annex upgrade.
- Better sports facilities will support significant growth.
- New facility for AA – could be part of a Kerr renovation, or family life center.

**Q. Describe special events that currently impact space requirements. Do you imagine additional or larger events in the future that would impact space requirements? Please describe those events.**

- Need for additional classrooms if growth continues.
- VBS impacts space requirements.
- A growing bazaar impacts space requirements.
- Space generally meets current needs.
- Need a monthly meal/program for seniors in the community – like Hickory Grove.
- Year-end pre-school music program.
- Journey service.
- Bazaar and chicken dinner.
- Veterans program.
- Space to attract Mint Hill Business Association Fair.
- Outdoor sports space to attract youth.
- Christmas Eve service.
- Traditional worship service.
- Add future services to accommodate growing church.
- Kerr building is overused and a bottleneck to growth.
- Eggstravaganza had to be moved offsite due to limited area on campus.

**Q. What is your ministry/committee doing now that you don't see it doing in the future?**

- Need a group of younger people to step up and run the Good Timers programming – perhaps a class project/mission.
  - Better use of technology.
  - Reduce paper.
  - Less wasted motion with better storage facilities.
- 

## OUR PLANS

*Plans fail for lack of counsel, but with many advisors they succeed. Proverbs 15:22*

**Q. What aspect(s) of our current facilities most restrict/limit/serve as barriers to the fellowship, ministries, worship or education at PPC? Today? 3-5 years out? 10 years out?**

- Accessibility.
- Asbestos in Bigham Hall impedes facility improvement – overall renovation upper and lower levels.
- Building connectivity.
- Internet connectivity.
- Limited youth facilities.
- Current facilities may limit growth of alternate worship.
- Maintenance in general.
- Expand use of the Chapel.
- Outdoor space not utilized.
- Remove trees from Black property to allow for softball and soccer fields – expensive, but, worth the investment – removes a current limitation to growing youth programs.
- Limited function space for gatherings.
- Handicapped entrances are limited and hard to traverse.
- Bigham Hall – needs to be replaced with a more functional/capable family life center.
- Outer wall of Annex shows water damage.
- SS classrooms are constraining ability of some classes to grow.
- Outdated electrical system.
- Position of Choir loft.
- More green space.
- Connect all parking.
- More/better storage for Journey equipment – old craft room?

**Q. How would you rate the condition of current campus facilities and infrastructure?**

- Campus facilities as a whole are very good.
- Solid, but, aging.
- Infrastructure is marginal (parking, utilities, phone system, data and building security).
- Facilities are falling into disrepair.

- Bigham Hall – 6 out of 10.
- Children's building needs attention;
  - Carpet bad in many areas
  - Floor tile cracking several rooms
  - Windiws leak air/bugs
  - Bathroom fans need replaces
  - Several tripping hazards on sidewalk leading to playground
  - Heating/cooling system unpredictable
  - Paint peeling on outside doors – leaved bad impression for visitors
  - Ice build up in winter from runoff, poor drainage.
- Facilities are beautiful, but, attention to maintenance needed to keep them that way.
- Sanctuary outstanding.
- Consider re-purposing chapel.
- Overall 7 out of 10.
- Need a repair/replace committee.
- Need better storage space.
- Sanctuary sound system could be improved.
- AA building, while old, meets needs well.

**Q. Do you like/dislike the quality of the current church facilities? How can they be improved?**

- Bigham Hall, Kerr Building and kitchen need renovation.
- Poor temperature control in Fred Brown classroom.
- Beautiful campus that could be made better with small improvements.
- Better cemetery maintenance.
- Create funding for grounds upkeep.
- Fill holes in cemetery grounds and repair embankments.
- Evaluate cost to maintain vs. replace certain campus facilities.
- Maintenance and cleanliness need attention.
- Bigham Hall and AA buildings are an embarrassment. Do not reflect well on PPC.

**Q. Do current facilities meet your needs? Will they meet the needs of your future vision? Describe any problems or deficiencies.**

- Need Family Life/Resource Center.
- Air/heat not set in Ralph Leete classroom on Sunday mornings. Maybe add to lockup checklist.
- Not enough comfortable meeting rooms.
- Larger space for the Journey.
- Need to upgrade church library (opportunity for a SS class mission project. Philadelphia?).
- Facilities need TLC.
- Covered sidewalks between all buildings – particularly Kerr and Bigham. SS classrooms need to be larger – at least for growing classes. An upgraded Bigham Hall could do the trick.

**Q. What outdoor amenities should be added to the PPC Campus?**

- Columbarium per originally approved plan.
- Playground near columbarium – perhaps behind manse – might also serve as an outdoor classroom.



- Better connectivity between buildings (covered walkways, sidewalks, etc..).
- Walking trails.
- Covered family area with fireplace.
- Green space.
- Community garden. Raised beds promoting horticulture benefits to share with community.
- An American flag somewhere on campus.
- New/better playground.
- Ballfields for women's softball, kids and youth.
- A reasonable sized and low-maintenance Columbarium located so not to block growth of congregational life and mission programs.
- Consider removing or repairing patio outside Pairs & Spares classroom. P&S could do labor if materials were made available.
- Large arbor for VBS, weddings, etc..
- Limit outside amenities as they are high maintenance.
- Preserve natural areas for future generations.
- Limit high maintenance outdoor facilities/activities.
- Fix up the outdoor chapel to use regularly.
- More park-like benches/seating areas.

**Q. Is there sufficient parking? At present? For the future?**

- Good for now. May need to add if we grow.
- Current lots crowded on Sunday.
- Parking not convenient and in need of better lighting and maintenance.
- No.
- Expand front lots.
- Covered parking for golf cart to shuttle between parking and activity spaces.

**Q. Is accessibility to campus facilities sufficient?**

- Problems with Kerr building and Bigham Hall.
- Bigham Hall bathrooms not accessible for handicapped – stalls too small, no grab bars.
- More/better lighting in parking areas (and overall).
- Insufficient ladies' bathrooms.
- Covered walkway from Kerr to Bigham should be on the "wish list".
- Reconsider a road around the campus considering if it would compromise security.
- Need better campus signage.
- Consider golf cart to assist in moving people between buildings.
- Yes.
- Better human directional for services.
- Golf cart for elderly/mobility impaired.
- Need keyless entry technology.

**Q. Is the current level of security adequate at PPC? If not, what additional security measures would you suggest?**

- Update previous security study and identify what needs to be done.
- Cameras throughout campus with monitoring capability.



- Form a security committee and act on MHPD security recommendations.
- Feel generally safe in Bigham Hall.
- More lighting by annex and throughout campus.
- Consider one-way (see inside out only) window glass in doors to childrens building.
- Consider security guard.
- Current lockup procedures are hit-and-miss. Doors often left unlocked.
- Security systems and locks for all doors.
- More greeters around campus.
- Less exterior doors.
- Assign concealed-carry parishioners to main doors during worship/special events.
- Add backup camera/screen in Alvin to enhance safety.
- Uncomfortable with female custodian being on campus alone at night.
- Security guards.

**Q. Have you seen other facilities at other churches that impressed you? What facility and where?**

- Early Presbyterian – Family Life Center.
- Carmel Presbyterian – Playground.
- Myers Park Presbyterian – Large comfortable rooms for speakers and meetings. Family life facilities.
- Blair Road Methodist – Sanctuary acoustics. Hard time following Rusty in service (combination of acoustics? Pace? Diction?). Keeps some with hearing difficulties away.
- Covenant Presbyterian – SS classrooms.
- Sharon Road Presbyterian – Playground and fellowship facilities.
- Sardis Presbyterian – RIT facilities and youth facilities.
- Myers Park Methodist – Family life facilities.
- Huntersville Presbyterian – Fellowship hall.
- Providence Baptist – Gym with balcony/track. Also fitness center.
- Friendship Missionary Baptist – Gym/auditorium.
- Blair Road Methodist – Flooring in gym.
- Arlington Church Baptist – Flooring in Gym.
- Calvary – Social hall.
- Ridgehaven – Lighted outdoor basketball courts.
- Corinth Presby. Hickory – Alternative worship/multi-purpose space.
- General – Pools and tennis courts.
- Vatican – everything!
- Blair Road Methodist – Storage for sound equipment.

---

**Other comments/suggestions. Please use this space to share any thoughts/concerns that may not be covered in the questions above. Or to expand upon any of your answers above:**

- Would like to see senior programs grow. Need “adopted” by a younger group/circle. Hold a Valentine of Christmas party to better connect age groups. Deacons and Stephens Ministry do a good job of visiting nursing homes. Shut-ins and those living alone need greater attention.
- Consider hiring an administrator to free Ministers to preach/teach/visit.
- Are we using the Youth Advisor (Youth and family ministry) in the best way?
- Maybe Rusty/Katie could share sermons on a 50/50 basis.
- Very happy with music programs/staff.
- Coffee house.
- Fresh flowers in sanctuary every week (NO PLASTIC).
- Place for wedding receptions.
- Reevaluate staff roles to assure cost and time efficiency.
- Develop plan with help from professional(s).
- Consider earmarking 10% of all capital giving for maintenance.
- Project future maintenance needs into current cost of new capital projects.
- As a lifetime member, happy to be a part of such a caring church family.
- Tennis courts.
- Paintball.
- Fishing pond.

This Survey Questionnaire Completed By: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX IV

## CONTACT MATRIX - SUMMARY - FOR COMMITTEE REVIEW 14 MAY, 2018

PRIORITY A/B/C	GROUP/INDIVIDUAL	CONTACT PERSON		
A	STAFF			
		RUSTY BENTON		
		KATIE SLOAN		
		JUDY CLINTON		
		CYNTHIA STOKES		
		SHANE SLEDD		
		LINDA CUMMINMGS		
		DAVE		
A	MUSIC			
		JANE MENDELIK		
		LESLIE ANDERSON		
		MARNIE GALLAGHER		
		MELINDA JOHNSTON		
A	JOURNEY TEAM/PRAISE TEAM			
		MARNIE GALLAGHER		
A	KINGDOM KIDS	SUSAN GRIFFIN		
A	SUNDAY SCHOOL CLASSES			
		PAIRS & SPARES		
		SEEKERS		
		DISCIPLES		
		FRIENDS		
		PHILADELPHIA		
		RALPH LEETE		
		FRED BROWN		
A	SESSION	CLERK(S)		
A	DIACONATE	ALL		
A	COMMITTEES			
		ENDOWMENT		
		P&A		
		CE		
		BUILDING & GROUNDS		

# 2019 UPDATES TO MISSION STUDY FROM 2013

		EVANGELISM & OUTREACH		
		FINANCE		
		WORSHIP & MUSIC		
		VISION		
A	250 TASK FORCE	MELISSA TAMEZ		
A	TECHNOLOGY TEAM	BILL JOHNSTON		
A	YOUTH ADVISORY			

B	COLUMBARIUM COMMITTEE	TINA R		
B	GIRL SCOUTS	LIZ BIGGERS		
B	BOY SCOUTS	JONATHIN PORTER		
B	CUB SCOUTS			
B	AA			
B	HOT MEALS			
B	SPORTS	JASON WILLIAMS		
B	WOMEN OF PPC	TINA ROSS		
B	MEN OF PPC	JERRY MULLIS		
B	BAZAAR	SUSAN GRIFFIN		
B	STEPHEN MINISTRY	GRACE PHILLIPS		
B	GOOD TIMERS	ANN PEARCE		
B	WEEKDAY KINDERGARTEN	VICKI CROSSMAN		
B	PRAYER SHAWLS	CINDI HOFFNER		
B	BRIGHT BLESSINGS	AMY CERVANTES		
B	BACKPACKS OF LOVE	DOTTIE KASTNER		
B	CAFETERIA/KITCHEN STAFF	CRISTI DAVIS/MILLIE PRICE		
B	ROOM AT THE INN			
C	CONGREGATIONAL TOWN HALL(S)			

## Vision Statement

Approved by Session on June 19, 2017

As we journey together, as a part of the Body of Christ, our vision is  
“to bless others as we have been blessed.”

As Christian people we recognize and give thanks for the infinite blessings bestowed by our Lord and Savior Jesus Christ. In response to His unconditional love, grace, and sacrifice we seek to bless others. Therefore we:



PHILADELPHIA PRESBYTERIAN

- **Believe** in the life, death and resurrection of Jesus Christ and His promise of eternal life; are reassured by His promise of redemption and reconciliation; and acknowledge that he is Lord and Savior of all people;  
Romans 10:9-13

- **Love** all people unconditionally, as Christ loves us, letting His love rule our hearts and guide our actions;  
Mark 12:30-31

- **Evangelize** as we have been blessed to hear the Good News of the Gospel, so shall we seek to share that Good News with all people;  
Matthew 28:16-20

- **Share** as God has shared His all with us, even His son, Jesus Christ, so shall we share with all people;  
Luke 6: 38

- **Serve** as Christ modeled a life of sacrifice and service, we are inspired to live that same life, serving and sacrificing for all people, in joyous Christian faith and love, praying for His guidance in all that we do.  
Matthew 25:35-40