

Appendix Q – Reports on Visits to Other Local Churches

Antioch Baptist Church

8869 Cedar Avenue, Cleveland, Ohio (216) 421-1516

<http://antiochcleveland.org>

Barb Cloud and Peg Weissbrod interviewed Antioch Minister Kelvin Berry. Berry wears several hats at the church and handles all of their finances.

Attendance and/or Membership Data:

- Approximately 850 active members (1500 total)
- Membership has been flat for last 10 years
- 70% of congregation is over age 65

Worship Service Times and Information:

- One Sunday 11:00 am service; Sunday School offered at 9:30 am.
- One mid-week Praise service
- Services are broadcast on Time Warner Cleveland Public Access Village Television Channel 218.
- Their services include both traditional and contemporary sacred music.
- 2 of their 8 choirs are accompanied by bass guitar and drums.

Facilities:

- Use Quick Book for finances, and Servant Keeper for membership
 - Don't want everything recorded on just one program.
- Utility rates are examined monthly and providers are changed to get best rates
 - Since COSI opened to non-profits, have used COSI for consortium buying of natural gas and health insurance, but currently using better sources.
- Recording fee: charged for groups/parties/weddings/funerals
- Pay 2 part-time recording specialists: one for sound, one for video (paid members of church)
- No central air-conditioning BUT
 - Air-condition Sanctuary, large chapel, lower auditorium, individual offices
 - Not entrance areas, hallways or other large spaces

Financial:

- Berry shared a lot of information very quickly so it was sometimes hard to follow. We think we heard this regarding their budget:
 - Income has been down for last several years.
 - They froze their budget 5 years ago.
 - For the first 3 of those 5 years, salaries stayed frozen
 - In 2010, everyone took a 3% across the board pay cut.
 - Whenever cuts are made, they are made equally across the board, percentage-wise. They'll cut back on programs but never totally get rid of a program.
- 70% of their income goes to personnel and operating costs; 30% goes to ministry programs
- Antioch doesn't ask for pledges from members—membership isn't comfortable with the idea. But everyone's giving information is publically identified at the end of each year. (Gift amounts are published in an annual Donor Report that lists individual names under different levels of giving.)
- Expenses are tracked monthly and shared with Joint Board (Session) quarterly
 - If expenses exceed income for more than a quarter, phone tree is used to request help from members.
- Budget process: Administrator constructs Budget at end of September, based on yearly costs with input from ministries at the end of September, then presents to Joint Board.

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Endowment Fund:

- Endowment fund began in 2003-2004
- Once the capital reaches pre-set level, **all** annual distributions will go to their operating budget.

Benevolence Spending:

- Don't tithe 10% of operating budget but are trying to
 - The bulk of their benevolence spending goes through their Antioch Development Corporation
 - A non-profit community development social enterprise formed in 2002
 - To expand and further develop community outreach social programs
 - Has a separate budget funded in part by grants
 - Half-time director oversees 6 main programs:
 - AGAPE Program which focuses on HIV testing and education
 - Turning the Tide—a Marriage Enrichment training (funded by Ohio's faith-based program but winding down and ending soon)
 - Jeremiah's Hope (a new domestic violence program in the process of being launched)
 - their Bread of Life food pantry located across from the Cleveland Clinic's Playhouse location, and
 - Social Ventures including a Blessings Coffee Café and Bakery planned for 2012,
 - a Fellowship Fund for emergency financial aid for rent, utilities & food, and a
 - Credit Union with over \$3 million in assets

Governance, Structure and Programs:

- Members elect the Joint Board (similar to our Session), moderated by Senior Pastor
- The Joint Board has 3 areas under it:
 - Deacons
 - Trustees
 - Ministries of
 - Teaching
 - Outreach
 - Worship
 - Evangelize
 - Relationships

Teaching Ministry

- Staffed by a part-time director
- Responsible for:
 - Black Film Festival
 - Library
 - Children's Ministry including Junior Church
 - Board of Christian Education including
 - Antioch Institute
 - Discipleship Classes
 - Leadership Training
 - Ministry Fair
 - Small Group Admin
 - Training and Development
 - Vacation Bible School
 - Youth Ministry

Outreach Ministry

- Led by full-time staff member:
- paid half-time to direct Antioch Development Corporation and half-time to direct:
 - All church functions
 - Church staff and budget

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- Loaves and Fishes
- Hallo-lujah Festival
- Community Festival
- Sports Team Administration
- Nursery
- TV/Radio/Audio ministries

Worship Ministry

- Led by senior pastor
- Responsible for:
 - Dance Ministry (4 different dance groups)
 - Deacon's New Member Class
 - Deaconess Board
 - Ministerial staff
 - Worship services including
 - Mid-Week Praise Service and the two Praise teams
 - Music Department with 8 choirs

Evangelize Ministry

- Led by a part-time pastor
- Responsible for
 - Board of Evangelism
 - Foreign Evangelism
 - Home Evangelism
 - Prison Ministry (includes >12 smaller ministries)
 - Revival Ministry
 - Signage Ministry

Relationships Ministry

- Led by a part-time director
- Publishes the Antioch Speak Newsletter
- Administers
 - Birth Month Clubs
 - Christian Bowlers
 - Family Life Ministry
 - Lenten Series
 - Greeter's Ministry
 - Hospitality Ministry
 - Women's Ministry
 - Laymen Ministry
 - Senior Ministry
 - Usher Board Ministry
 - Women's and Men's Golf Ministries

Staffing

- Senior Pastor (Director of Worship Ministry) FT
- Associate Minister (Director of Outreach Ministry and Director of Antioch Dev't Corp.) FT
- Associate Pastor (Director of Evangelize Ministry) PT
- Associate Minister (Director of Teach Ministry) PT
- Associate Minister (Director of Relationships Ministry) PT
- Associate Minister (Pulpit Support) PT
- Associate Minister (Mid-Week Praise Bible Study Service) PT
- Office Manager
- Site Management
- Site Manager
- IT Specialist PT
- 1 Custodian
- 1 Secretary
- 1 Administrative Assistant
- 2 Housekeepers PT
- 2 Nursery Attendants PT

Inclusivity:

- Both men and women serve equally in all lay ministry positions
- Homosexuals are welcomed, but not affirmed (official American Baptist Church's position)

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Church of the Resurrection
32001 Cannon Road, Solon, Ohio
<http://churchofresurrection.org/>

Mary Ann Breisch, Barb Cloud, Kurt and Deedee Haas, Jeanette Nemcek, and Melody Obery toured the Church of the Resurrection in Solon.

Average attendance figures:

11:30am Sunday Mass—500 parishioners

5:30pm Saturday Mass—“many” older parishioners (exact # unknown)

Service information:

Mass 7 times a week

Facilities:

- The building entrance opens into the Gathering Area, which leads to either the Parish Hall and office area or the Worship Space.
- Most striking features are the art that is incorporated throughout the worship space.
 - The first thing seen upon entering the sanctuary is a large octagonal Baptismal font designed for adult immersion as well as for infants.
 - Its location at the entrance reminds worshippers that we enter the church through baptism.
 - The font’s octagonal shape is carried through the worship area, including the altar and the shape of the building.
- All the liturgical furniture, other than the seating, is constructed from black walnut.
- Seating is on both sides of the altar, 250 on each side.

Financial:

- 2009/2010 Receipts: \$807,833
- Receipts for Social Justice and Charity \$51,296.
- Social Justice total includes a portion of the church’s facility/utilities costs
- A student scholarship fund contains \$34,611

Benevolences:

- Cell phones are collected to be reprogrammed and given to domestic violence victims
- Eyeglasses are collected and given to the Cleveland Sight Center: prescriptions entered into computer registry are made available to doctor and clinics world-wide
- Food pantry (includes cleaning and personal hygiene supplies)

Staffing

- Different from traditional Catholic churches
- Parish staff includes both clergy and non-clergy members
- Lay persons have been permitted to preach occasionally

Governance/Structure

- Church is governed through Councils/Commission:
 - Parish Council
 - Finance Council
 - Art and Environment
 - Building and Maintenance Commission
 - Justice Commission
 - Worship Council

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- Parish Committees and Ministries are responsible for:
 - Christian Family Movements
 - Christian Formation
 - Family Ministry
 - Music
 - Wellness Committee
 - Youth Ministry

Programs offered include:

- Yoga classes
- Reiki classes
- Volunteer caregivers for the sick and homebound
- Bereavement Ministry
- Music
 - Adult Choir
 - Resurrection Choristers (all boys, 4th -8th grades)
 - Children's Choir (grades 1-3)

Appendix Q – Reports on Visits to Other Local Churches

Church of the Saviour United Methodist
2537 Lee Road, Cleveland Heights, Ohio 44118
<http://www.chsaviour.org/>

Dave Bell, Barb Cloud, Melody Obery and Peg Weissbrod met with Carol Broadbent, CotS's half-time Business Manager who serves as both Property and Office manager.

Attendance and/or Membership data:

- Largest Methodist church in district, but
 - Membership has been flat for the past 5 years
 - Approximately 2700 members on rolls (about 900 giving units)
- Approximately 550-600 in attendance weekly at all services combined
 - 65-78 people at their 8:30 Chapel service
 - 200 at their 9:30 Great Hall service
 - 250 at their 11:00 Sanctuary service
 - 40 at their 5:00 afternoon contemporary GPS service

Worship Service Times and Information:

- 3 Sunday morning services
- 1 Sunday afternoon service
- Lay leaders offer Adult Sunday School at both 9:30 and 11am
- Taize service once a month

Facilities:

- As Property Manager, Broadbent makes all maintenance decisions by getting three quotes and taking them to their Trustees.
- Broadbent stressed that they hold their facilities very lightly
- They let members take the lead in initiating how to use the different spaces.
 - After they built their addition, there was a wide empty hallway between the two parts of their space. A member asked to set up a little coffee shop, called the COTS Café. It has a few attractive round tables and chairs and a fancy coffee vending machine that the member sets up every morning. All of the donations go to their benevolence projects.
- Basically, she said that if someone comes to her with an idea, her go-to response is “Why not?”
- Their Sanctuary is not air conditioned but all other rooms have window air-conditioners.
 - When they added air-conditioning to the large rooms like their Parlor, which is used for some kind of meeting almost every night, they installed special computer software that monitors room usage and adjusts the air-conditioning as needed.

Financial:

- They ask for annual pledges but don't give the congregation a budget figure to work for.
- Instead, they ask everyone to “step up” from whatever they gave last year. Not everyone can, of course, but a large percentage of their membership does.

Benevolence Spending:

- **NONE** of their operating budget is spent on benevolences.
- All benevolences are given through designated funds.
- Both the Christmas and Easter offerings go to special mission projects that are publicized at least a month ahead. Most of their mission giving is member-led and often includes a hands-on aspect.

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- They also are home to a Day Care, and a Cooperative Pre-School, both of which are charged nominal rental fees. They consider this part of their benevolence spending

Endowment Fund:

- They have an Endowment Fund.
- A portion of its annual income goes to their operating fund **every year**.
- *From their website:* Church of the Saviour Foundation was established in 1955. The primary purposes...are to assist in the maintenance and upkeep of our beautiful Gothic-style church, as well as to fund innovative initiatives for ministry. In 2003, Church of the Saviour celebrated its 75th anniversary with the conclusion of a \$1.7 million restoration of the church building and grounds, a substantial portion of which was funded by the Foundation. In 2004 the Tower Society was formed, and a Charitable Gift Annuity program was established. The Foundation also serves to seed new and innovative ministries that arise outside of the normal budgetary plans. Exciting children's programs, youth mission trips and scholarships through the Foundation augment the ministry and outreach capacity.... <http://www.chsaviour.org/resources/foundation.html>

Staffing:

They are staffed by:

1 full-time	Senior Pastor	1 part-time	Pianist part-time
1 full-time	Associate Pastor	1 part-time	Worship Leader for 9:30 service
1 full-time	Youth Director full-time	1 part-time	Worship Leader for GPS service
1 full-time	Music Director full-time	1 part-time	Office/Property Manager
3 full-time	Custodians	1 part-time	Custodian
1 part-time	Assistant Pastor		
1 part-time	Children's Director	2.5 full-time equivalent	Office staffers
1 part-time	Organist part-time		

They hire an outside snow removal service and a landscape service.

Governance/Structure

Mission: Their members are focused on growing spiritually in faith and taking it out into the community. They are run by an Administrative Councils, whose members chair various Program Councils. They rely heavily on their Long-Term Planning Council.

Programs

Their 6-person Small Group Council publishes a 4x8" 22-page directory of their Small Group Offerings:

- 6 Adult Sunday School classes
- 7 Art Guilds: Dance, Drama, Music, Needlework, Prayer Shawl, Visual Arts, and Writers
- 10 Bible study groups
- 2 Exercise classes: P90X cardiovascular fitness, and an aerobics class with Christian music
- 2 Hot Meal programs: quarterly meal served at Abington Arms, monthly meals served at Broadway United Methodist church
- 12 Musical groups (7 choirs, 4 instrumental ensembles, and a Worship& Praise team)
- 9 Special Interest Groups (Fiction book club, 3 Emmaus Walk groups, a GPS discussion group, a health ministry, weekly 5:30 Sunday Potluck dinners followed by praise songs and prayer, a Retired Men's Group, two single-gender, twice-monthly Sprocket groups for youth in grades 9-12, and a film discussion group)

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- 4 Sports groups: Softball, Volleyball, Upward Basketball, and Open Gym for Adults
- Stephen Ministry
- 3 Support Groups: Adoptive Mom's, AA, and DivorceCare.
- 3 United Methodist Women Circles

They also offer

- Upward Basketball, a new program for K-5th grades.
 - Expensive; families pay
 - Runs every evening January through March.
 - Consists of prayer, basketball, teamwork, and a half-time witness at their Saturday games.
 - 120 kids in the program:
 - 1/3 Church of the Saviour families, 1/3 from other churches in the area, and 1/3 from non-church families.
- Prison Ball Ministry on Saturdays
 - Dana Obery and Daryl Musick play in it.

Miscellaneous:

Growth Strategy:

- Offering great programs for kids and youth. and
- Providing lots of support to their members
 - deliver meals to families with new babies for several months after the birth
 - care for hospitalized and elderly members, and spouses of hospitalized members
 - Members tell other people how much their church cares for them, and they grow by word-of-mouth advertising by their members.
 - Results: 25 new babies in their nursery last year.

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St. Paul's Episcopal Church

<http://www.stpauls-church.org/>

Dave Bell, Barb Cloud, and Peg Weissbrod met with Barbara Pelowski, St. Paul's part-time Director of New Member Ministries, responsible for hospitality at St. Paul's as well as welcoming visitors and providing opportunities for newcomers to learn about and get involved at St. Paul's.

Attendance and/or Membership data:

Worship Service Times and Information:

- 4 Sunday services: 7:45 am, 9 am, 11 am, 5 pm
- Tuesday 10:30 am
- Daily 8:30 am Morning Prayers
- Once a month Healing Prayer services offered after each the 9, 11, & 5 Sunday services

Their fastest growing and largest service is the one at 9:00. It attracts families with young children. Reasons – strong worship leadership, Christian formation and Ministry of Hospitality (the New Member ministry).

Facilities: They are in the middle of a large building renovation (paid for by Endowment Fund?) Their “South Wing Gallery” hosts art exhibits. It is lined up 3 years in advance. Typically they host a wine and cheese tasting party (or something similar) with the artist to open the shows.

Benevolence Spending: Barbara didn't have specific information regarding benevolence budgets. They do have an “Apostleship” budget for mission within the overall budget. They also have special offerings for particular mission projects.

Endowment Fund: Barbara didn't have information regarding the Fund, except that it's very large and she believes it may have provided majority of funds for the current building renovation.

Staffing:

Clergy

Full-time Rector
Full-time Associate Rector
Full-time Associate Rector
Part-time Deacon & Volunteer Coordinator
Part-time Priest Associate
Part-time Deacon

Part-time Associate Organist-Choirmaster
Part-time Directors Of Children's & Youth
Choirs (husband and wife team who use a
formal training program out of Oxford, England)
Part-time Carillonneur
Part-time Handbell Choir Director
Part-time Auxilliary Organist

Program Staff

Full-time Min. for Christian Formation &
Program
Full-time Director of Stewardship
Full-time Youth Minister
Part-time Dir. of New Member Ministries

Administrative Staff

Full-time Parish Manager
Full-time Assistant to the Rector
Full-time Parish Secretary
Part-time Controller
Part-time Communications Coordinator
Part-time Christian Formation & Youth Intern
Part-time Music Intern

Musicians

Full-time (?) Organist-Choirmaster

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Governance/Structure

- Vestry—oversees financial and property matters, and engages in strategic planning
- Special Gifts/Planned Giving committee
- Investment Committee

Programs

They publish an annual 8.5x11” 24-page directory listing ways to get involved at St Paul’s, supplemented with seasonal pull-outs, detailing their:

- Stephen Ministry
- Care Ministry
- Knitting Circle
- Intercessory Prayer Chain
- New Member Ministries
 - Inquirers Classes
 - Epiphany Dinner for Newcomers
 - Newcomer Photo Board
 - Tours of St. Pauls
 - The Village—families with young children
 - Elize Backus Group—monthly women’s group
- Women’s Council
- Men’s Council
- Women’s Spirituality
- Men’s Spirituality
- Parish Breakfast
- Third Wednesday Luncheon
- South Wing Gallery—puts on quarterly art exhibits
- IHN
- Global Mission Action Group
- Act II Resale Shop
- Job Seekers
- Listening Ministry at 2100 Lakeside
- Loaves and Fishes
- Miles Park Elementary School tutors
- Kentucky Mission Trips
- Reading Camp (Kentucky and Africa)
- Habitat for Community
- Ministry by Children
- New programs through their Long Range Planning team:
 - Racial Reconciliation Action Group
 - Poverty Action Group
- Mission Partners:
 - Open Doors
 - Coop Preschool
 - Interact Cleveland
 - Upcam
 - Scout troops

Growth Strategy: “Growth: A Natural Outcome of Faithful Hospitality”

- As Director of New Member Ministries, Barbara described the extensive training that their Hosts and Hostesses undergo (they are not called Greeters), and summarized it as saying they are trained to think of St. Paul’s as their home that they’re welcoming invited guests into.
 - They are also trained NOT to tell them about St. Paul’s but to focus on the visitor: “What brings you to St. Paul’s today? Are you new to the area? Tell me about yourself. What are you interested in? What are you looking for?”
 - That information is delivered to Barbara, who contacts them by either (in order of preference) phone, email or mailed note, and basically asks them for more information about them so she can answer any questions they may have.
 - In getting them to tell their story, she looks for clues to why God sent them to St. Paul’s. Then, you have a better chance to show interest in them, and to be more receptive to why they are there.
 - She said it’s all about getting them to tell their story, instead of being told St. Paul’s story.
 - Barbara also conducts Hospitality classes for other churches.

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- Flow chart describing process of their New Member Ministry:
 - **Visitor:** identifies self or is “discovered”, contact info goes to
 - **New Member Ministry:** follows up with phone call, email, notes; shares info with staff
 - **Clergy:** makes contact as appropriate
 - **Parish Secretary:** enters information in data base
 - **Other staff:** make contact as appropriate
 - **New Member Ministry:** suggests next steps to visitor or newcomer such as: Inquirers class, baptism, confirmation, transfer or opportunity for fellowship or service
 - **Goal:** Newcomers gain a sense of belonging, are reassured that belonging may precede belief
- **New Member Kiosk** Once a quarter, they set up a kiosk in their fellowship area and ask the most recent new members if they would be willing to be photographed and interviewed for an in-depth display about themselves. (They don’t have room to do every new member, and not every new member wants to be chosen.) It’s been a successful way for the congregation to get to know the new members better and a lot of relationships are begun this way. Because it’s important to remember the existing members too, the interviews of the new members are done by existing members. Both get to know each other, and to feel a part of the faith community