

# Greenfield

# Presbyterian

# Church



Greenfield  
Presbyterian  
Church

## Self-Study 2019

# *A time for reflection*

As part of Greenfield's transition to new leadership, a "self-study" is one of the first steps. It reflects who we are as a congregation and identifies our vision for ministry and the skills needed for our next pastor. After the Session accepted nominations, a self-study committee's members were approved, and began work in September 2019.

The committee started with information from a survey conducted in the summer to gather input from the congregation. Other research included the church's financial books, annual reports and the resources used in the most recent visioning process.

The report in the following pages provides a snapshot of Greenfield, in three parts: our church home, our neighbors and our future. Inside the back cover, you can find an outline of the skills, competencies and character Greenfield needs from its new leadership.

The committee thanks Rev. Neeta Nichols of the Presbytery of Detroit's Committee on Ministry for offering guidance and insight during the preparation of this report. Michael Cragg provided design work and Charlie Hunt shared his photographs.



*Faithfully in Christ,*

## **The Self-Study Committee**

From left: Lisa Wilson Dobie, Amy Butters, designer Michael Cragg, Laura Mitchum, John Harnois (photo credit: Charlie Hunt)

## **Questions?**

Contact any member of the Session, Deacons, Pastoral Transition Team or the Self-Study Team. There is also an email set up for the Pastoral Transition Team [PTT@greenfieldchurch.com](mailto:PTT@greenfieldchurch.com) to ask questions and share concerns.



# Table Of Contents

---



---

## Where We Began

A look back at the “little white church” and our path to today



---

## Who We Are

A study of Greenfielders, their strengths and priorities



---

## What We Do

Worship, teach, serve, welcome: Greenfield has much to offer



---

## Our Neighbors

What Greenfield's surrounding community looks like



---

## Our Future

Welcoming, vision and mission statements provide guidance



---

## Who Will Lead Us

What characteristics do Greenfielders want in the church's future leadership?

# Our Home

## Where It All Began

Susan Gavin, who owned a knit shop on 12 Mile Road in Berkley, was teaching Vacation Bible School in the 1940s, about the same time that the Detroit Presbytery recognized Berkley as a promising mission field.

These were the seeds that eventually grew into Greenfield Presbyterian Church.

The Presbytery invited people to Sunday services at Angell School. Charles Leber, a student at Princeton Theological Seminary, staffed the mission. Then Rev. Charles Bates was called. An ordained minister, he first served two Missions, in Royal Oak and Berkley. But after Rev. Bates called on people door to door, Berkley's mission grew, so he focused his energy there.

On Feb. 13, 1949, Greenfield Presbyterian became an organized church with 79 charter members. In May 1949 they moved into a little white church at Catalpa and Greenfield Road, purchased with a \$15,000 loan from the Presbytery.

On Oct. 1, 1954, the cornerstone of the present structure was laid and the little white church became the Parish Hall and Sunday school. Worship services were held in the basement until May 4, 1958, when the present sanctuary was ready.

After Rev. Bates retired in 1961, Rev. Donald Flowers was pastor until August 1969. During Rev. Flowers' tenure, the church reached 340 members and over 300 in Sunday school. More Sunday school rooms were built, plus a new office in a new area of the basement. There were also plans for a new sanctuary above the new Sunday School.

In the 1970s and 1980s, there were three pastors:

Rev. Robert Sawyer  
Feb. 8, 1970 to Dec. 31, 1973

Rev. Margaret Scabich  
August 29, 1974 to April 15, 1979

Rev. Robert Barnes  
June of 1981 to June 30, 1988

After years of declining attendance and aging members, the congregation decided to sell some of its land and use those proceeds to supplement its pledged income. In 1991 the congregation called its sixth pastor, Rev. Peter Moore.

In the years Rev. Moore has been the pastor, Greenfield has grown into a loving, vibrant and faithful church, as presented in the following pages.



*The sanctuary in 1978, before the stained-glass window was added during Rev. Barnes' term*



The newly chartered Greenfield Presbyterian moved into this church at Catalpa and Greenfield Road in 1949.



Greenfield's charter members, pictured in 1994

### **What do we call ourselves?**

People who “join” the church are called “members.” But Greenfield is made up of a variety of people: members, non-members, active visitors, inactive members, etc. The Self-Study committee did not want to bog down the report with impersonal or technical terms such as participants or congregants. The best word, of course, is simple: Greenfielders. So the committee stuck with that.



# Cheerful Giving



## Whose birthday is it anyway?

At most churches the Christmas Eve offering is used to balance the budget or fund an internal program. Greenfield was no different until the Mission Committee initiated “Whose Birthday is it Anyway?” in 2012. The committee wanted a Christmas Eve campaign that would provide a tangible way to celebrate Christ’s birth. Each Christmas season since then a mission has been chosen to give all non-pledge offerings on Christmas Eve to the specific mission. These missions are both local and abroad. Local missions selected consist of the Sanctum House, Howell Nature Center, Cass Community Social Services and Alternatives for Girls. Globally, the congregation partnered with Church World Service and their Water for Life and Nutrition Kits programs. In 2018, the collection was sent to the Humanitas Charity to help with their Rohingya refugees in Bangladesh. With these special offerings, Greenfield has been able to send over \$45,000 to these missions.



*The multipurpose room was added on the north side.*



*The elevator made Greenfield more accessible.*

## 2007 Building to Serve

Since 2007 Greenfield has conducted four multi-year capital campaigns. These campaigns are in addition to the annual stewardship campaigns.

The first campaign was named Building to Serve and covered the years 2007 - 2009. This campaign helped the church become more accessible. The plans included adding on to the second level so offices could be moved and an elevator added. Also a new multipurpose room and an accessible restroom was added to the second floor. The total for the project was \$677,000. Through the generosity of the congregation the pledged amount received was \$496,085 from 143 pledging units. A loan from Presbyterian Investment & Loan Program (PILP) in the amount of \$250,000 was taken and paid back in 1.5 years.



A renovated lower level was the highlight of the most recent fund drive.



The 2014 campaign had a travel theme. Money was raised, in part, for a new electronic sign on Greenfield Road (top).

**\$1,385,000**

Total raised through campaign drives in the last 12 years

## 2010 Finishing the Race

The second campaign was called Finishing the Race. This debt reduction campaign covered the years of 2010-2012. The amount pledged was \$169,623 from 74 pledging units. When this campaign was completed, there was a small surplus that allowed the church to celebrate the success with the congregation.

## 2014 Postcards from the Kingdom

The third campaign, Postcards from the Kingdom, went from 2014-2016. Multiple projects were taken on in this campaign. Video screens were added to the sanctuary to complement the worship service. The main entrance was overhauled to make the building more welcoming. The roof and one of the parking lots were replaced. A more visible, modern electronic sign was installed. A unique aspect to this campaign was renting an apartment for a refugee family. The amount pledged was \$231,000 from 102 pledging units.

## 2018 Our Home/Our Future

The current campaign, Our Home/Our Future, began in 2018 and will conclude at the end of 2020. This time the focus was on the lower level of the church. Restrooms were moved and updated, the nursery was moved and made more friendly for guests. The main area of fellowship hall was completely redone with new lighting, flooring and ceiling. The kitchen was updated and plumbing issues rectified. This campaign also includes funds for the pastoral transition process. The project was budgeted for \$477,000. There were 118 pledging units totaling \$437,000. A line of credit was taken with PILP for \$450,000. Due to the current financial strength only one draw was requested earlier in 2019 for \$150,000. As of October 31 the loan balance was \$20,000.

# Our Strengths

In early 2019, the Session formed the Pastoral Research Team (PRT) to study how Presbyterian churches adapt to changes in leadership and the most optimal processes to keep congregations strong. After careful study and planning, the PRT submitted a proposal to Session in May and the plan was adopted by the Session and approved by the Presbytery of Detroit's Committee on Ministry (COM). This proposal incorporates the assistance required by the Presbytery of Detroit, with a transitional pathway allowing for potential ministerial overlap. The purpose of the proposed plan is to maintain the congregation's momentum through the pastoral change.

The Session moved to create the Pastoral Transition Team (PTT) to develop an organizational framework for completing tasks and engaging membership throughout the change in leadership. The PTT has designed several committees. These groups are: Pastoral Nominating Committee, Congregational Communications and Resources, Policies and Procedures, Events, Staff and Stakeholder Planning and the Self-Study Team. The Self-Study Team began meeting in September 2019, and this report is the result of those meetings. The next will be for the congregation

to elect the Pastoral Nominating committee. As part of the transition process, Greenfield Presbyterian Church sought assistance from Holy Cow Consulting ([www.holy-cowconsulting.com](http://www.holy-cowconsulting.com)) and completed the Holy Cow Congregational Assessment Tool (CAT) survey in June 2019. Utilizing the CAT, the consulting firm has gathered the largest set of church survey data in the United States. GPC congregational participation in the survey was very high. The number of respondents exceeded the average number of Sunday morning worshippers.

The CAT results indicated that 81% of GPC respondents clearly agree that they are satisfied with how things are at church. According to Holy Cow, this satisfaction rate is better than that found in most mainline churches in the United States.

## Key Findings

Respondents indicated that they feel leadership in the church is representative of the membership and that leaders are genuinely concerned about the congregation. They also rated the friendly atmosphere as a main driver of satisfaction and outscored 97% of all other churches Holy Cow has surveyed.

The survey also stated that the overall energy level, a measure of the breadth and depth of service, at GPC outscored over 90% of the national congregational respondents the consulting firm has surveyed. This indicates that people are clear about their contribution to the church and are energized by its capacity to draw out the best in them; recognizing and developing their gifts. The congregation is very flexible; willing to make adjustments

*Continued on pg. 10 →*

**Robin Strain, Senior Consultant, from Holy Cow Consulting, considered our results excellent and extraordinary.**





## High Ratings

In the CAT survey, Greenfield surpassed national ratings in every category, and the congregation's responses were exceptionally high in every area. These numbers represent the percentage of Greenfielders who answered: "Tend to Agree", "Agree" or "Strongly Agree" with the sample statement from each index.

### Hospitality

98.6%

*Our church welcomes and is enriched by persons from many different walks of life*

### Spiritual Vitality

92.9%

*I experience the presence of God in my life*

### Governance

95%

*Persons who serve as leaders in our church are representative of membership*

### Morale

88.8%

*The whole spirit of our congregation makes people want to get involved as much as possible*

### Readiness for Ministry

92.8%

*Our church does a good job helping each member understand that he or she is called to ministry*

### Worship and Music

95.2%

*The worship services at our church are exceptional in both quality and spiritual content.*

### Educational Engagement

96%

*Our church provides opportunities for education and formation in a variety of ways so I can find one that fits my complex lifestyle*

### Conflict Management

95.7%

*Among most of our members there is a healthy tolerance of differing opinions and beliefs*

*Continued from pg 8.*

to attain goals and meet needs. While other mainline Protestant churches data suggest a decline in morale, Greenfield Presbyterian Church measures are statistically high. This degree of flexibility provides freedom to suggest new ideas and to try new things.

### **Success indicators**

Why does Greenfield enjoy this High Energy/High Satisfaction level of success, compared with other churches? Church leaders have speculated that our church is “small enough where a person can’t hide from involvement”, that our church has “lay leadership opportunities that activate the congregation in important roles, including preaching”, and “the people are aligned with the leadership”. Maintaining high energy and satisfaction is not an easy task. The consultant stated that Greenfielders can only maintain this ground with growth and momentum. Areas of possibility include: church membership growth, church mentoring, etc. Robin Strain added that there is a great need in other churches within the Presbytery of Detroit to increase satisfaction and energy. She added that our congregation is “limited only by imagination and the capacity to take risks”.

While Greenfield offers many experiences for engagement, worship is the one experience that every member shares. The congregation has two very different modes of worship to choose from: the 9:00 a.m. “Praisemakers”

service and the more traditional 11:00 a.m. service. Both services provide a variety of seasonal experiences, liturgy and music.

Research suggests that a positive worship experience is a primary factor in the morale of any church. Over 90% of GPC respondents of the survey rated the worship services exceptional in quality and in content. The survey also showed that the church is considerably flexible with changes of music and worship styles. For example, 84% of the congregation agreed with the statement, “We are willing to adapt our worship to the needs and circumstances of the people we want to reach in our local community”. The consultant stated that this was also exceptional and was a predictable indicator of church growth.

Seventy-one percent (71%) of Greenfielders strongly agree that church activities outside of worship are very meaningful. It is also another area where the congregation can highlight skills and resources that relate to the vision. As the survey indicated, Greenfielders have a high level of education. Participants at GPC expect that the organization will be highly functional, and being involved will be a positive experience.

### **Progressive theology**

Greenfield’s progressive theology and social advocacy are consistent with the ideals of the Presbyterian Church (USA). A willingness to question tradition, celebrate diversity, emphasize social justice, care for the poor and the oppressed,

and commit to environmental stewardship of the Earth are part of the church’s ongoing mission and culture. GPC recognizes the Bible as the authoritative word of God without being biblical literalists. Compassionate and informed, Greenfielders serve in ways consistent with these values. The CAT survey recognized Greenfield’s progressive identity and noted an unusually high desire for an increased energy output from the congregation. Our consultant expressed that Greenfield “is unique in its capacity to *do church*”.

“Critical success factors” are sometimes identified in the CAT survey as areas a church needs to work on prior to hiring a new minister. These areas usually involve conflict within the congregation or other forms of dysfunction. The CAT survey did not identify any critical success factors at Greenfield. This means GPC can turn its attention fully to hiring a new leader and strategic options such as: membership growth, expansion of programs, replication in other locations (including mentoring of other leaders), or increased community impact.



Overall priorities for additional energy and impact were identified in the survey. The three age groups, when separated, had very cohesive priorities. When ages are combined, the order of priorities are:

1. Make necessary changes to attract families with children and youth to the church.
2. Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
3. Develop ministries that work toward healing those broken by life circumstances.
4. Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc.)
5. Strengthen the process by which members are called and equipped for ministry and leadership.
6. Provide more opportunities for Christian education and spiritual formation at every age and stage of life.
7. Work as an advocate for social and institutional change, so that society might better reflect the Kingdom of God.

The majority of these priorities are selected by most congregations seeking new leadership. However, the fourth priority, “Creating more opportunities to form meaningful relationships...” and the seventh, “Work as an advocate for social and institutional change, so that society might better reflect the Kingdom of God”, rated higher on the survey at Greenfield compared to other congregations. These priority areas need additional clarification from the congregation to ensure meaningful forward motion.

In light of these findings, people are content and energetic, but could become complacent in the process of hiring new leadership. The survey results suggest that the congregation consider the following: to live experimentally, normalize failure as part of growing, increase external impact, take risks, think big, live outside of the box, and accept that the church’s efforts during the process of finding new leadership will not be recognized until the transition is complete.

Positive characteristics of adaptability, flexibility, low conflict, high energy and high satisfaction are highlighted throughout the survey. Greenfield has demonstrated the discernment,

leadership, innovation, commitment, skills and follow-through to synthesize the dreams of the congregation into meaningful outcomes. These tangible results of major activities and projects continue to energize the congregation. Healthy and strong after more than 70 years, Greenfield Presbyterian Church is faithful, vibrant and spirited; it stands equipped to serve the community.

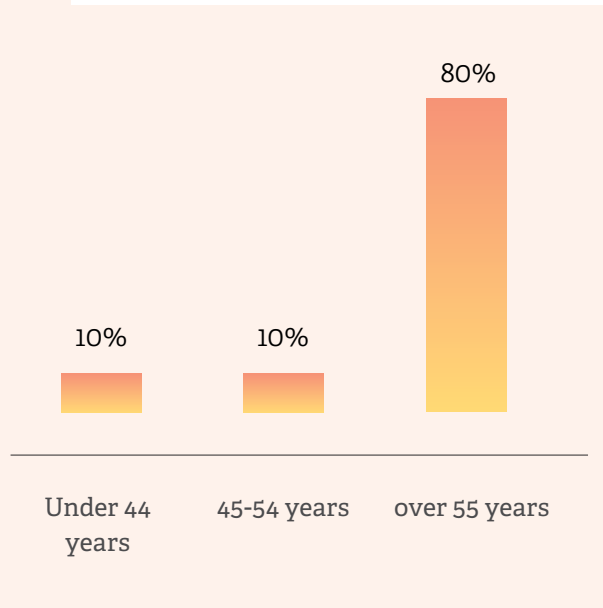


Healthy and strong after more than 70 years, Greenfield Presbyterian Church is faithful, vibrant and spirited; it stands equipped to serve the community.



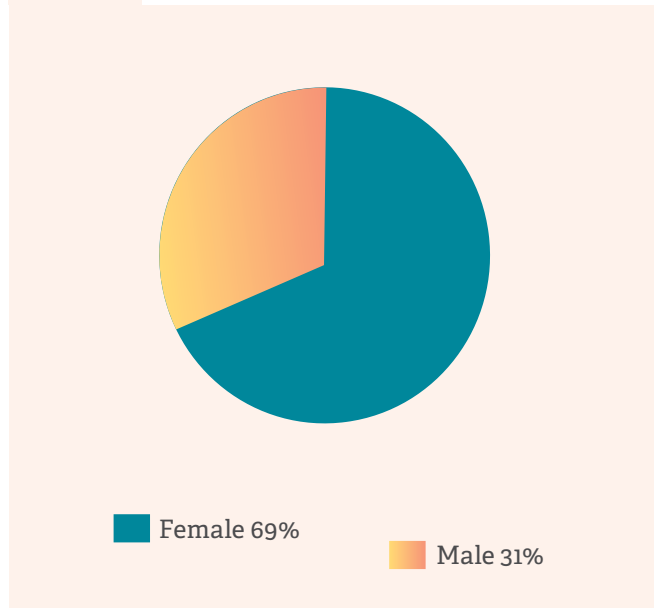
# Who We Are

## Age



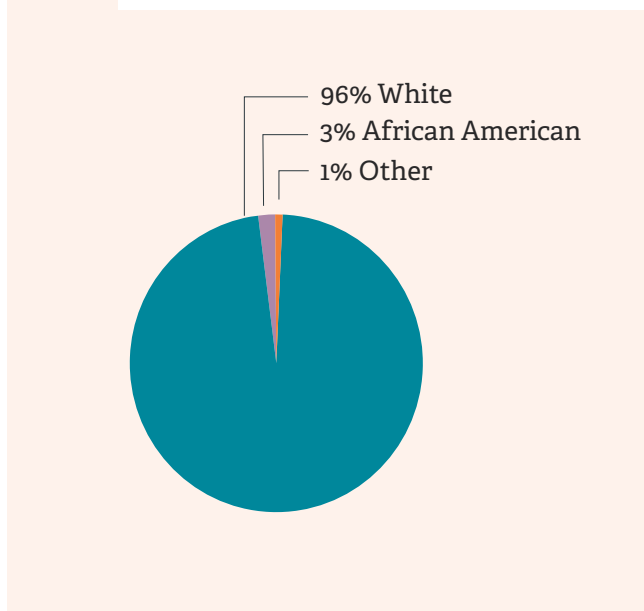
Source: Greenfield Presbyterian Church

## Gender



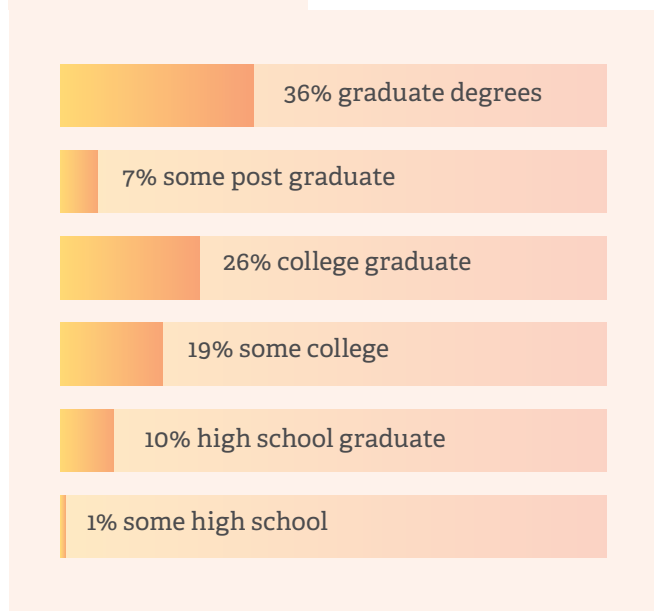
Source: Greenfield Presbyterian Church

## Race



Source: Holy Cow Congregational Assessment Tool

## Level of Education



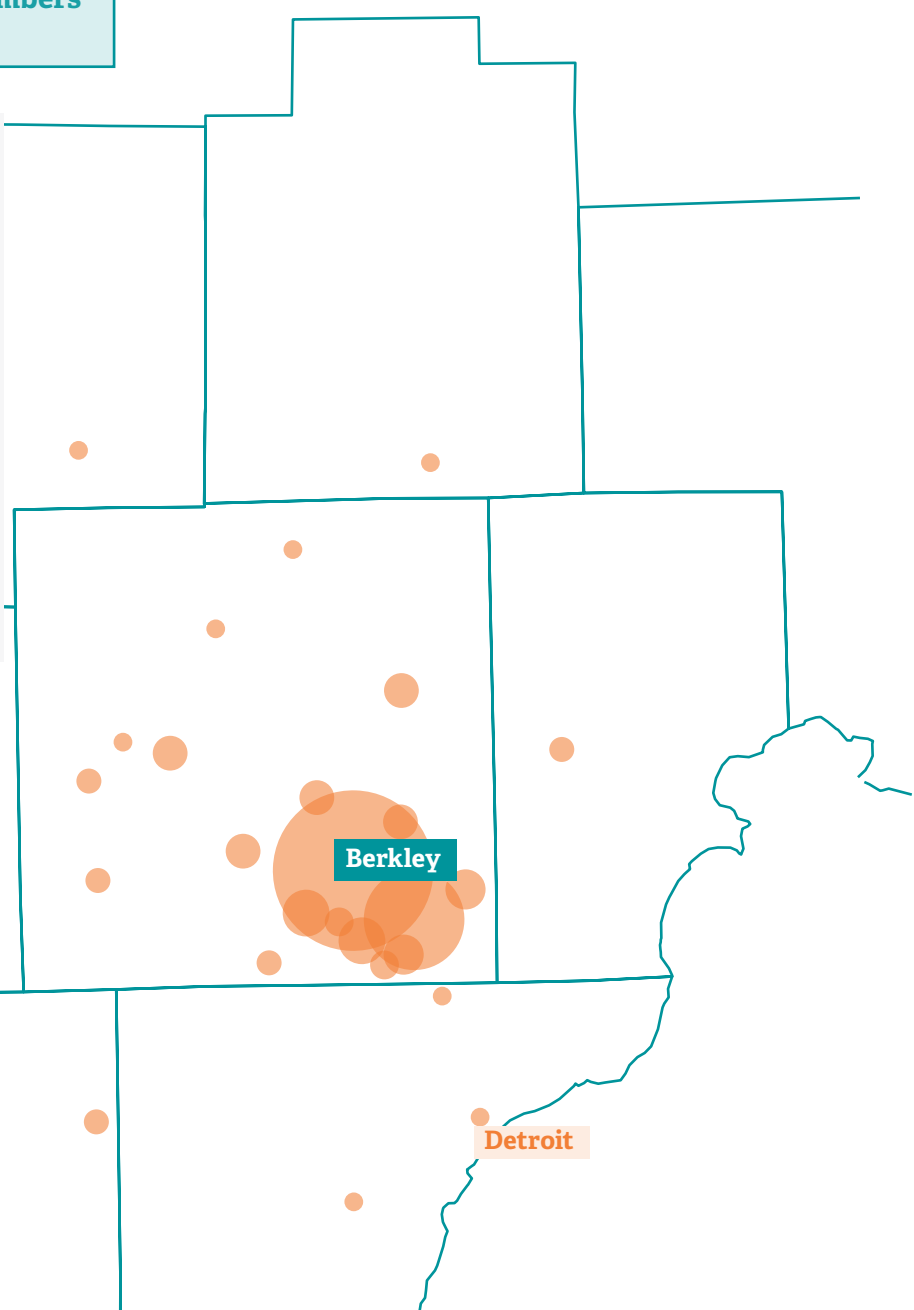
Source: Holy Cow Congregational Assessment Tool

## Where we Live

**232**

**Current Total Members**

**Membership has remained consistent over the last 10 years.** At the end of 2008 there were 282 members on the rolls. During 2009 the Session reviewed the rolls and voted to remove a number of members that were inactive for more than five years. This reduced the member count to 225 at the end of 2009. Since then there have been minor fluctuations and at the end of 2018 there were 232 members. This represents a 3% increase in membership during this period.



43% of the congregation lives 1-4 miles from the church, and 43% live 5-15 miles away.

Source: Greenfield Presbyterian Church

# Financial Transparency

Greenfield is in a strong financial position. Currently there is a loan with the Presbytery Investment and Loan Program (PILP) for the recent construction project. This loan will be paid off in early 2020. Once the loan is paid, Greenfield will be debt-free. The church has one endowment where the principal hasn't grown, but interest has been used from time to time to start new ministries. The current intergenerational WHIRL program was started from these funds.

With the current capital campaign, total assets have decreased on the balance sheet by \$121,000 from the end of 2018. The bulk of the expense for the project came earlier in 2019. It is expected

that once the loan is paid off, the weekly capital fund receipts will begin paying back the start-up funds the church loaned itself and total assets will increase.

Each year the finance committee presents a balanced operating budget to the Session for approval. The operating budget is created from funds pledged during the stewardship campaign, as well as other income sources (per capita, dividends and interest, rent and loose offerings). Every year starting in May, the finance committee begins planning the stewardship campaign and its theme. Once the theme is chosen, the campaign takes on a life of its own. Many people are involved with

decorating, preparing for the event on Commitment Sunday, taking pictures and creating videos. Themes over the years included: Our Home / Our Future, Postcards from the Kingdom, Welcome to the Table, GPC at the Movies and others. These themes engage the congregation in not only thinking about stewardship, but also reflecting on their spiritual gifts.

Monthly financial reports track the income and expenses as well as year-to-date compared to the straight-line budget. Over the last 10 years the average gift is \$2,133 and the average pledging units is 114. The church has been fortunate to close each year since 2009 with an operating surplus. The average

## Income/Expense Comparison

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Pledged Amount	\$183,096	\$195,726	\$205,999	\$208,512	\$241,488	\$255,317	\$274,038	\$291,202	\$299,057	\$283,340	\$261,180
# of Pledges	99	96	102	107	113	118	120	134	129	123	117
Budgeted Income*	\$237,020	\$234,200	\$244,250	\$252,200	\$270,000	\$280,951	\$289,218	\$302,300	\$310,200	\$297,015	\$293,305
Budgeted Expenses	\$237,020	\$234,200	\$244,250	\$252,200	\$270,000	\$280,951	\$289,218	\$302,300	\$310,200	\$297,015	\$293,305
Surplus/(Deficit)	\$125.14	\$15,233.32	\$10,037.56	\$11,423.25	\$752.12	\$7,641.28	\$9,261.95	\$25,352.96	\$13,921.85	\$17,837.31	-
Avg. Gift	\$1,849.45	\$2,038.81	\$2,019.60	\$1,948.71	\$2,137.06	\$2,163.70	\$2,283.65	\$2,173.15	\$2,318.27	\$2,303.58	\$2,232.31

\*includes per capita, loose offerings, dividends&interest, rental income and misc income



of this surplus is \$11,167 per year. The church's departments continue to be good financial stewards in managing their budgets and have positively impacted the annual surplus. Over the years, the surplus has been used to bring negative funds on the balance sheet back to \$0, staff gifts, fund projects that can't be added to the operating budget right away. For example, the elevator maintenance agreement started this way, as well as supplementing the STAGE Youth Ministry commitment. As of Oct. 31, 2019, the surplus stands at \$7,039.36.

It takes more than pledges to make a church financially healthy. Greenfield has been good at nominating and nurturing strong and dedicated leaders. The use of a talent survey sheet allowed leaders to match people with opportunities to serve, based on their individual gifts. This practice has been instrumental in the engagement of members. The Building & Grounds Committee makes sure the building is safe and well maintained with assistance from Weekend and Weekday Alternative for Misdemeanants (WWAM). The church is very busy with many activities. The staff effectively manages the church calendar and communicates to ensure things run smoothly.



### **Mission in motion**

Greenfield Presbyterian Church has owned a bus for over 15 years. It is used for mission outreach, serving as the primary source of transportation for the homeless in Oakland County as they move each day from night shelters to the Welcome Inn Day Center. The bus transports approximately 265 homeless people to showers and laundry facilities.

GPC's bus is a critical part of the Welcome Inn Day Center program and the program would not be able to function without the transport service the GPC bus provides. It also is used to bring homeless people to the South Oakland Shelter program at Greenfield and at Cana Lutheran during the week-long stay at each facility. When the bus is not being used for mission outreach, it provides transportation for the STAGE youth ministry and the JOY (Just Older Youth) senior fellowship. It also makes an annual appearance in the Berkley Holiday Nights parade.



We offer a range of experiences to glorify God, through contemporary and traditional services. With themes inspired by the church calendar, we choose complementing choral and instrumental music and decorations. Greenfielders of all ages share their talents, in front of and behind the scenes. We celebrate all seasons of Greenfielders' lives and partner with other churches to reach a wider community.



Lay Preachers  
 Communion  
 Servers/Preparers  
 Sound Technicians  
 Decorating  
 Liturgical Ideas  
 Seasonal Themes  
 Art Floral  
 Decorating Youth  
 Choir Bell Choir  
 Traditional Choir  
 Children's programs  
 Contemporary  
 Praise Team Men's  
 Chorus Palm  
 Sunday Cantata  
 Choir Brass Music  
 Youth-led Sunday  
 Instrumentalists  
 Summer Worship  
 Sermon Series  
 Stewardship  
 Ash Wednesday  
 Maundy Thursday  
 Good Friday Blue  
 Christmas Baptisms  
 Weddings Funerals  
 Confirmations  
 Graduations



# WORSHIP







Adult Bible Study  
 G3 Family Ministry  
 Messy Church  
 Intergenerational  
 WHIRL JOY (Just  
 Older Youth) Sunday  
 School Vacation  
 Bible School STAGE  
 youth group High  
 School Mission  
 Trip Middle School  
 Summer Service  
 Lenten Retention  
 Men's Breakfasts and  
 Retreats Reel to Real  
 Movie Group New  
 Nursery Advent craft  
 nights Guest speaker  
 and potlucks: Fern  
 Care, Michigan State  
 Police, Matrix Off  
 The Streets, Freedom  
 House Women's  
 Retreats and Book  
 Clubs Yoga Classes  
 Health Workshops  
 Caregiver Support



We share the Gospel through a variety of curriculum and leadership. We see this as an extension of worship. Collaborating with other churches makes it possible to support our high/middle school programming. Greenfielders of all ages have many opportunities to learn about topics such as faith, health and global issues.



# TEACH





We embody the hands and feet of Jesus in a variety of ways. By partnering with other congregations and social service groups we can accomplish more. We give our financial resources, time and talents to causes both local and global.

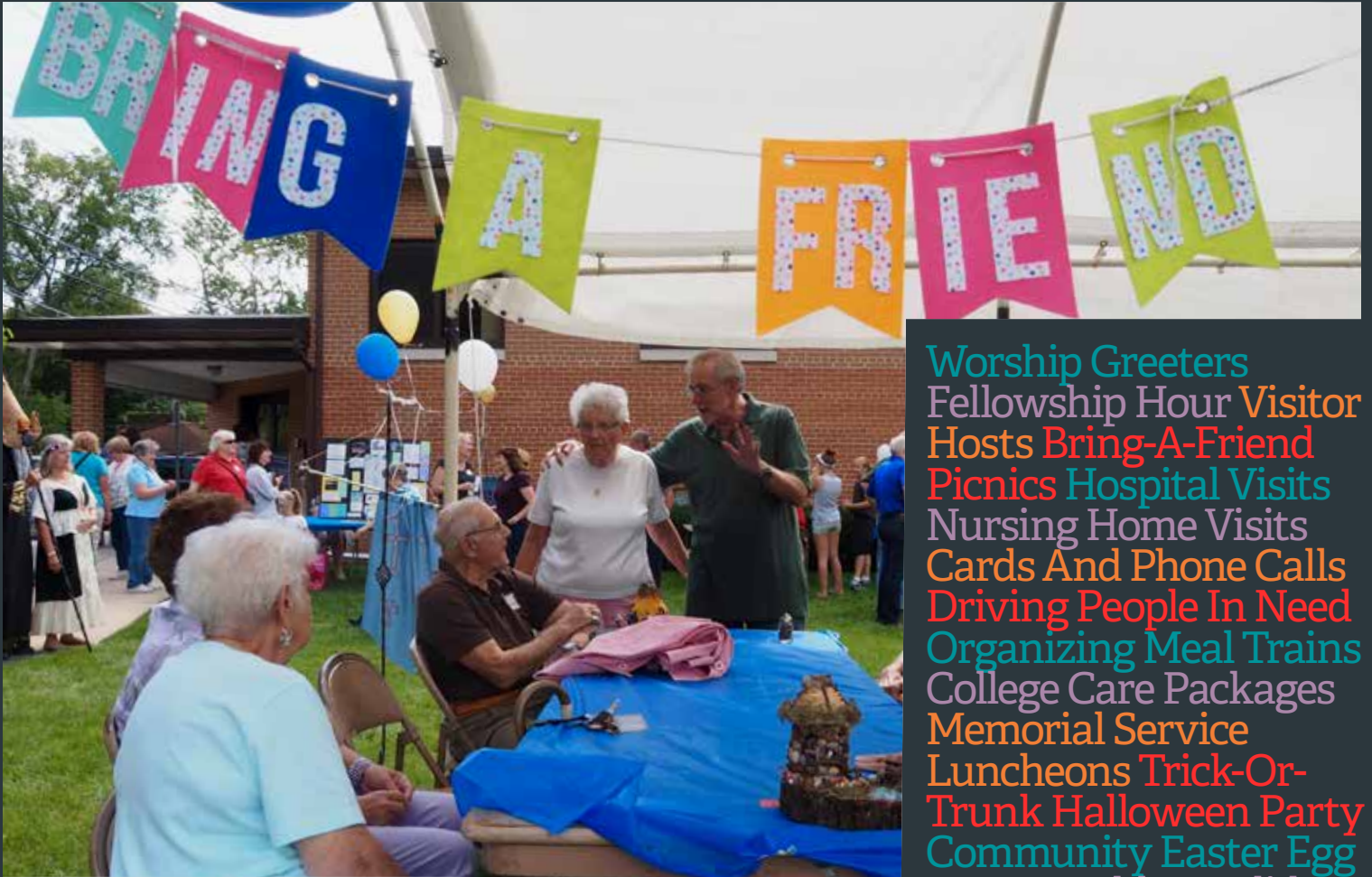


Bus for Mission Needs South Oakland Shelter Thanksgiving Food Pounding Christmas Giving Tree Christmas Mission Fair Well in Kenya Cass Community Social Services Howell Nature Center Alternatives for Girls Sanctum House Humanitas PCUSA Missions Presbytery Disaster Assistance Rise Against Hunger Crossroads Soup Kitchen Welcome Inn Day Shelter Rebuilding Oakland Together CROP Walk Zambia missionaries Clean Sweep seasonal yardwork Bright Ideas home services Befriender Training NOAH Project Bowls of Hope South Sudan Missionaries





# WELCOME



Worship Greeters  
 Fellowship Hour  
 Visitor Hosts  
 Bring-A-Friend Picnics  
 Hospital Visits  
 Nursing Home Visits  
 Cards And Phone Calls  
 Driving People In Need  
 Organizing Meal Trains  
 College Care Packages  
 Memorial Service  
 Luncheons  
 Trick-Or-Trunk Halloween Party  
 Community Easter Egg Hunts  
 Berkley Holiday Lights Parade  
 Women's Book Club  
 Shrove Tuesday Dinners  
 Valentine Dinners  
 Christmas Elegance Dinners  
 Potlucks  
 "Guess Who's Coming To Dinner"  
 Gluten-Free Food Elevator  
 And Restrooms For Accessibility  
 Amplifiers For Hearing-Impaired  
 Prayer Shawls

We create a home by making sure we have Greenfielders in place to welcome visitors. We create special events and experiences that appeal to and accommodate a variety of people. We take care of one another and create meaningful relationships. We go into the community in order to welcome people in. And of course, we share lots of meals.



# Reflection And Planning

Greenfield Presbyterian Church has a culture of making dreams and visions into reality. Through visioning, the congregation goes into a time of discernment to develop challenging, yet achievable goals. Although not every goal is realized, ongoing progress toward the vision is recorded and monitored, which maintains the congregation's trust of the leadership to continue the momentum for each project.

Most recently, Greenfield Presbyterian Church Visioning Team was created by the Session in early 2015 and was charged to develop a Five Year Plan. The Session asked the Visioning Team to submit a vision statement, define the community, conduct

a demographic study, process a needs analysis, and submit a report with actions, programs and initiatives by the end of 2015.

In order to gain input for the planning process, the Visioning Team engaged public policy graduate students from the University of Michigan to provide in-depth demographic details, operationalizing a study to obtain psychographic data, conduct neighborhood analysis, design a "cottage meeting" format for input, examine geographical mapping, study the activities of other churches, and more. The Visioning Team also identified local needs and resources by interviewing community leaders; including three mayors, two superintendents,

numerous businesses, and community agency representatives.

This resulted in over 2,000 data points from the congregational conversations and meetings, demographic analysis, and the community leadership meetings. The Visioning Team's report describes where the church's strengths intersect with the community needs. The structured outline of six major themes and action tasks will focus the congregation through 2020 and beyond. These themes and results are included below.

## Themes from the Five Year Plan



### 1. Expand Hands-On Mission

- Minister to children: Interviews with school officials finding ways to help local children
- Minister to seniors: JOY (Just Older Youth) activities & "Bright Ideas" outreach



### 2. Be a Caring Community

- Foster nurturing fellowship: Prayer Shawl Group & renewal of local mission service



### 3. Minister to and Serve Families

- Minister to families: "WHIRL" mid-week family worship experience



## Women and LGBTQ Leadership and Advocacy

*Greenfield welcomes diversity within the congregation, and seeks it out for leadership responsibilities.*

Since the inception of Greenfield, women have held important leadership roles. These roles include clerk of session, elder, deacon, committee chairperson, etc. In the last couple of decades, members of the LGBTQ community have become some of the church's most dedicated leaders. GPC is not simply a place where women and minorities are welcome, it is a place where they lead. Greenfield's Nominating Committee recognizes that growth and strength come from welcoming diverse voices in leadership.

During the late 1990s and early 2000s, Greenfielders took a leadership role in the Michigan chapter of That All May Freely Serve. In 2003-04, Greenfield sent an overture to the Detroit Presbytery and ultimately to the

PCUSA's General Assembly (GA) in Richmond, Va. The purpose of the motion was to change the authoritative interpretation in the Book of Order which barred the service of LGBTQ teaching elders. The final version of the motion, as adapted with other presbyteries, was defeated by four votes in Richmond. The Book of Order's authoritative interpretation, which barred the service of LGBTQ teaching elders, was finally removed at the 2011 GA. The congregation also celebrated the Book of Order changes at the 2014 GA in Detroit that allowed ministers to marry people of any sexual orientation.



*Ordination and Installation of Deacons and Elders*



### 4. Manage Pastoral Transition

- Funding transitional expenses
- Developing Pastoral Transition Team and Sub committees



### 5. Communication

- Email congregation weekly with alerts for events
- Renew actions on social media platforms



### 6. Our Building

- Raised capital funds
- Modernized facility

# Our Neighbors

Identifying demographic trends is a way of becoming aware of the local community that Greenfield Presbyterian Church serves. Through the visioning process in 2015, the Session tasked the Visioning Team to order a customized survey of the immediate neighborhood.

The ExecutiveInsite Report, which pulls data from the US Census Bureau, Synergos Technologies Inc., Experian, and Decision-Insite/MissionInsite provided custom geographical data within the congregational boundaries as illustrated in the map.



**Fourth-safest city in Michigan**

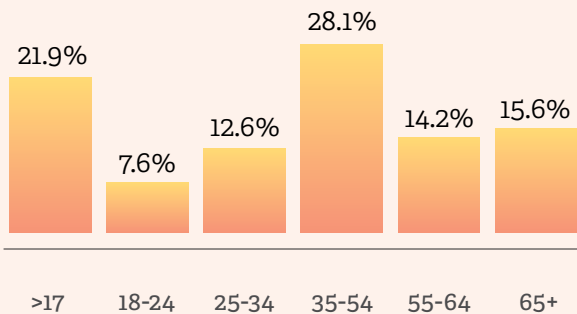


**Third-best place to buy a house in Michigan**

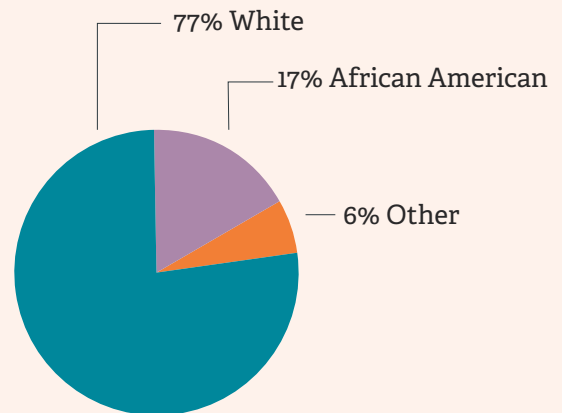


**Sixth-best place in Michigan to raise a family**

**Age**

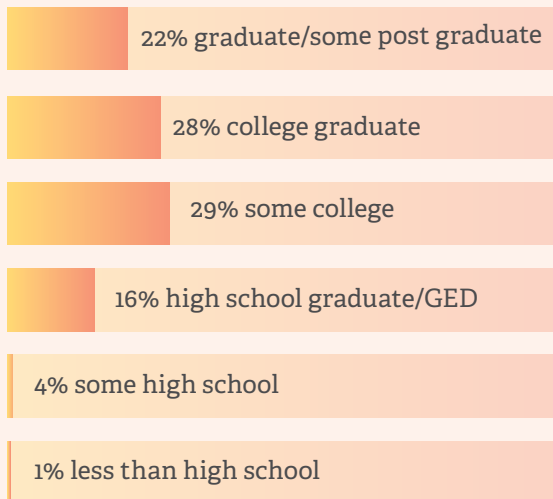


**Race**





### Level of Education



Greenfield's neighborhood area includes parts of the following cities:

- Berkley
- Oak Park
- Royal Oak
- Southfield
- Lathrup Village
- Huntington Woods

Sources: "ExecutiveInsite Report"  
 "Berkley by the Numbers, 2017"

# Community Trends

The average age in Greenfield Presbyterian Church's geographic area has been rising for several years at the same rate as Michigan. It is a trend that is expected to continue. The number of children 17 years of age and younger are increasing by 4.5 %, with the main increase occurring in the 5-9 age group. Overall, there is evidence of a small resurgence of population growth of children. The number of adults 55 years of age and older are increasing as well, and this is a trend that is expected to continue.

Average household income and per capita income indicate the



*Greenfielders contribute back to the community with the annual CROP Walk.*





*Greenfield invites the surrounding community to an annual picnic*

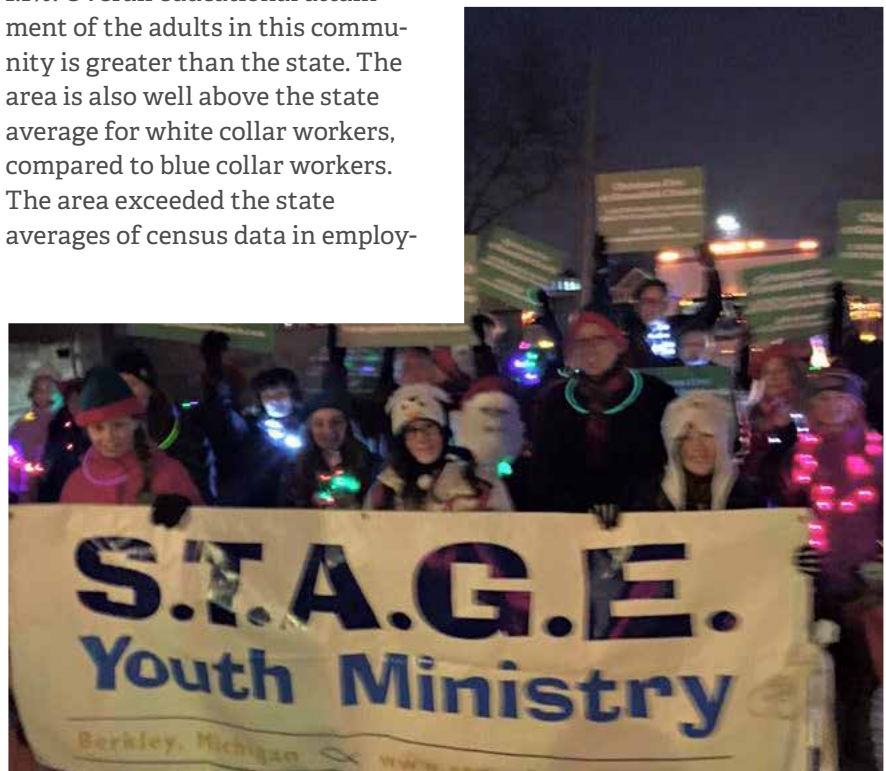
level of financial resources within a community. In the GPC study area, the estimated current year average household income is \$80,924. Adjusted for cost of living, the average household income is projected to decline by 0.6% to \$81,435. The estimated per capita income, a measure of the average income of all persons within a household (including children) is calculated by dividing the household income by the population for the year is \$35,948. The congregation's geographical area's per capita income is projected to decline by 0.7% to \$36,200, adjusted

for cost of living. The number of families with annual incomes above \$100,000 is projected to grow slightly over the next five years. In 2015, it was estimated that 30.0% of all family incomes exceeded \$100,000 per year. In 2020 that number is projected to be 30.4%. The 2015 estimate of marital status reveals a community of adults less likely to be married than the state average. The percentage of single, never married in the study area is higher than the state average for adults 15 years and older. Divorce is more prevalent in the area than the statewide average.

The educational attainment level of adults has been rising over the past few years. It is projected to rise slightly over the next five years by 1.1%. Overall educational attainment of the adults in this community is greater than the state. The area is also well above the state average for white collar workers, compared to blue collar workers. The area exceeded the state averages of census data in employ-

ment areas of managerial executives and professional specialties. According to the charitable contributions listed in 2014, it is estimated that households in the area are well above the state average in their contributions to charities. In a recent survey, which is part of the ExecutiveInsite report, the top preferences for religious program or ministry in this geographic area include:

1. Traditional worship services
2. Christian education for children
3. Opportunities for volunteering in the community and
4. Bible/scripture study/prayer groups.



*Greenfielders take part in Berkley's Holiday Lights Parade.*

# Our Future

## Expressing Our Call

Determining Greenfield's calling is the result of discernment on the history, ongoing legacy and actions of the congregation. This Call is captured and clarified in specific statements, actions and plans. The Welcoming Statement was adopted many years ago and is listed in the worship bulletin for every service. This statement reflects the church's value of belonging for all people who experience Greenfield in any way. It was reviewed and re-approved during the visioning process in 2015. During that process, a Visioning Statement was developed to provide clarity of the congregational identity and direction for ministry.

As the Self-Study Team worked on this report, a concise mission statement was created and approved by the Session in November 2019. The mission provides a picture of the vision. It is illustrated with the cross at the center. The building surrounding it represents a spiritual home. Green fields leading to the building represent the diverse individual journeys converging at church. The mission, "Creating a Caring Community" is clearly stated along with the organization's initials. This mission graphic may be utilized in many ways to identify the Greenfield Presbyterian Church.



## Welcoming Statement

**In the name of Jesus Christ, our Lord, we welcome you to our gathering.** It is the goal of Greenfield Presbyterian Church to sincerely open our doors and our hearts to everyone. We welcome the diversity and affirm the dignity of all people. We affirm everyone, regardless of race, ethnicity, economic status, sexual orientation, physical disability, or religious beliefs. We welcome those who are struggling to recover from all types of addictions. We celebrate and are strengthened as a Church community by this diversity. We believe we are all God's children, and we have much to learn from worshipping and interacting together.

## Mission Statement

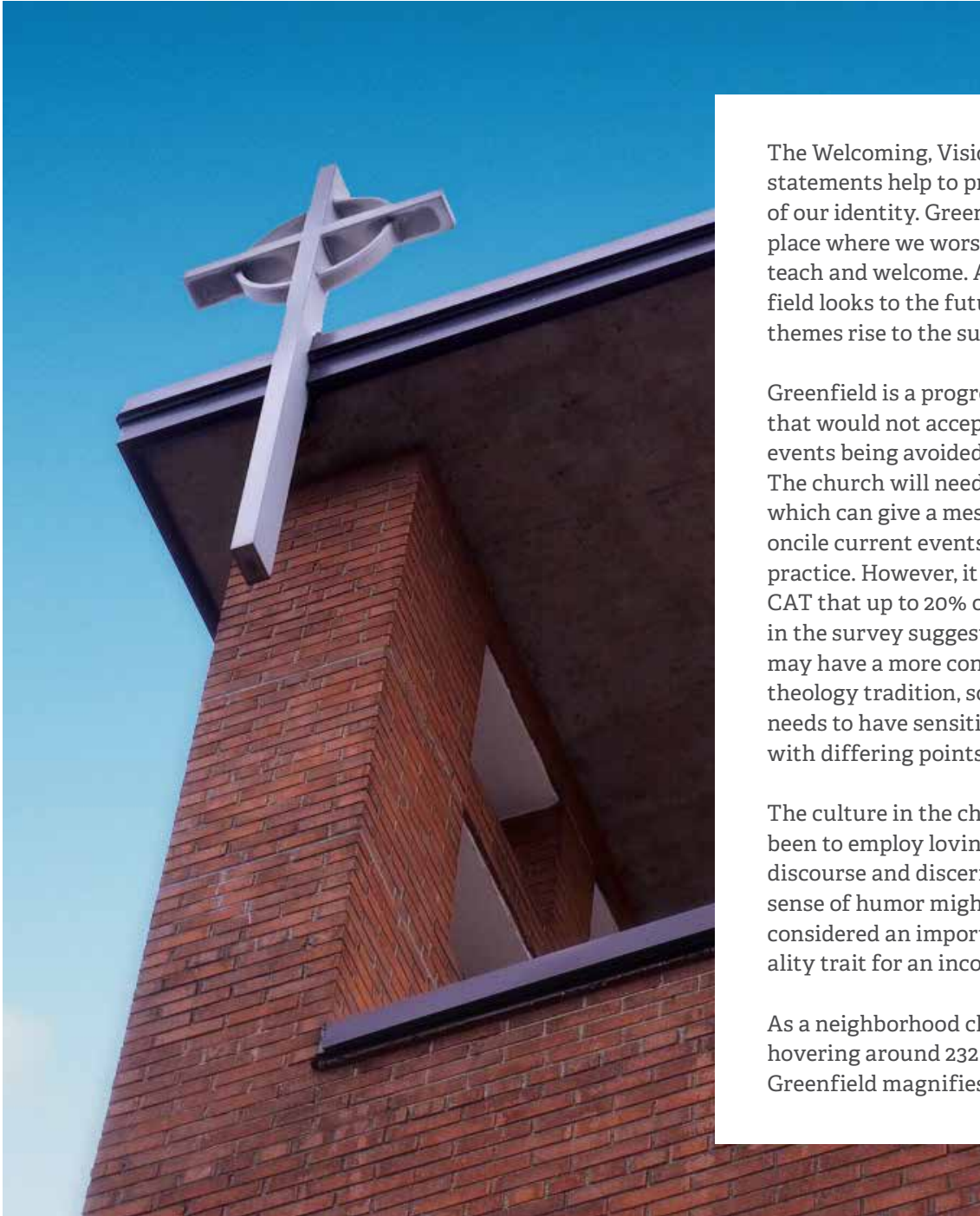


Greenfield Presbyterian Church

## Vision Statement

We believe that God loves everyone. Our faith is centered in Christ, and His example of loving service inspires us to live our faith. We do this by creating a caring community where all are welcomed and encouraged to join in worship, outreach, and mission work both near and far.

# What's Next?



The Welcoming, Vision and Mission statements help to provide clarity of our identity. Greenfield is a place where we worship, serve, teach and welcome. As Greenfield looks to the future, certain themes rise to the surface.

Greenfield is a progressive church that would not accept current events being avoided at the pulpit. The church will need leadership which can give a message to reconcile current events and spiritual practice. However, it is noted in the CAT that up to 20% of participants in the survey suggested that they may have a more conservative theology tradition, so leadership needs to have sensitivity for those with differing points of view.

The culture in the church has been to employ loving humor in discourse and discernment, so a sense of humor might very well be considered an important personality trait for an incoming pastor.

As a neighborhood church hovering around 232 members, Greenfield magnifies its approach



to and opportunities for ministry as a result of its partnerships with sister churches and community organizations. The new leadership must have experience in or with community organizing. The ability to develop meaningful partnerships to connect with the community is also very important.

Although the CAT survey indicated that the congregation has excellent conflict management abilities, there will inevitably be a transition where authority will be questioned, and relationships tested. Significant grieving is to be expected, as Greenfielders process the retirement of their beloved pastor. Rev. Peter Moore has given the congregation the gift of time to plan for his departure. As he led the church through the visioning process in 2015, which provided preparation and funding to make a positive transition, the people are beginning to understand the magnitude of his retirement.

In order to maintain the High Satisfaction/High Energy levels found in the CAT study, the church needs leadership that will bring a new phase of growth and innovation to Greenfield Presbyterian Church. A visionary pastor is required to bring out the very best in the congregation. Applicants must demonstrate experience leading a theologically progressive, high-performing congregation.

## Financial Outlook

Over the last five years pledged income has averaged \$280,500 and total income averaged just under \$296,000. Pledged income dropped 7.8% from 2018 to 2019 while pledges dropped 4.9% over the same period. The main reason the congregation is getting older and more are on fixed incomes. The end-of-year surplus, in the last three years, has averaged \$19,000. As of the end of October 2019 the surplus is \$7,000. The finance committee is estimating a surplus of \$12,000.

From 2018 to 2019:

↓ 7.8%

*Pledged income*

↓ 4.9%

*Number of Pledges*

Looking forward the expectation is pledged income will stay flat. The “Our Home / Our Future” will be ending in the end of 2020. The finance committee will evaluate next summer if a debt reduction campaign will be needed to pay ourselves back the monies that the church loaned to itself. The congregation has been undergoing a capital campaign for many continuous years and pledged income may increase upon the end of this campaign.

One risk that needs to be considered is what the pastoral transition will bring. There could be a decrease in membership and income with the change. The transition team has planned for this and is trying to be proactive. They have been open and transparent in the process. All members are encouraged to participate and the hope is this will help make the transition smooth.

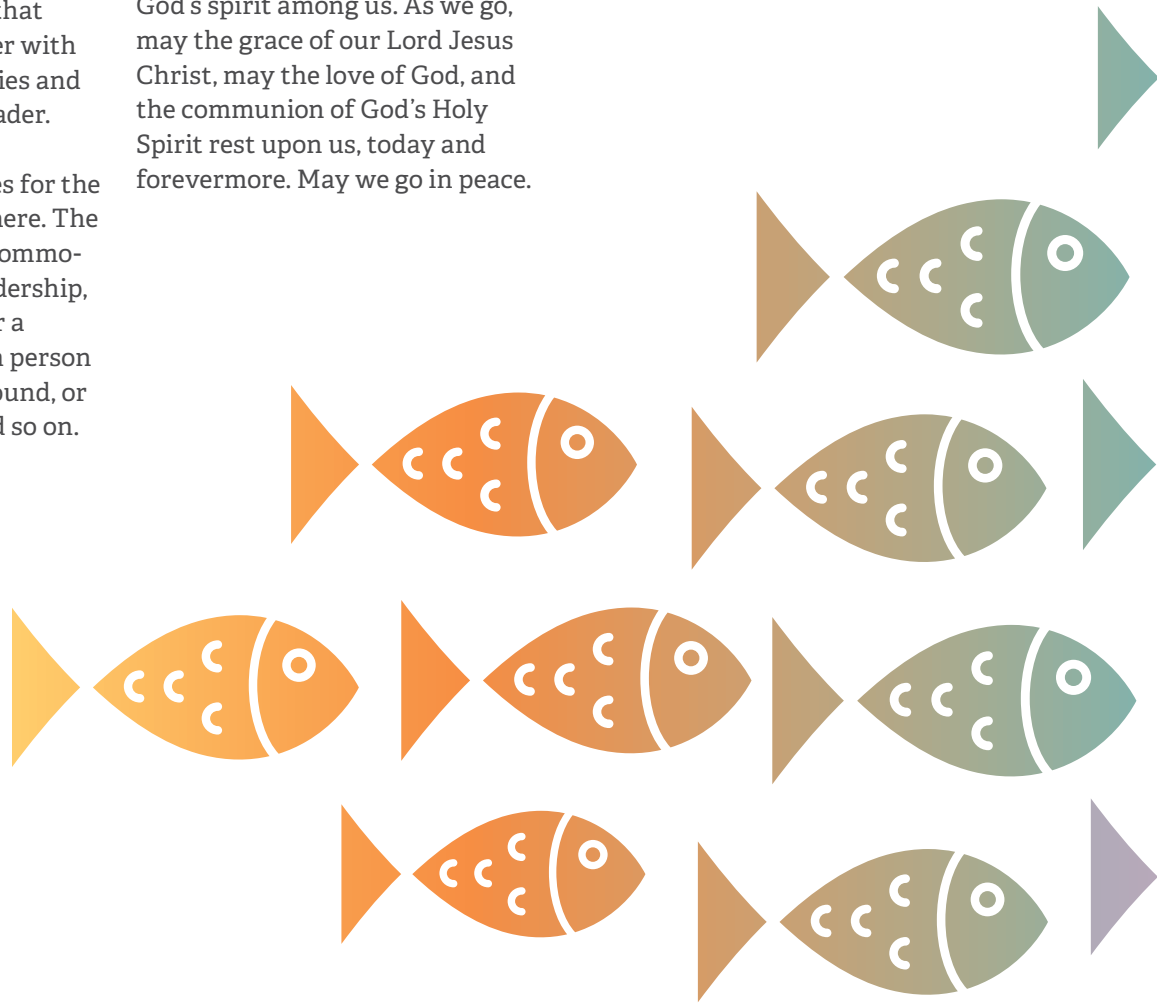
As Greenfield moves forward, we are all in this together. We need someone to guide us joyfully, authentically, prayerfully -- able to identify our gifts, helping us to live out our values and mission.

# Who Our Leader Will Be

As part of Greenfield's leadership transition process, the survey conducted in the summer of 2019 asked Greenfielders what they want in a new leader. Their answers, contained in the Congregational Assessment Tool, indicate that respondents seek a minister with the same skills, competencies and character of the current leader.

The top five critical abilities for the next pastor are displayed here. The illustration is meant to accommodate different forms of leadership, whether it be one person or a group; a man or a woman; a person of different ethnic background, or different age or ability; and so on.

The future leadership, of course, is not yet known, but what is known is what Greenfield wants: To go into the world in peace. Live as free men and women. Serve the Lord, rejoicing in the power of God's spirit among us. As we go, may the grace of our Lord Jesus Christ, may the love of God, and the communion of God's Holy Spirit rest upon us, today and forevermore. May we go in peace.









GREEN  
PRESBY  
CHU



📍 2312 Greenfield Rd Berkley, MI 48072

☎ 248-544-1800 🌐 [www.greenfieldchurch.com](http://www.greenfieldchurch.com)

📘 @GreenfieldPresbyterian