

## Appendix R – List and Summaries of Churches Studied Online

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Bay Presbyterian in Bay Village  
Federated Church in Chagrin Falls  
Parkside Church in Bainbridge

Church of the Savior in Washington, D.C.  
Mars Hills Bible Church in Michigan

### Bay Presbyterian Church, Bay Village, Ohio

<http://www.baypres.org/>

*In 2008, Bay left the PC(USA)—mostly over the issue of homosexuality—and joined the Evangelical Presbyterian Church, a more conservative denomination but which leaves the decision to ordain women to the individual church.*

#### Attendance and/or Membership Data:

4-step membership process:

- 1 - Intro to BPC Workshop—learn who Bay is, what they believe—offered approx. 4 times/year
- 2 - Complete a Membership Profile—personal info and spiritual journey info
- 3 - Participate in a Getting to Know You conversation with a few Bay leaders about what God is doing in their life
- 4 - Attend Membership Vows Sunday—voice a commitment to faith in Jesus and to the Bay family of faith.

#### Worship Service Times and Information:

Sunday 8:00am - Traditional Worship (organ, occasional choir, hymns)  
9:30am - Blended Worship (mix of praise music and hymns)  
11:15am - Contemporary Worship (praise music with band)

**Facilities:** Bay's current website, which appears to have been totally revised (along with its logo and brand) since their new senior pastor arrived in , no longer describes their facilities. Past webpages showed a multi-building campus with special spaces for youth that included a sound stage, snack bar, pool tables, video games, etc. Bay uses ACS Technologies to handle its administrative affairs, volunteer sign-ups, and program registration.

#### Financial:

Bay uses Vanco Services for their online giving. The Giving page of Bay's website states that "BPC members and regular attenders are expected to tithe for the reasons given below. This may be done through the Sunday morning offering, or through electronic contribution. Our guests are not expected to contribute in the weekly offering, but are welcome to give as they feel led by the Lord."

#### Staffing:

Bay currently has 1 senior pastor who started in 2008, and 4 associate pastors (3 men, 1 woman). The full-time versus part-time status of the more than 35 positions listed on their website is unknown, but each position listed has a separate phone extension.

Pastoral:

- Pastor
- Senior Associate Pastor
- Associate Pastor
- Associate Pastor
- Associate Pastor

Office Administration

- Executive Director
- Business Office
- Financial Affairs
- Database/Records
- Facilities - Operations
- Property/Systems
- Audio/Media
- Graphic Design/Communication
- Welcome Center – Receptionists

Worship Support

- Worship & Pastoral Support
- Organist
- Praise Team

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### Congregational Support

- Adult Discipleship
- Stephen Ministry Referral
- Community Connections/HR
- Parish Nurse
- Congregational Care
- Counselor
- Visitation
- Outreach
- Outreach Global Intern
- Family Life

### Children's Ministries

- Childcare
- Preschool
- Nursery School Registration
- Children's Worship
- Children's Ministries
- Student Ministries Middle School
- Student Ministries High School
- Special Needs

**Endowment Fund:** Unknown

### Benevolence Spending:

Bay's website states that "96% " of their mission happens "outside the walls of the church" and that "everyone who is a part of Bay Pres [is expected] to be involved in serving or some form of ministry outside the church." They have a mission board with primary responsibility for developing, supporting and evaluating the relationships and partnerships the church has established with missionaries, mission agencies, congregations and ministries in Northeast Ohio and around the world. Board members are elected by the congregation to 3-year terms. The Bay website lists these ministry partners:

### U.S. Ministries

- Bay Food Ministry: provides food for families in Bay Village and members of the church.
- Bethany Meals Outreach: monthly community meal preparation at Bethany Presbyterian Church in Cleveland's Detroit-Shoreway neighborhood.
- Boy Scout Chaplaincy: funds chaplain for camps
- BPC Preschool: funds scholarships for students.
- Building Hope in the City: focuses on restoring the city to God by developing and linking people, communities and churches through tutoring, mentoring refugees and more.
- Cornerstone Among Women: regional help center gives Christian compassion to women facing unplanned pregnancies and fertility issues.
- Community Service Alliance (CSA): empowers homeless men with transitional housing and helping them move towards stable, independent living.
- Campus Crusade for Christ: campus-based ministry focused on leading people to Christ
- Family Ministry Center at Blessed Sacrament: Bay center will house church plants, a second location of Community Service Alliance, The Bridge Avenue School, GRIP in-school Suspension Program and other relational ministries, building relationships throughout the neighborhood.
- Family Promise of Greater Cleveland
- Golden Treasures Nursing Care Ministry: Volunteers build relationships with those in nursing care facilities through visitation, worship and Bible studies.
- God Cares Ministry: Nursing home visitation program focused on equipping Christians to help meet the spiritual needs of people in long-term care facilities.
- Greater Cleveland Habitat for Humanity
- InterVarsity Christian Fellowship
- Key Ministry: equips churches to welcome and include children and families affected by hidden disabilities or special needs in all aspects of the life of the church.
- Ligonier Camp, Pennsylvania: year-round camp/conference center in Ligonier, Pennsylvania offers summer camp for kids 8-14. Many Bay kids and their friends attend.
- North Coast Health Ministry: faith-based free clinic providing medical care including prescription assistance for low-income, uninsured individuals on west-side

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- Scranton Road Ministries /Youth Jobs Partnership (YJP): Biblically-based workforce development program providing Cleveland's young adults aged 16-22 with comprehensive job training through mentors, job shadowing, and intern opportunities.
- St. Malachi Breakfast Outreach: BPC members prepare a hot breakfast each week serving & giving Christian witness.
- Seminarian: supports a student and his family at Reformed Theological Seminary in Charlotte
- The Bridge Avenue School: small private Christian school helps previously unsuccessful middle school students achieve academically in a Christ-centered environment
- The City Mission: offers wide Christ-centered services for those coping with poverty and/or housing transitions.
- The Isaiah Project (TIP): disciples/empowers inner city kids/families to transform their neighborhoods
- Westshore Senior Center (The Knickerbocker): Providing fellowship, visitation, and prayer older adults
- Westside Ecumenical Ministry: serves west side residents with food, clothing, job training, counseling
- Young Life- Cleveland Westshore and Lorain County: Introduces high school students to Christ through discipleship, camp opportunities, and large group Bible study
- Youth for Christ: team of adults evangelizes, mentors and disciples inner city youth

### Global Ministries

- Ambassadors in Sport - South Africa: uses soccer to spread message of hope and salvation around the world
- BUSES International: retrofits trailers, buses, and RV's into mobile, medical, dental, and ultrasound clinics as witness to Christ in 10 different countries (so far).
- Care for AIDS -partners with local Kenyan churches to serve physical, spiritual, economic and social needs of people with HIV/AIDS
- Chosen People Ministries: Sharing the Gospel with Jewish people around the world.
- Christian Leaders for Africa, African International University - Nairobi, Kenya: Christian seminary/university trains indigenous leaders from all over Africa.
- Commission to Every Nation: Guatemalan orphanage music program prepares children for ministry outreach
- Community of Faith International, Northern Sudan: shares Gospel with Muslim women
- cru - (Campus Crusade for Christ): shares Gospel through Christian curriculum in Eastern Europe and Guatemala public schools
- El Buen Samaritano: provides education for church members' children who can't afford public education
- Grace Fellowship Africa, Nigeria: Evangelizing Muslims through medical clinic and discipleship
- Guatemala Partnerships: Living Waters for the World and Medical Clinics
- LifeWind International/Community Health Evangelism (CHE) – Haiti
- New Hope International – Colorado; Hungary; and Romania
- South American Mission - Peru
- Tabo Church - Papua New Guinea
- The McGilvary College of Divinity at Payap University
- Uganda Orphan Fund
- Witnessing Ministries of Christ – India
- World Neighbors
- Worldwide Evangelization for Christ (WEC International)

### Governance, Structure and Programs:

Bay is governed by the following:

- Board of Directors—six church members, elected by the congregation, have general supervision and charge of the operation, property, affairs, and finances. They are all men and each serves a 3-year term.
- Auditors—three male church members, elected by the congregation, oversee the church's finances, and serve a three year term.
- Elders—male and female, elected by congregation to 3-year terms, serve on Session along with the Pastor and Associate Pastors. Session is responsible for church's mission and is the governing body of the church
- Deacons—Thirty six men and women elected by the congregation to serve in “ministries of mercy and compassion” for 3-year terms.

Partial listing of programs:

- Small Groups: Their website lists only two “open” small groups but it appears to be a new web feature and may not be fully implemented yet

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- Adult Singles 35+ –24 current participants study Christianity Explored every other Sunday evening and have social activities planned.
- Freshman Culture—63 current participants, no other info listed
- Bible Study: 6 weekly women’s groups, 4 weekly men’s group, 1 monthly men’s group
- Young Adults: Participates in Generation, an ecumenical group for young adults on the west side of Cleveland
- Families: Tween parenting classes, Mothers of Preschoolers group, Children and Youth: In addition to Sunday morning childcare and classes, Bay offers
  - KIDStuf: a monthly fully-staged, interactive production featuring Bible-based teaching through high energy music, singing, and comedy
  - Serving as a Family: Bay offers many opportunities for children to serve alongside their parents
  - Special Needs: Since 1997, Bay has specialized in serving the families of children with special physical or developmental needs
  - Preschool: Bay has offered a Monday thru Friday, fully-staffed, Christ-centered pre-school for children ages three to five since 1964.

### Growth:

Like Church of the Saviour in Cleve. Hts. Bay appears to draw members through wide-ranging congregational care programs that meet spiritual, practical, and relational needs not just of its surrounding community, but its church members as well.

- Confidential emergency prayer request may be made online or via a special prayer telephone line and an emergency Pastor Pager available to those who need immediate assistance from a Pastor
- Financial assistance from our Deacons for rent, utilities and car payments
- Bay Food Ministry provides perishable and nonperishable groceries monthly to members and residents of Bay Village who meet income guidelines
- Good Samaritan Meals provides prepared meals to assist the bereaved or convalescing
- Parish Nurse provides screenings, referrals, home visits or office visits.
- Blood pressure screenings first Sunday of each month
- Convalescent Care Team is a group of BPC members who are committed to helping members in need at our church who coordinate assistance to those who need rides to appointments, to visit those who are shut in or temporarily homebound and offer respite care
- Transportation to and from Sunday services is available free of charge to members who do not drive via Westlake Cab Company
- Christian Counseling is provided free of charge, on a short term basis
- Stephen Ministers, trained in Christian care-giving, provide one-to-one care to individuals experiencing difficulties in their lives.
- Bereavement Support Groups are offered several times a year through Cornerstone of Hope.
- Joel’s Place for Kids offers grief support for children.
- Home Visitation and Communion is available to members who are homebound or in nursing homes. CD players and the latest sermons on CD are provided to those who would like to listen to the weekly sermons at home
- Cancer Support Group for individuals and their families meets monthly
- Caregiver Support Group is available for those caring for family members

Bay recently completed a Spiritual Life Survey through Willow Creek Association’s REVEAL program and shared the resulting report on their website:

#### Demographics

Base Size 597	Age 19-29	6%	(at least 20%, but less than 50% < total sample average)
	Age 30-49	34%	(at least 20%, but less than 50% < total sample average)
	Age 50+	58%	(at least 20%, but less than 50% > total sample average)
Diversity:	Non White, including Hispanics	2%	(at least 50% < total sample average)

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Children under 18 at home	38%	
Education (% college degree or higher)	71%	(at least 20%, but < 50% greater than the total sample average)
Married	77%	
Income		
under \$30K	10%	
\$30K-\$74,999	36%	
\$75K or more	54%	
Church Tenure		
Base Size 597		
Less than one year	4%	(at least 50% lower than the total sample average)
One to five years	18%	(at least 50% lower than the total sample average)
Six to ten years	18%	
More than ten years	60%	(at least 50% greater than the total sample average)
<b>What Your People Want Most from Bay Presbyterian Church</b>		
Church Needs (In order of Importance)		Importance Score (Scale: 6 is high; 1 is low)
Helps me understand the Bible in depth	5.4	
Help develop personal relationship with Christ	5.4	
Provides strong programs for children	5.4	
Church leaders model how to grow	5.2	
Provides compelling worship	5.1	
Challenges me to grow	5.1	
Encourages me to take responsibility for my growth	5.1	
Helps me develop prayer life	5.0	
Provides clear pathway to guide growth	5.0	
Provides chance to grow with others	5.0	
Helps me in my time of emotional need	4.9	
Promotes a strong serving culture	4.9	
Helps me feel like I belong	4.8	
Provides chance to serve those in need	4.8	
Empowers me to go out “on my own”	4.8	
Incorporates Communion	4.7	
Encourages accountability	4.7	
Inspires a sense of church ownership	4.6	
Sets clear expectations	4.6	
<b>What Your People Say Works Best at Bay Presbyterian Church</b>		
Church Needs (Ranked from high to low)		Satisfaction Score (Scale: 6 is high; 1 is low)
Provides strong programs for children	5.2	
Helps me understand the Bible in depth	5.0	
Provides chance to serve those in need	4.9	
Provides compelling worship	4.8	
Promotes a strong serving culture	4.8	
Help develop personal relationship with Christ	4.8	
Church leaders model how to grow	4.8	
Incorporates Communion	4.7	
Encourages me to take responsibility for my growth	4.6	
Challenges me to grow	4.6	
Empowers me to go out “on my own”	4.4	
Provides chance to grow with others	4.4	
Provides clear pathway to guide growth	4.4	
Sets clear expectations	4.4	
Inspires a sense of church ownership	4.4	
Helps me in my time of emotional need	4.3	
Helps me develop prayer life	4.2	
Helps me feel like I belong	4.2	
Encourages accountability	4.1	
<b>What Your People Want Most from the Senior Pastor</b>		
Senior Pastor Activities(In order of Importance)		Importance Score (Scale: 6 is high; 1 is low)
Provides sound doctrine rooted in biblical accuracy	5.7	

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Preaches inspiring sermons	5.5
Models and reinforces how to grow spiritually	5.5
Challenges congregants to grow and take next steps	5.3
Creates a welcoming, open and friendly environment	5.3
Casts a vision that captures your heart	5.2
Attracts/develops/motivates ministry leadership teams	5.0
Provides spiritual development guidance to individuals	5.0
Promotes and creates enthusiasm for serving activities	4.9
Helps ensure the church is financially stable	4.9
Identifies/encourages use of gifts/talents	4.8
Maintains harmony	4.7
Counsels people facing major decisions	4.6
Ministers to the sick, dying and bereaved	4.6
Is a recognized voice in the community	4.3
Is involved in issues of global significance	4.0
Motivates congregants to recruit new members	4.0

### What Your People Say the Senior Pastor Does Best

Senior Pastor Activities(Ranked from high to low)	Satisfaction Score (Scale: 6 is high; 1 is low)
Provides sound doctrine rooted in biblical accuracy	5.4
Preaches inspiring sermons	5.2
Helps ensure the church is financially stable	5.0
Challenges congregants to grow and take next steps	4.9
Models and reinforces how to grow spiritually	4.9
Casts a vision that captures your heart	4.8
Creates a welcoming, open and friendly environment	4.8
Promotes and creates enthusiasm for serving activities	4.6
Attracts/develops/motivates ministry leadership teams	4.6
Maintains harmony	4.5
Provides spiritual development guidance to individuals	4.5
Identifies/encourages use of congregants' gifts/talents	4.4
Counsels people facing major decisions	4.4
Motivates congregants to recruit new members	4.3
Is a recognized voice in the community	4.3
Ministers to the sick, dying and bereaved	4.3
Is involved in issues of global significance	4.3

### Overall Satisfaction with the Church's Role in Spiritual Growth and the Senior Pastor

	Overall Satisfaction with Church's Role in Spiritual Growth	Overall Satisfaction with Senior Pastor's Effectiveness	
Total	597	56%	76%
Exploring Christ	74	39%	70%
Growing in Christ	216	54%	78%
Close to Christ	151	60%	77%
Christ-Centered	156	63%	76%

### Bay Presbyterian Church's Spiritual Continuum Profile

	Number	% of Total
Exploring Christ		
"I believe in God, but I am not sure about Christ. My faith is not a significant part of my life."	74	12%
Growing in Christ		
"I believe in Jesus and am working on what it means to get to know him."	216	36%
Close to Christ		
"I feel really close to Christ and depend on him daily for guidance."	151	25%
Christ-Centered		
"My relationship with Jesus is the most important relationship in my life guiding everything I do."	156	27%

### REVEAL's Four Categories of Spiritual Catalysts That Advance Spiritual Growth

- Spiritual Beliefs and Attitudes
- Organized Church Activities
- Personal Spiritual Practices

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- Spiritual Activities with Others

### REVEAL's Eight Core Beliefs and Attitudes Critical to Spiritual Growth (in order of growth)

- Salvation by Grace--Nothing I do can earn my salvation.
- The Trinity--The one true God is the God of the Bible -- Father, Son and Holy Spirit.
- Personal God--God is actively involved in my life.
- Christ Is First--I desire Jesus to be first in my life.
- Authority of the Bible--The Bible has decisive authority over what I say and do.
- Identity in Christ--I exist to know, love and serve God.
- Giving Away My Life--I will risk everything that is important for Christ.
- Stewardship--A Christian should not be driven by the pursuit of material things.

### Bay Presbyterian Church's Spiritual Beliefs and Attitudes

Key Spiritual Beliefs/Attitudes	Total	Exploring Christ	Growing in Christ	Close to Christ	Christ-Centered
Base Size	597	74	216	151	156
Salvation by Grace	67%	30%	53%	81%	90%
Trinity	84%	55%	80%	90%	97%
Personal God	66%	18%	53%	83%	90%
Christ is First	57%	22%	40%	66%	90%
Authority of the Bible	51%	15%	35%	58%	82%
Identity in Christ	52%	14%	37%	62%	82%
Stewardship	38%	11%	26%	46%	60%
Giving Away My Life	20%	4%	10%	21%	40%

### REVEAL's Six Organized Church Activities That Advance Spiritual Growth

- I serve in a church ministry (1 to 2 times a month or more).
- Weekend Services--I attend weekend services. (3 to 4 times a month).
- Small Groups--I meet with a small group through my church. (1 to 2 times a month or more).
- Serve Those in Need--I serve those in need through my church. (1 to 2 times a month or more).
- Adult Education Classes--I regularly participate in adult education-type classes focused on spiritual topics.
- Additional Teaching/Worship Service I attend an additional teaching/ worship service.

### Bay Presbyterian Church's Participation with Organized Church Activities

Participation	Total	Exploring Christ	Growing in Christ	Close to Christ	Christ-Centered
Base Size	597	74	216	151	156
Weekend Services	86%	73%	82%	87%	94%
Small Groups	37%	18%	33%	43%	46%
Serving at Church	40%	15%	35%	42%	56%
Serving Those in Need	26%	8%	19%	26%	44%

## The Federated Church of Chagrin Falls, Ohio

[www.fedchurch.org](http://www.fedchurch.org)

*UCC church with similar progressive theology as Forest Hill*

### Attendance and/or Membership Data:

Between 1200 and 1400 members on their rolls, with average weekly attendance at each Sunday services ranging from 50 to 350. The 8:45 am service generally has the highest average attendance.

### Worship Service Times and Information:

Three Sunday morning services—all hear the same sermon:

- Blended Worship Service at 8:45 am in main Sanctuary, with music similar to FHC's
- Traditional Worship Service at 10:15 am in main Sanctuary, with traditional choir music and hymns
- *Alive360* Celebration Worship Service at 11:45 am in Chapel, a family-friendly, casual worship experience led by Amanda Powell and Alive360 Music Team

**Facilities:** 2 campuses

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- Traditional red brick church in Chagrin Falls has been enlarged several times but is land-locked with no more room to grow—eight levels connected by two main staircases and an elevator, central air-conditioning, two easily recognizable main entrances, main parking lot entrance has large lobby with volunteer receptionists during the week and a paid receptionist on Sunday mornings. Staff offices are spread throughout building.
- Family Life Center on 40 acres in Bainbridge has a large multi-purpose gym attractive enough for wedding receptions and large dinner events, 2-3 small meeting rooms, 2 offices, 2 classrooms, a full commercial kitchen, 2 playgrounds, 14-course outdoor labyrinth with waterfall, and memorial gardens with a walkway paved with bricks that members may purchase.

**Financial:** Spent 4 years paying off \$2M debt from building of Family Life Center, lost 4-5 of their largest donors to death in two years; flat to declining membership in 2007-2010, faced significant budget shortfalls in 2009 and 2010

### Staffing:

Clergy:	PT	Dir of Jr High Youth Ministry
FT Senior Pastor	PT	Dir Children's Mins, Gr 1-6
FT Assoc Pastor, Children & Youth	PT	Pastoral Care Coordinator
FT Assoc Pastor, Spiritual Formation, Worship, Mission	PT	Publishing Specialist
	PT	Dir of Children's Mins, Birth-K
	PT	Admin Asst, Children's Mins
Administrative:		Various PT custodians
FT Coordinator of Administration		
FT Financial Manager	Music:	
FT Congregational Life Admin	PT	Dir: Ensemble, FORTE, Alive360
FT Facilities Manager	PT	Dir: Chancel Choir
PT Dir: Marketing, Family Life Ctr	PT	Organist
PT Elderlife Coordinator	PT	Children's Music Min

Departure of their 4<sup>th</sup> pastor, the Spiritual Life Pastor, in 2008 along with on-going budget concerns led to hiring of outside consultant familiar with church staffing models to evaluate health of church, provide a strategic plan, facilitate a staffing review process and provide church growth strategies.

In one 3-day visit, the consultant met with core leadership team and HR Committee, observed worship and other Sunday activities, facilitated 5 member focus groups, and interviewed entire staff.

Six key findings were reported, with numbers 3, 5, & 6 appearing most relevant to Forest Hill's situation:

1. Federated projects an image of desiring high quality in whatever it seeks to engage in and accomplish—in its music, worship, preaching, teaching, programs, ministries and activities. The quality and professionalism of the programs, however, is a higher goal than the impact these programs have on the members' faith journeys.
2. Federated projects an image of being a regional congregation, but a high percentage of core church leaders come from 2 zip codes immediately around the church facilities. A focus primarily on these 2 zip codes will limit the capacity for growth.
3. Federated focuses primarily on people who come from a church culture. It does not project an image or pursue strategies that focus on the unchurched or persons from an unchurched culture. This limits growth as an increasing number of residents around the church are or will be unchurched.

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4. Federated is a staff-led, staff-dependent congregation, whose use of volunteers is underdeveloped. Its dependence on ministerial, program, administrative and support staff to provide leadership is unusually high in relationship to churches of similar size.
5. Federated needs to become a “50 + 1 commitment church” w/ 50 % + 1 of the average Sunday worshipers displaying four characteristics:
  - i. attend worship at least 39-42 weeks per year,
  - ii. participate in spiritual/educational processes,
  - iii. participate in regular formal/informal fellowship gatherings with other members, and
  - iv. have a volunteer leadership role in the church.
6. Federated must make choices. It takes a congregation of 900-1000 in weekly worship attendance to have high-quality programs, ministries and activities for all major age and life-stage target groups from birth to death.

**Endowment Fund:** There is an endowment fund but it has not been very well publicized until recently.

**Benevolence Spending:** Although a small portion of their operating budget goes to mission spending, the bulk of their benevolence spending comes from gifts to designated funds received outside of their annual budget. In addition, they select an annual recipient of their Christmas Eve offering and give the entire offering to the selected group.

**Governance, Structure and Programs:**

**Growth:**

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### Parkside Church, Bainbridge, Ohio

*Very conservative, non-denominational church with no women in clergy or leadership positions. Despite its rigid theology, Parkside's well-known charismatic senior pastor Alistair Begg and the wealth of programs offered draw both conservative and progressive Christians.*

#### Attendance and/or Membership Data:

- **Very** large church, numbers unknown
- From Annual Report (online): Revenues in 2009 were \$6,595,175 which was \$170,175 greater than budget and 104% of 2008 revenues. The 2009 revenue budgeted was \$6,425,000. Operating expenses in 2009 were \$6,367,235 or \$57,765 less than budget. The Bainbridge Campus ended the year with revenues exceeding expenses by \$227,940 for operations. Operating budget for 2010 is \$6,560,000.

#### Worship Service Times and Information:

Each of their Sunday morning services is identical:

8:30am -- Morning Worship (Nursery Provided)

9:45am -- Morning Worship (Nursery Provided), Children & Adult Classes

11:15 am -- Morning Worship (Nursery Provided), Children & Adult Classes

7:00pm -- Evening Worship (Nursery Provided), Children Classes (The Lord's Supper and Baptism are observed monthly during this evening service)

#### Facilities

Bainbridge church operates both a Main Campus and the Warehouse & Loft, offsite spaces maintained for group events, such as youth meetings, coffee houses, and young family events. These buildings are located at 31200 Solon Road in Solon.

Also at the Bainbridge location: Books by the Park and the Common Grounds Cafe

Satellite churches: Green Campus, formerly Harvest Bible Church, formerly Calvary Bible Church, in Green, Ohio (south of Akron); and starting a new church plant in Lake County

#### Staffing:

Pastoral Team:

All 14 members of Parkside's pastoral team are men, with the majority holding degrees from Trinity Evangelical Divinity School

- Senior Pastor
- Men's, Women's, Premarital, & Parenting Ministries
- Middle School Youth Ministry
- Care, Small Groups, Newly Marrieds, Young Families & Internship Program
- Missionary in Training, Singles & Missions
- Campus Pastor, Green Campus; Counseling
- Missions, Internship Program & Church Planting Project
- Biblical Discipleship & Missions
- Support Ministries, Community Involvement & Missions
- Communications & Basics Conference
- Director of Ministries
- Campus Pastor, Green Campus
- High School Youth Ministry & Mission
- College, Young Adults, Nursing Home & Internship Program

Support Team:

- Director of Facilities and Planning
- Media Director

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- Facilities Manager
- Children's Ministry Coordinator & Vacation Bible School
- Business Administrator
- Accounting assistant
- Assistant Media Director, Web Administrator
- Music Ministry Coordinator
- Administrative Assistant, Communications & Connections, Small Groups
- Administrative Assistant, Middle School & High School Youth Ministry
- Administrative Assistant, Children, Men's, Women's, Premarital & Parenting Ministires
- Admin Assistant, Care, College, Newly Married, Singles, Small Groups, Young Adults, Young Families
- Administrative Assistant, Support Ministries, Community Involvement, Missions & Biblical Counseling
- Assistant to Senior Pastor
- Administrative Assistant to Director of Ministries
- Children's Ministry Coordinator, Green Campus
- Receptionist

### Finances and Benevolence Spending:

Total Expenditures	6,242,705
Salaries & Related Costs	2,446,644
Family Ministries	43,038
Youth Ministry	199,096
Adult Ministries	37,156
Missions	1,276,048
Music Ministry	122,138
General Administration	350,670
Facility Expense	561,379
Ministry of Worship	122,459
Care and Benevolence	40,404
Pastoral Ministry	100,084
Communications	223,589

Mission service opportunities at Parkside include:

- Barnabas (Encouragement Ministry)
- Community Involvement
- Homeless
- Meals
- Nursing Home
- Prayer
- Prison Ministry
- Students

### Governance, Structure and Programs:

- 13 member, intentionally all-male, Elder Team
- Offers wide variety of programs:

Life Stages

Children  
Students  
College  
Young Adults  
Newly Married  
Young Families  
Men  
Women  
Singles  
Seniors  
Special Needs

VBS 2011  
LIFE Groups  
Sunday LIFE Group  
Midweek LIFE Group  
Support Groups  
Cancer Support  
Dealing with Divorce  
Grieving with Hope  
Healing Families  
Single Moms  
Finding Freedom  
Embracing Family (Adoption)

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### Support Workshops

Caring for Aging Parents  
Career Connections  
Managing Your Money  
Foundations of Biblical Parenting  
Passion for Purity

### Counseling

How People Change  
Helping Others Change  
Iron Sharpens Iron  
Biblical Counseling  
Premarital Counseling  
Marriage Matters

### Growth:

Large well-run media and publicity department (One thing Forest Hill could learn from is the availability of posters for upcoming events (such as Christmas and Easter services) that members can download from the church's website, print and distribute themselves at work, school, where they shop, at coffee houses, etc.)

### Active Welcome Ministry of:

#### Greeters

Info Center Greeters are: Parkside members, have attended at least 5 years; involved in Life Groups and other bible study and/or ministries activities; is engaging, friendly, helpful, kind, warm, gracious, and highly knowledgeable about Parkside activities; familiar with all class locations, bathroom facilities, lost & found, and services/products available through the bookstore; and able to respond to questions that arise as result of postings/happenings in the weekly bulletin.

Door Greeters are: regular Parkside attendee; involved in Life Groups and other bible study and/or ministry activities; engaging, friendly, helpful, kind, warm, and gracious.

Welcome Center Greeters are: regular Parkside attendees; involved in Life Groups and other bible study and/or ministry activities; engaging, friendly, helpful, kind, warm, gracious; able to assist the assigned Pastor; answer questions, walk guests to rooms, give tours, engage guests in conversation, and make guests feel at home

#### Ushers

Must be members, available to serve every other week at one service (arrive 30 minutes early), friendly, smiling, helpful

#### Parking Lot Crew

From Dec.-Feb. complementary valet service is offered to elderly members with mobility difficulties 15 minutes before and after the 11:15am worship service. (Reservations are required)

Parking Lot Crew members are: either members or attend regularly; at least in their teens with a valid driver's license; responsible, reliable, and willing to serve in all kinds of weather.

The Parking Crew is made up of four teams of four people each. A crew is scheduled to work one Sunday out of four and only during the morning services. Each crew is assisted by a Bainbridge Police Officer. .

Goal to provide a smooth, effective flow of traffic within the church boundaries and to provide a visual "hello" to everyone coming to Parkside

### Stringent 3-step membership process:

- i. Attend "Parkside Profile" 3-session membership class to learn what Parkside believes and the church operates (All 3 sessions are required)
- ii. Complete a highly-detailed membership application (which includes agreeing to: "submit myself to the leadership and spiritual authority of Parkside Church...and agree that should my beliefs, behavior, or lifestyle become contrary to biblical teaching or requirements of the Constitution of Parkside Church, I consent to the discipline of Parkside Church leadership in accordance with biblical teaching, and will hold Parkside Church and its leadership free from any liability in their exercise of discipline toward me.") [Read the entire application here.](#)
- iii. Participate in a membership interview with one of the pastors and elders

After these steps are completed, Elder Team reviews/approves the applications.

## Appendix R – List and Summaries of Churches Studied Online

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### Church of the Saviour in Washington DC

<http://www.inwardoutward.org/>

The Church of the Saviour in Washington DC started in the early 1940's by Gordon and Mary Cosby who believed that the best and most powerful agents for social change are "small communities of Christians deeply committed to prayer, study, and service." It is an ecumenical church focusing on discipleship as the integration of two journeys, both of which are taken in community:

- an **inward** journey to grow in love of God, self and others; and
- an **outward** journey to help mend some part of creation.

Today, CotS in DC is a "scattered community" of 9 small faith communities, each independently incorporated with unique visions, missions and structures, but maintaining an "integrity of membership" with the parent church. Rather than having set programs or methods, this is an organic model for being Church. Instead of staff-led programs, its members discern a call to a particular area of service or program and join with other like-minded members to offer the service or program for as long as the call continues. Its members come together in small groups, "not drawn by their 'sameness' but deliberately organized around perceived differences--of race, economic class, gender, age, sexual orientation, political affiliation, etc.--and from that point of diversity vulnerably" open their lives, tell their stories, unmask "their shared addiction to a societal system that has kept them alienated" and work together to facilitate "healing and justice."

#### **Attendance and/or Membership Data:**

CotS in DC purposely stays small, with never more than 150 members, in belief that "size actually inhibits effectively [works] against a community of people being truly counter-cultural, having depth, breaking addictions to the culture, and truly witnessing to the gospel. . . Large numbers tend almost inevitably toward depersonalization and institutionalism, toward a lessening of commitment." Many more people worship at the church than actually belong as members.

#### **Growth:**

People come "primarily by word of mouth," plus "warmth and hospitality."

#### Membership Requirements:

All members must:

- Complete a class in their School of Christian Living
- Meet with a Sponsor/spiritual director, working on outward calling and personal growth
- Join one of the many mission groups as an intern member and begin to work with it as well as be accountable to the group for the inward disciplines: daily hour of prayer, planned bible study, proportional giving **beginning** with 10%, a yearly silent retreat, simple lifestyle, and agree to pursue deep community with that mission group.
- Write a Spiritual Autobiography and read to mission groups

All members must reconsider and recommit to their membership vows yearly

#### **Governance, Structure and Programs:**

CotS in DC is a community of contemplatives...focused on "being" before "doing." They originally thought that spiritual formation in small groups would help people move into mission, but they found that simply **never** happened. "Temperamentally, most people are either given to the inward journey but don't want to be bothered with the outward work, getting their hands dirty with the poor or they want to get out there with the poor and don't have time for the inward life—they're just going to get the world fixed."

As a result, the church replaced prayer groups, bible study groups, etc. with mission groups. Membership in CotS in DC is "based on a person being called to the inward life and the outward journey in the same group."

CotS in DC is "a scattered community" consisting of nine small churches and over 30 separate ministries:

- **Dayspring Church**

## Appendix R – List and Summaries of Churches Studied Online

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Worship: Sundays, 10:00 a.m. at 11301 Neelsville Church Road, Germantown, Maryland.

- **Eighth Day Faith Community**

<http://www.8th-day.org>

Worship: Sundays at 10:30 at the Potter's House, 1658 Columbia Road NW, Washington, DC

No paid staff; Balance sheet and 2012 budget posted on their Web site

- **Festival Church**

Worship: Mondays at 6 p.m. at the Festival Center, 1640 Columbia Rd. NW, Washington, DC

- **Friends of Jesus Church**

Worship: Thursdays, 5:30 - 7:15 p.m. at the Potter's House, 1658 Columbia Road NW, Washington, DC. A light supper is served.

- **Jubilee Church**

Worship: Wednesdays from 6:00 to 7:15 p.m. at the Potter's House, 1658 Columbia Road NW, Washington, DC. Following the service there is fellowship around dinner, free to all.

- **Lazarus Church**

Worship: Thursdays at 7:00 p.m. in the conference room of 1530 Fuller Street NW, Washington, DC. (Entrance is to the left of the main door.) Also, a Faith & Money Circle meets on Wednesdays at 1:00 p.m. at the Festival Center, 1640 Columbia Road NW.

- **New Community Church**

<http://www.newcommunitychurchdc.org/>

Worship: Sundays, 9:45 a.m., Sunday School for all ages, and 11:00 a.m., worship for all, at 614 S Street NW

- **Potter's House Church**

<http://www.pottershousedc.org/>

Largest of the small churches

Worship: Daily throughout the week at the Potter's House, as we meet Christ in one another and learn to glorify God in word and deed. Sabbath prayer and study on the second and fourth Saturdays at 9:00 a.m., 1658 Columbia Road NW, Washington, DC.

- **Seekers Church**

<http://www.seekerschurch.org/>

41 members

Worship: Worship (with Sunday School for children/youth) beginning at 9:30 a.m. at 276 Carroll St. NW, Washington, DC

## Appendix R – List and Summaries of Churches Studied Online

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### Mars Hill Bible Church, Grandview, Michigan

<http://marshill.org/>

**Attendance and/or Membership Data:**

No information available on Web site

**Worship Service Times and Information:**

Sunday morning services: 9am and 11am

Additional services on Sunday evenings and mid-week, including House Church gatherings

**Facilities:**

The church was basically given an empty mall and all their worship and other activities take place there.

**Financial:**

According to their Web site, Mars Hill allocates “heavily to ministry programming and outreach while keeping facility investments to a minimum and avoiding any kind of debt.” Their annual budget appears to run between \$2.5M and \$3M.

**Staffing:** Unclear from their Web site. The site provides bios for ten “teachers” who appear to be their pastors. No other staff info is given.

**Endowment Fund:** Unknown

**Benevolence & Outreach:**

Mars Hill focuses all of their outreach efforts on 4 main areas, believing they can make more of an impact and effect greater change by concentrating their time, money and energy. The 4 areas are:

- **Water:** They partner with 20 Liters, a national organization with international reach <http://20liters.org/>
- **Mentoring:** By partnering with Kids Hope USA, the Mars Hill Mentorship program seeks to connect every student at Burton Elementary (in the inner city of Grand Rapids) that desires a mentor with a caring adult in our community. Kids Hope is a national mentoring program run by International Aid that gives church members an opportunity to model the love of Christ by encouraging an at-risk elementary school child while helping him or her develop academic, social and emotional skills.
- **Refugees:** Hands-on volunteer teams work to meet the needs of specific refugee families in West Michigan as they acclimate to their new home country and become economically self-sufficient.
- **Micro-Finance:** Congregation donated money to fund micro-finance initiatives through Turame Community Finance for 5 years. Now they are partnering with Kiva.org so members can become micro-finance lenders themselves as part of the Mars Hill Lending Team.

They also provide links for members to volunteer with specific mission partners that meet the Mars Hill mission, and have set up their Web site so that people can sign up according to particular ministry areas or particular gifts and skills.

**Growth:**

Their growth strategy is word-of-mouth and meeting members’ physical, emotional, and spiritual needs.

Mars Hill uses a Covenant form of membership. People don’t become members; they enter into a covenant with each other and with God. Newcomers can covenant at any time, and people can re-covenant as well. The entire church focuses on this idea of Covenant during the month-long annual Covenant Season.