

Beulah Presbyterian Church Comprehensive Mission Study

Report by Michael Porter
October 2009

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A Note from your consultant

I would like to thank you for allowing me the privilege of conducting a comprehensive mission study with your congregation. Your staff, leaders, and members have been extremely cooperative, providing whatever I needed to accomplish my study. I am especially grateful to the mission study task force for partnering with me, facilitating the Church Health Survey, setting up the church member interviews, and conducting community interviews.

The purpose of the comprehensive mission study is to assess the current health and effectiveness of the congregation in relationship to its mission. The process of analysis consisted of a congregational analysis, statistical analysis, facilities analysis, demographic analysis, and Church Health Survey.

I approached the comprehensive mission study in four phases. In the first phase, I gathered information and data on the congregation. Most of the information was gathered from the staff, and the PCUSA website. The data consisted of church by-laws, operations manual, published communications such as bulletins and newsletters, and the online PCUSA's statistical snap shot. The purpose of stage one is the collection of information to begin to define the present reality of the congregation.

In stage two, I spent extensive time on site assessing the congregation. I attended the Sunday school and the worship service, conducted interviews with the staff, church members, Deacon Board and Session, and met with the mission study task force to define the demographic area and introduce the Church Health Survey. The purpose of stage two is to begin to define how the congregation is functioning and gain an understanding of how the congregation perceives itself and its future.

The third stage of the process represents the heart of my work. During this stage, I processed the congregational and facilities data, Church Health Survey, demographics reports, and interviews. I met with the pastor and the mission study task force to present some of the preliminary findings and I began to formulate a strategic plan for the future. The strategic plan, while providing an assessment of the church's present reality and health, is more focused on a strategy for moving the church forward on becoming more effective in accomplishing its mission.

Stage four is the presentation of the final report. The report consists of both a current assessment of the congregation and a strategic plan for the future.

The report consists of three sections. The first section of the report is an executive summary of all that is contained in the remainder of the report. The second section contains a more detailed analysis of the items in the executive summary. The third section contains the supporting data for a comprehensive viewing of the congregation and its community.

The comprehensive mission study and my relationship with Beulah Presbyterian Church has been a joy. Beulah Presbyterian Church is a congregation that truly cares about its members and community and its looking for ways to be more effective in its mission. I look forward to seeing Beulah Presbyterian Church move forward in making a greater impact in its community.

Mike Porter

Mission Study Consultant

Executive Summary

Beulah Presbyterian Church

Louisville, KY

The executive summary will present an overview of the analysis and recommendations of the comprehensive mission study. The material is meant to be presented in a summary form. There is a more detailed discussion of the topics in section two. Section three contains the supporting data.

The underlining question of the mission study was to assess how Beulah Presbyterian Church can be more effective in fulfilling its mission of “Mission and Ministry in Process.” The challenge of the study was to assess the present reality, health, and effectiveness of the congregation in relationship to its mission to its members and the community. The challenge of the study was to also make concrete recommendations to help Beulah Presbyterian Church be more effective in its mission.

It was a pleasure to work with the staff, mission study task force, and Session during this comprehensive mission study. The staff and leadership of Beulah Presbyterian Church have a deep desire to understand how they can become a more effective congregation ministering to its members and reaching out to a growing community. Your love for your congregation and community was apparent throughout this study.

Present Reality: Marginally Ineffective

Beulah Presbyterian Church was founded in 1868 and is located at 6704 Bardstown Road Louisville KY 40291. The church is highly visible from both Bardstown Rd and Beulah Church Rd. This is important for a congregation wanting to reach out to the community. The church’s

campus consists of three buildings, the main church building, the Ramsey gym, and the Fern Creek Highview United Ministries building, and sits on a 6.97 acres lot.

Beulah Presbyterian Church's mission statement is "Mission and Ministry in Progress." The mission statement was established in 2000 and its function is to define the fundamental purpose and direction of the church. Beulah Presbyterian Church's vision statement was also established in 2000. It states: "Beulah Presbyterian Church is a congregation of God's people linked in mission to the world through the Presbyterian Church (U.S.A.). We exist to share the good news of Jesus Christ through worship, ministry and mission. Empowered by the Holy Spirit, we study God's word, seek justice for all people, care for one another and invite others to serve with us." The vision statement's function is to define what the church wants to be like or strive for in the future.

The comprehensive mission study looks at the five main functions of the church, which are worship, ministry, mission / evangelism, fellowship, and discipleship, and takes both the mission statement and vision statement into account when evaluating the congregation.

My assessment of Beulah Presbyterian Church is that it is a marginally unhealthy and ineffective congregation. Beulah Presbyterian Church' strength is that it is a loving community with a desire to worship and serve the Lord. Its mission and vision statements reflect a congregation that wants to be actively involved in mission and ministry. Beulah Presbyterian Church's weakness is that its membership is not developing their spiritual disciplines so that they are equipped to fulfill its mission. My report will do three things. One, it will identify a number of things that Beulah Presbyterian Church does well and are healthy. These items should be celebrated and built upon. Two, the report will identify a number of challenges and things that are not healthy. I will recommend actions to help overcome these challenges. Third, the report

will identify a plan for the future. My hope is that the plan will be a starting point to help Beulah Presbyterian Church become a healthy and effective congregation.

Celebration #1 Worship Service

I assessed the worship service from 4 different approaches. First, I conducted interviews with a number of members for their subjective assessment. Second, the Church Health Survey™ completed by many members included several questions regarding the worship. Third, I asked a young professional couple to be “secret” guests, so that I could see the church from the perspective of “fresh eyes.” Fourth, I attended a worship service and provided my subjective assessment. I will give information on each of the four assessments in the expanded discussion on worship. The summary evaluation is that the worship service highly rated. The assessments concluded that the church is welcoming and friendly, the sermons are engaging and speak to needs and real life situations, the music leads people in worship, and people feel like they can truly worship God. The worship assessment of the CHS and members ratings indicated that worship is healthy.

Beulah Presbyterian Church should keep in mind the importance of the worship service. For many, the worship service is the most significant point of entrance into the church. I recommend that Beulah Presbyterian Church look for ways to enhance the worship service. One suggestion for enhancing the worship service is to develop the music ministry. The staff should look for ways to introduce a wider range of music styles during the worship. The staff should also look for ways to create more opportunities for members to participate in the music ministry. The development of children’s choir can create more opportunities for involvement in the worship service. Another way to enhance the worship service is to provide more opportunities

for Elders to participate in worship service, such as leading the children's time or helping with the liturgy. The third way to enhance the worship service is to update the sanctuary.

I will address the sanctuary later in the report but an updated sanctuary could open up the space so that the church can introduce more elements into the worship service. Beulah Presbyterian Church has a healthy worship service but if it wants to engage visitors it should consider enhancing the worship service and updating the facilities.

Celebration #2 Caring Community

One of the major themes that stood out among all the interviews is that Beulah Presbyterian Church is a caring community. Two members of the support staff commented on how they saw the strength of the congregation as "being a giving church that cares for its people, whether they are members or not." A majority of the members interviewed also stated that the church was a caring congregation and that the church had a strong Deacon Board. The Church Health Survey™ confirmed the findings from those interviewed. The category of Ministry in the CHS was scored as marginally healthy. Questions related to congregational care were associated with Ministry category in the CHS.

My subjective assessment of the congregation during the Session meetings and worship service was that Beulah Presbyterian Church is a church where members care and enjoy one another. I experienced a joyful and light hearted atmosphere during the Session meetings and the worship service. The significance is that a visitor is more likely to return to a congregation when they perceive that the congregation cares about one another.

Celebration #3 Youth Ministry

I assessed the Youth Ministry from two approaches. The first approach was interviews with individual members, Deacon Board, and Session. The second was the Church Health Survey™. The interviews indicated that the Youth Ministry was considered a strength of the church. The interviewees have a high respect for Terry Hargrave and the work she is doing with the youth. The Church Health Survey™ rated its ministry a marginally healthy and specifically had a high rating for the youth ministry. Beulah Presbyterian Church's youth ministry is a strength of the church.

The demographic analysis for a 3 mile radius from the church indicated that the largest phase of life is Families and Empty Nesters (ages 35-54). This group comprises 31.5% of the total population. The significance of this phase of life is that it will represent a large number of families with middle school and high school youth. An effective youth ministry can be an entrance into the church for youth and their families. I recommend Beulah Presbyterian Church continuing to support the youth ministry and look for ways to expand the ministry. See staff recommendation of Terry Hargrave in paragraph on Respected Staff.

Celebration #4 Respected Staff

The membership, Deacons, and Session interviews consistently indicated that the staff is respected and loved. The interviewees stated that Pastor Ken Hockenberry and DCE Terry Hargrave were considered strengths of the church. The Church Health Survey™ confirmed the assessment with its correlation that the worship service and youth ministry are perceived as healthy. The staff interviews indicated that the staff has a high respect and support for one another. My subjective assessment of the relationship between the membership and the Pastor is

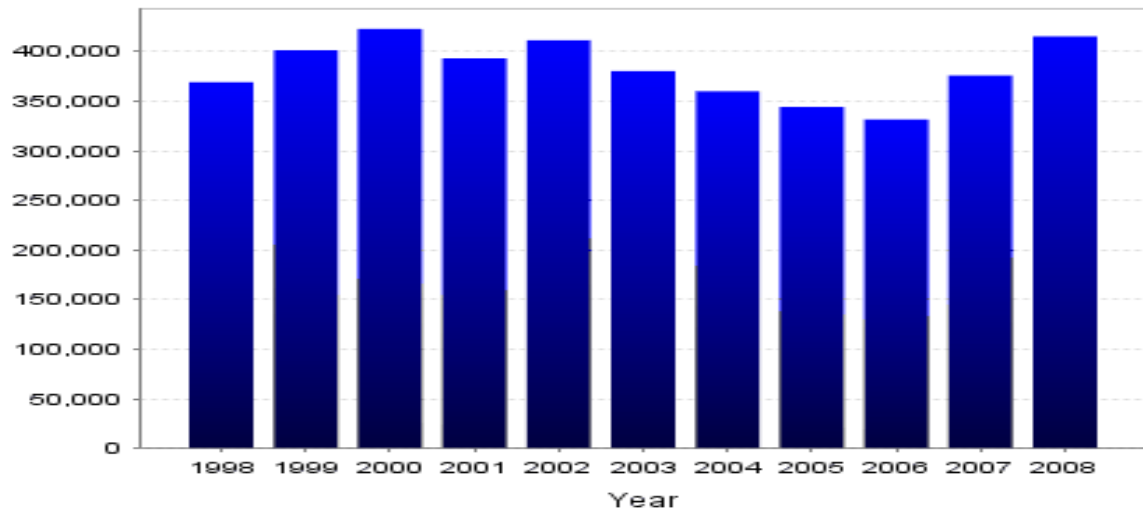
that there is a genuine love and respect for one another. The relationship was apparent the first time I meet with the Session. It was confirmed when I observed the memberships interactions with Ken during the mission study task force meeting and the worship service.

Beulah Presbyterian Church indicated that they respect their staff but they are hesitant in bringing on new staff. I recommend adjusting Terry Hargrave's employment status and Heeja Han's job description. Beulah Presbyterian Church can offer their support to Terry Hargrave by increasing her to full time status. The increase in employment status would allow for Terry to focus more on enhancing the youth ministry and developing Christian education opportunities for the membership. The adjustment of Heeja Han's job description to focus on older adults would allow the church to offer more Christian education and fellowship opportunities for that segment of the membership.

Celebration #5 Strong Giving

Beulah Presbyterian Church has a strong recent history of giving. Membership interviews indicted a strong anxiety with the congregation's ability to raise appropriate funds. My statistical analysis showed that there have been years when the congregation has struggled but recently the congregation has been able to significantly increase its contributions. I assessed a 10 year history of total contributions and contributions per person. Both have had significant increases. Beulah Presbyterian Church's reported total contributions were \$415,188 in 2008. The reported contributions have had a net loss of \$7508 over 10 years, but it has net gain of \$83,740 over the past two years.

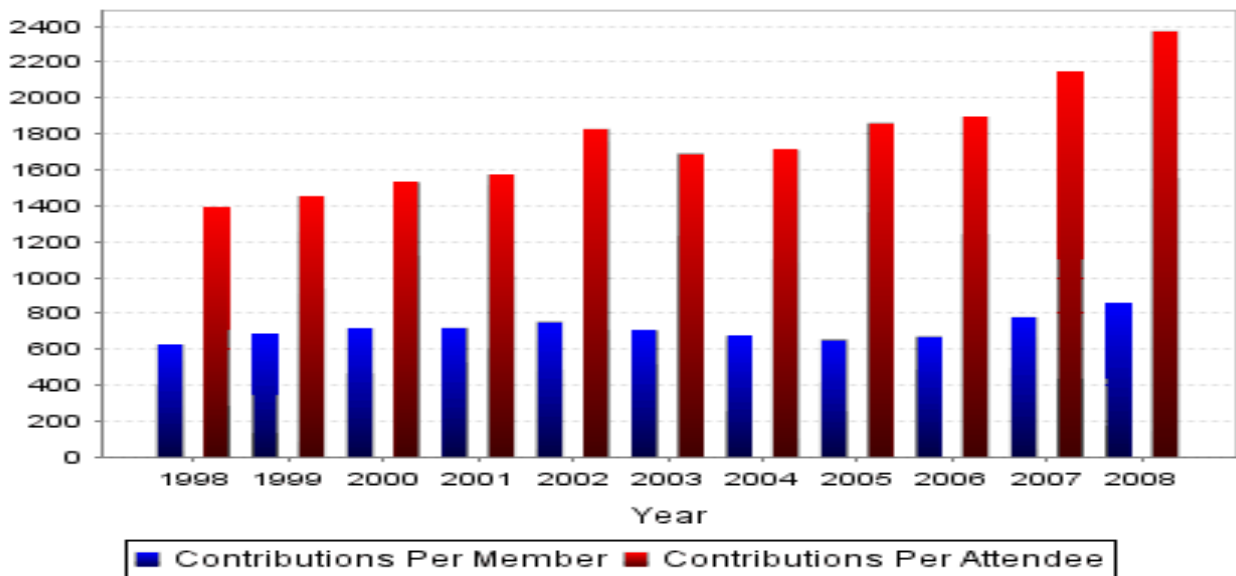
Total Contributions



Your congregation's reported total contributions, \$415,188, were larger than the 2008 PC(USA) average, \$240,320.

Beulah Presbyterian Church's reported contribution per worship attendance was \$2147.44 in 2008. The reported contributions per worship attendance have had a net gain of \$765.52 over the past 10 years. The reported contribution per member was \$859.60. The reported contribution per member has had a net gain of \$233.02.

Contributions per Person



Your congregation's reported average contribution per member, \$859, was less than the 2008 average for all PC(USA) congregations, \$1,109.30. The reported average contribution per worship attendee, \$2,372, was larger than the 2008 PC(USA) average, \$2,175.46.

While there is a natural anxiety around the ability to raise contributions, Beulah Presbyterian Church has shown an ability to raise funds when the need arrives to enhance or expand its campus. The new parking lot is one recent example of the church's ability to respond to a need. Beulah Presbyterian Church has seen its total contributions and contributions per person significantly increase. Beulah Presbyterian Church's history of expansion and recent history of giving indicates that with proper vision and leadership the congregation should be able to raise the appropriate contributions to support ministry and growth.

Celebration #6 Partnership with Fern Creek Highview United Ministries

Beulah Presbyterian Church has a strong and effective partnership with the Fern Creek Highview United Ministries. Beulah Presbyterian Church contracted with the Fern Creek Highview United Ministry to allow them to construct a building on the campus for their ministry. The partnership also consists of preschool and member participation in a number of the ministries. The physical presence of the ministry's building on Beulah Presbyterian Church's campus represents a willingness to reach out and serve the community.

A number of the members who were interviewed spoke of the relationship with the Fern Creek Highview United Ministries. They indicated that the relationship was a strength of the church and they had a desire to see that relationship developed. The partnership of Beulah Presbyterian Church and the Fern Creek Highview United Ministries is significant because a church's ability to minister to the poor and disadvantaged is an important factor for visitors looking for a church.

Present Reality: Challenges Ahead

The challenges facing Beulah Presbyterian Church are opportunities for the congregation to become healthier and more effective. I point out in the executive summary 5 of the more significant challenges.

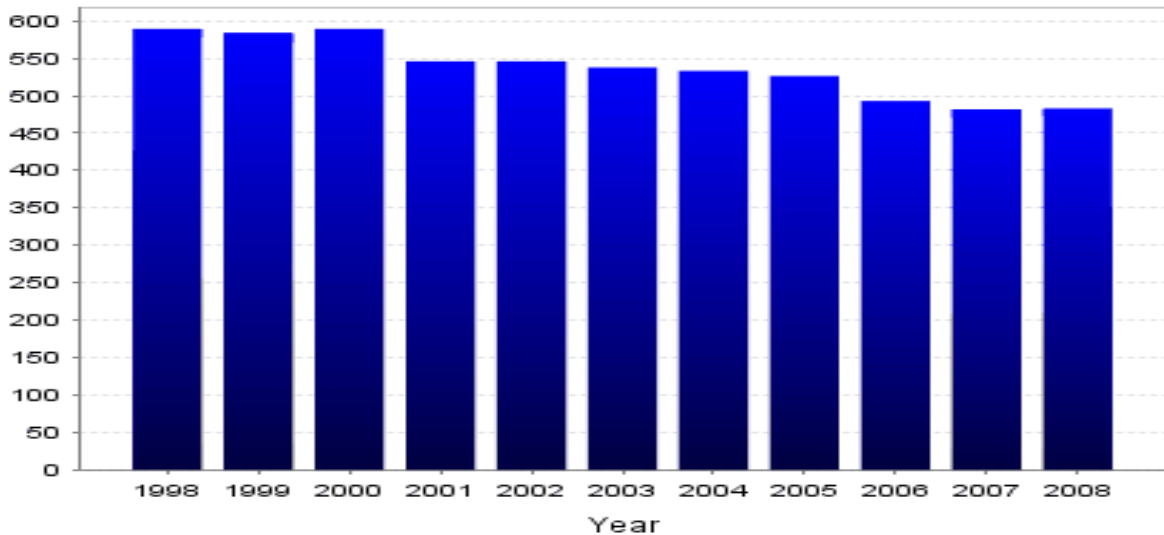
Challenge#1 Membership

One of the greatest challenges facing the Presbyterian Church USA is its declining membership. Beulah Presbyterian Church is no different. Beulah Presbyterian Church has seen its membership and worship attendance decline for almost 10 years while the community has seen a significant growth in its population. In order for Beulah Presbyterian Church to continue

to have an impact on the community the church must turn this trend around. This reality was stated as major concern by the staff, Session, and members.

Beulah Presbyterian Church's membership is 483. Membership has had a net loss of 106 over the past 10 years. The low point was 2007 when membership dropped to 482.

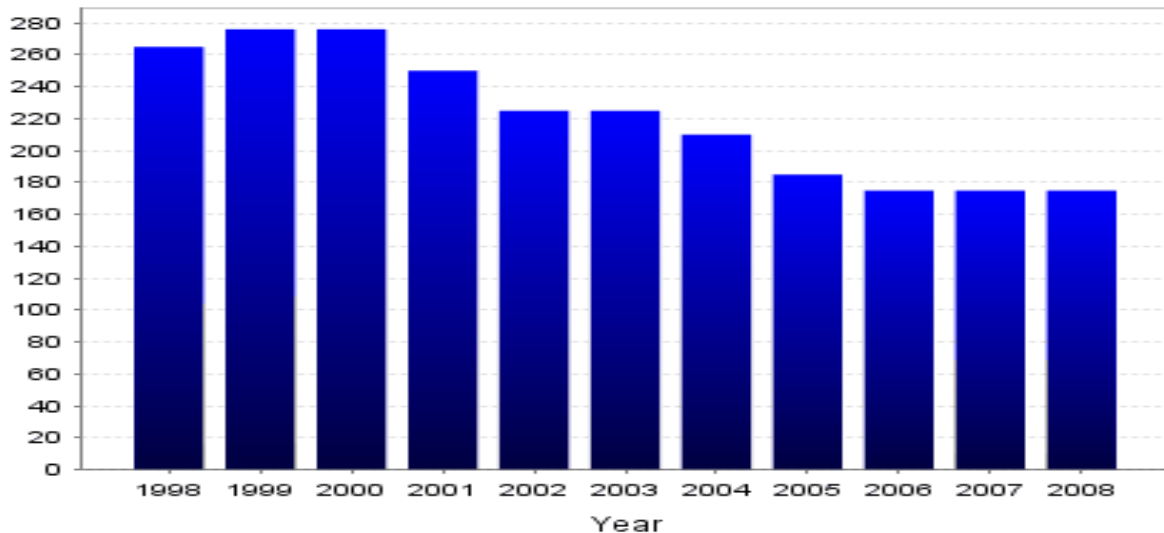
Total Membership



Your congregation's reported total membership, 483, was larger than the 2008 PC(USA) average, 200.

Beulah Presbyterian Church's average worship attendance is 175. The average worship attendance has had a net loss of 101 over the past 10 years. The low point was 2007 with an average worship attendance of 175.

Worship Attendance



Your congregation's reported worship attendance, 175, was larger than the 2008 PC(USA) average, 111.

Two significant events have taken place over the past ten year that have contributed to the membership and worship attendance loss. The first event was in 2000. Beulah Presbyterian Church made a formal statement of support for the co-pastors and introduced a new mission statement and vision statement. The formal statement of support by the Session meant that the governing body of Beulah Presbyterian Church was behind the co-pastors. The introduction of the new statements meant the Session was working with the co-pastors to define a new direction of the church. This event may have led to membership loss. The second event was in 2004 when Judy Hockenberry left Beulah Presbyterian Church. Her departure meant that the church might be understaffed and a number of her responsibilities might not be carried out. The results of her departure is that membership might have declined because the congregation did not have the staff or leadership to pick up her responsibilities.

Another reason for the membership loss is that Beulah Presbyterian Church does not have a plan for membership growth. The Church Health Survey™ revealed that Evangelism had the

lowest rating and was described as Unhealthy. Only 20% of the members surveyed agreed with the statement “I regularly attempt to establish relationships with people who do not have a church home”. 74.7% are uncertain or disagree with the statement that “Our church provides regular opportunities for evangelism training”. On average congregations can lose up to 6% of its membership each year to death, transfers, and reversion. If a congregation does not have a plan for evangelism it will by default loose members.

Beulah Presbyterian Church should develop a plan for membership growth if it wants to continue to be an effective witness in the community. I will discuss a plan for growth in the paragraph: Establishing a plan for the Future: Membership Growth.

Challenge#2 Discipleship and Leadership

The challenge of discipleship and leadership at Beulah Presbyterian Church demands attention. The Church Health Survey™ and interviews assessed discipleship as unhealthy and revealed a limited understanding and development of spiritual disciplines within the church membership. The CHS indicate that only 13.3% of the members surveyed agreed that “Most attending our church attend regular Bible Study”. 26.7% agreed that “People in our church are given good training on how to develop a prayer life and devotional life”.

The CHS and interviews also indicated that there are a few people doing a majority of the work. The interviewees commented on the need for more participation from members and the need to find more leaders with new ideas. My subjective assessment and statistical analysis confirmed the CHS and interview assessments on discipleship and leadership. I found that Beulah Presbyterian Church does not have enough of a structure in place to develop disciples and leaders.

The Beulah Presbyterian Church's Christian education consist of College Connections, Middle and High School Youth group, Kids' Club (Grades k-2), Beulah Buddies (Grades 3-5), Conversation Class (Adult), Fellowship Class (Adult), and Fidelis Class (Adult). The church does not offer any midweek study groups or Bible studies. The church is only offering 4 classes for adults and adult participation is minimal. Using the ratio of 7 groups for every 100 people for an effective Christian education, Beulah Presbyterian Church should look for ways expand its Christian education program.

Christian leadership is a direct byproduct of discipleship. Christians learn how to be leaders when they develop spiritual disciplines, participate in small groups and Bible study with one another, and use their spiritual gifts in ministry and mission. In order for Beulah Presbyterian Church to develop disciples and leaders the church must develop a plan for discipleship. I will discuss a plan for discipleship in the paragraph: Establishing a plan for the Future: Discipleship.

Challenge#3 Adult and Older Adult ministry

Beulah Presbyterian Church has limited ministry opportunities for adults and older adults. The Church Health Survey™ rated Ministry as marginally healthy but the most effective ministries were identified as the music, preschool and youth ministry. Only 60% of those interviewed agreed that the church does a good job of ministering to different ages of adults. The member interviews revealed that there are limited opportunities for adult and older adults. A number over the interviewees stated that the church used to have a ministry for older adults. This is significant in that 43% of the membership is over the age of 60.

Another indication that there are not enough ministry opportunities for adults is that only 33% of those surveyed agreed that members are using their spiritual gifts in ministry. My assessment is that the leadership may not be open to bringing on new staff to address the need.

My two recommendations are that the church considers adjusting Heeja Han job description to focus on older adults and develop a plan to help members identify and use their spiritual gifts.

Challenge#4 Facilities

My general assessment of the facilities of Beulah Presbyterian Church is that the campus has adequate land, parking, and building space for future growth but the outdated facilities along with its limited functionality will make it very difficult to attract new members. Beulah Presbyterian Church has regularly added on to its campus over years but it now time to begin to update its current facilities.

My observations of the exterior campus is that the campus is well maintained but the size of the campus, with its multiple buildings, makes it difficult for visitors to know where to enter the parking lot, park their car, and find the entrance of the appropriate building. The secret guest commented that once they found a parking spot they were not sure where the sanctuary was located. There is strong need for more exterior signage.

My observation of the interior campus is that the numerous expansions to the main church building have created a building that is difficult to navigate. There are minimal signs posted to direct visitors to the different areas of the building, such as sanctuary, the restrooms, nursery, and class rooms. There are no bathrooms near the sanctuary. The distance of the bathrooms from the sanctuary may create difficulties for members with disabilities or challenged mobility that need to use the restrooms. The sanctuary is an adequate size for future growth but the outdated design, lighting, and sound will make it difficult to attract new members. I will discuss my recommendations for updating the facilities in the paragraph: Establishing a plan for the Future: Facilities.

Challenge#5 Clear and focused vision

The last challenge I have identified is the need for Beulah Presbyterian Church to have a clearly defined vision. The current mission and vision statements do not address the all the challenges the church s facing. The new vision would give excitement, clarity, and focus. The section on establishing a plan will help Beulah Presbyterian Church begin the process.

Establishing a plan for the future

My view of Beulah Presbyterian Church is one of hope and excitement. Beulah Presbyterian Church has seen its membership decline over the years but I believe that membership has stabilized and the church is ready to take steps the necessary step to rebuild. This report is filled with a number of details but, in this section, I will establish a path for the future. I see five major issues of opportunity.

Establish a plan for the Future #1: Defining Vision and alignment

Beulah Presbyterian Church currently has a mission and vision statement. The use of the two statements can create confusion. The church's statements were developed in 2000 and may not be relevant to who the church is and what it wants to accomplish. I recommend that the church create one statement that will define the ministry. Beulah Presbyterian Church should develop a new defining vision. A defining vision can bring new unity, energy, and focus to a congregation. A defining vision will define what you do and why you do it.

I also recommend that Beulah Presbyterian Church create a process that will align the current ministries with the defining vision. The alignment process will help the church be intentional about discipleship and evangelism. Stan Ott, of the Vital Church Institute, has created

an alignment process for churches that asks how each ministry is reaching, growing, and sending. The questions are:

How will the ministry bear witness and win people to faith and into fellowship?

How will the ministry grow its participants in the spiritual disciplines of the faith?

How will the ministry send its participants to some specific ministry?

Ministry alignment is a process that will help focus each specific ministry so that it is asking how it will fulfill the church's defining vision.

Establish a plan for the Future #2: Discipleship

I encourage Beulah Presbyterian Church to develop a plan for discipleship. The plan should include what spiritual disciplines a member should be developing as a disciple and what ministries are to be initiated to help each member become a faithful disciple. Beulah Presbyterian Church should consider introducing and including a small group ministry and spiritual gift assessments into the discipleship plan. A small group ministry will provide more opportunities and flexibility for engaging adult members in avenues of Christian education and spiritual growth. Small groups will also provide opportunities for members to begin to develop skills for leadership. Beulah Presbyterian Church should consider offering a spiritual gift assessment class. Spiritual gift assessments will help members identify and understand their spiritual gifts so that they may effectively use their gifts in the life of the church

Beulah Presbyterian Church should begin the discipleship plan with its leadership. The leadership of the church participates regularly in Session, Deacon, Committee, and Commission meetings. Specific time at the beginning of the meetings could be designated so that the group

interacts with scripture and prays for one another. The Vital Church Institute offers a resource titled Word-Share-Prayer. The resource is a tool that asks the participants to read the scripture, share your thoughts with one another, and pray for one another. Word-Share-Prayer could be used at the beginning of each meeting.

Beulah Presbyterian Church should consider using the season of Lent to introduce a small group series to the congregation. The season of Lent offers the church a specific time period in which members may be more open to opportunities for spiritual growth. The precise beginning and end offers the church the ability to ask members to commit to a specific amount of time. A small group series offers the congregation a program that can unify and focus the church on discipleship.

Spiritual gift assessments help church members identify their gifts so that they can align their gifts with a specific ministry of the church. The Church Growth Network of the Presbyterian Church USA offers a number of website links and resources to assist congregations with spiritual gift assessments. Beulah Presbyterian Church should consider offering spiritual gifts classes and assessment to the congregation on an annual basis.

Establish a plan for the Future #3: Membership Growth

I encourage Beulah Presbyterian Church to develop a plan for membership growth. The church's parking lot, facilities, and sanctuary has adequate space to support growth and the leadership has indicated a desire to promote growth. A plan for membership growth should include an understanding the community, updating the website, updating facilities (See Establish a plan for the Future: Updating the facilities), training the congregation in evangelism, and offering opportunities for evangelism.

Beulah Presbyterian Church is located in a growing community. The population of the community within a 3 mile radius of Beulah Presbyterian Church is 55,987. The growth rate for that area has been 16.7% since 1990. The area is projected to continue to grow by 6.7% by 2013. Families and Empty Nesters is the largest phase of life segment in the area and the Enrichment Years Singles/Couples (Ages 55-65) is the fastest growing segment in the area. The population is also increasing in educational attainment level and household income. The population is getting older, wealthier, and increasing its educational level. The area is religious, has a middle of the road to conservative political outlook, and a significant portion of the population will identify with a more traditional church. Beulah Presbyterian Church should consider the demographics of the community when developing a plan for growth.

Beulah Presbyterian Church's plan for membership growth should include an updating of the website. For many new residents the church's website is going to be their first interaction with the congregation. The website is seen as a reflection of the church and if it is not engaging and inviting they may never take the time visit the church. Beulah Presbyterian Church's current website is static and outdated. The church must address the website if it is to become a tool for evangelism and not a hindrance.

I would encourage Beulah Presbyterian Church to develop a plan that provides training for evangelism. Martha Graces Reese's *Unbinding the Gospel* is a process that will help introduce the concept and practice of small groups while training members on why and how to do evangelism. The program will help members learn how to share the gospel out of their own faith stories. The program is endorsed by the Mid-Kentucky Presbytery and they can offer support.

Beulah Presbyterian Church's plan for membership growth should provide opportunities for evangelism. The church should look for ways create special services and events for members to invite their family, friends, and community to the church. Special services might include an invite your friend to church Sunday, service with the Boy Scouts or Girl Scouts, preschool appreciation, a guest musician, or a guest preacher. Special events might include community festival, concert series, or community play.

Establish a plan for the Future #4: Updating the Facilities

I recommend that Beulah Presbyterian Church update the facilities. Today's reality is that visitor's are evaluating church facilities when they visit a church. If Beulah Presbyterian Church wants to be effective in attracting new members it needs to update its facilities. I am aware that a few of the recommendations can be very costly and take significant time to implement. There are several recommendations that can be done immediately and with a minimal cost.

The Recommendations for exterior campus:

- Exterior Signage:
 - Clean up and make visible the sign at the corner of Bardstown Road and Beulah Church Road
 - Install traffic flow signs
 - Identify and install visitor parking signs
 - Install campus identification signs

The Recommendations for interior campus:

- Interior Signage
 - Install directional and identification signage throughout the buildings
 - Install "You are here maps"
- Paint the education space
- De-clutter and Organize

- Update basement
- Install bathrooms near the sanctuary
- Update sanctuary
 - Beulah Presbyterian Church should consider the visibility and functionality of the chancel area.
 - The redesign of sanctuary should consider updating and installation of sound, lighting, and multimedia.

Closing Thoughts

I believe that Beulah Presbyterian Church is in a position to begin to dream and create a vision for the future of the church. The four areas of *Establishing a plan for the Future* should be the major focus of the church's new plan for the next five years. Issues will rise up that no one expects and adjustments will have to be made. The excitement is that Beulah Presbyterian Church can have a new impact on its members and community.

Beulah Presbyterian Church will have a lot to do to become a healthy and effective congregation. Some of my recommendations are challenging and will take time to establish a strong foundation. But I believe, that with the power and direction of God, Beulah Presbyterian Church has the resources to be a healthy and effective church to its membership and community.

Section 2

Expanded Discussion

Worship Service

The Sunday morning worship service continues to be the most significant point of entrance into the church. While small groups are the primary means for retaining guests, most guests first enter the church during the Sunday morning worship service. Most effectively growing churches strive to have an inspired and focused worship service.

According to the Church Health Survey™, members at Beulah Presbyterian Church rated worship as the healthiest component of the church's ministry. The following findings are some of your highest scores from the Church Health Survey.

- 100% stated that our sanctuary/worship center is a good facility in which to worship
- 93.3% stated that when they come to church, I truly sense that I worship God.
- 93.3% stated that the music in our worship services leads me to worship.
- 93.3% stated that the sermons are relevant to my needs and real life situations.
- 90% stated that they learned a lot about the Bible from the sermons.

The interviewee also rated worship as the healthiest component of the church's ministry. The following are the findings from the interviewees.

- Worship is family oriented and kid friendly
- Worship is open and welcoming

The CHS and interviews have also indicated a couple of challenges. One challenge is that members of Beulah Presbyterian Church may not have a plan for inviting and welcoming guests into life of the congregation. Only 63.4% of the members stated that they have a good way of greeting guest in our worship service. 66.7% believe that non-Christian would understand the worship service and only 63.4% believe that the Holy Spirit uses the worship service to lead people to make a decision for God. While the members feel like they can truly worship God,

they are not intentionally focused on how to create a worship service that will engage and inspire guests.

Another challenge is that Beulah Presbyterian Church may not be open to change associated with growth. Only 33.3% disagreed with the statement that even as a church grows, it is best to keep everyone together in one morning worship service. This percentage may also be connected to some different views in regards to the music and worship style. When asked if a disagreement exists among the members at our church about the type of music and worship style 33.4% agreed, 33.3% disagreed, and 33.3% were undecided. The uncertainty around types of music and worship styles along with a desire to keep everyone together in one service makes it a difficult challenge to introduce change into worship that will engage and inspire guests.

Part of the consultation includes a subjective analysis of the worship services and that which precedes and follows the worship services. I had the opportunity to visit the church on 5-10-09 and I also asked a young couple to visit and act as first time guests. Below are the reports of the experiences.

I encourage your leaders to learn from the report. Remember, what you are reading below is what any first-time guest might experience when he or she arrives on campus.

Arrival

I arrived at church around 9:30 AM. There were only a few cars in the parking lot. After exiting the car wasn't sure which direction to go to enter the church. I saw Nancy Leach, who was an Elder serving on the Task Force, and followed and followed her into the building. When I entered the church I was met by Ken Hockenberry, Pastor, Terry Hargrave, DCE, and Jane Poole, Elder on Task force. I asked Ken about what Sunday school classes were offered. Ken asked Terry to direct me to a class.

Class

Terry directed me to the Ramsey building and informed me that there were two possible classes. Both classes were discussing books. I attended the class discussing “When Bad Things Happen to Good People.” There were approx 10 people in the class. There were no young adults in the classes and it would be difficult for a visitor to feel comfortable walking into a class in which they have not read the material. There were a couple members of the Task Force present and they introduced me and welcomed me to the class. The discussion was good and I felt like I could contribute. The discussion transitioned from the book to a couple participants who voiced their concerns in regards to the ways children are being raised and participating in the life of the congregation. The discussion then moved towards the leadership and their responsibility in the church. The conversation was good and the class seemed to be looking for solutions. The class ended with prayer at 10:35AM.

Service

When the class ended, the participants headed to the sanctuary for the worship service. I was not sure of the best way back to the sanctuary and there were no signs to direct me. I decided to follow one of the participants from the class. The worship service started at 10:40. I entered the sanctuary from the narthex and sat on the left side on the sanctuary, in a back pew under the balcony. The view of the chancel area was a slightly impaired because of the distance and the flatness of the floor. I noticed that the lighting was dim. As people began to settle in for the worship I observed that the atmosphere was light and casual. People seemed to feel comfortable with one another, but there was little diversity. A couple of people sitting next to me welcomed me to the church.

The service began with a welcoming from the pastor. The welcoming was engaging and the pastor had a light-hearted presence about him. As the service moved to the Call to Worship

and Hymn, I noticed that it was difficult to see the words in the bulletin and hymnal because of the lighting. However, the service was still engaging and people participated through the Act of Praise. The service continued with three scripture readings. The readings were long and disengaging. The connection that had been created by the welcome and opening prayer was lost during the readings. The readings were also difficult to hear because of the poor sound quality under the balcony.

The women's choir sang a song in between the second and third reading. They moved to the middle of the chancel area so that people could see them. Unfortunately the song was difficult to hear because of the outside noise coming from passing motorcycles. The pastor led the time with children and then transitioned into the sermon. The pastor preached a solid and engaging sermon. During the passing of the peace people greeted me but no one introduced themselves. The rest of the service flowed smoothly and at the close of service the pastor invited everyone meet in the narthex for refreshments.

After the service

Following the service I followed the people to the narthex for refreshments. Once in the narthex, I stood around waiting to be engaged by members of the congregation. I was not approached until the members had time to interact with all of their friends.

Secret Observers

The church and parking lot was easy to find. However the sign on the front hill was partially covered by plants. The parking was large with plenty of parking and it was easy to find a space. Once parked, it was difficult to find the sanctuary. There were no greeters or signs outside. We had to follow others into the church. Once we were in the building we were greeted

and given church bulletin. We were greeted by 5 different people. We noticed that there were refreshments main lobby area and everyone seemed open and inviting.

When we entered the sanctuary, we noticed Church is much longer than it is wide, and the entrance is at the rear. This encourages people to sit at the back of the sanctuary. Also, the entrance was on the right side of the sanctuary. This encourages people to sit on this side, which further removes them from the speaker who stands on the left. Lighting was not bright, but can be considered appropriate for worship. You may consider raising/dimming lights at different points of the service to add emphasis. The church had a guest speaker and the sermon was effective. The music seemed forced and without passion. There was not a song leader and it made it difficult for people who were not familiar with the music. The overall feel of the sanctuary, decorations, service, and atmosphere was old fashioned. The church was very welcoming and friendly. People were excited we were there and asked us to return. Unfortunately, we would not return because of the old fashioned feel.

Notes

- It is difficult for visitors to know where to enter the church. There is limited exterior signage directing people towards the sanctuary.
- It is difficult for visitors to know where to go when arriving for Sunday school. There is limited interior signage directing people towards class rooms.
- It is difficult for visitors to know how to find the bathrooms or nursery because there is limited signage.
- Sunday school classes were limited and there was little offered to young adults / parents of young kids.
- There were no classes offered in which a visitor would feel like they could visit without being prepared.
- It is difficult to hear when sitting under balcony. Sound system needs upgraded.
- It is difficult to see when sitting under balcony. Chancel area could be raised up and/or the congregation could use video to help display what is going on up front.
- It is difficult to read under the balcony area. Lights could be upgraded.
- The service could have a little more flow, enhanced music, and more participation.
- It is difficult for a visitor to know where to go after the service. Visitors probably will not leave through the narthex.
- Members spent most of their time connecting with other members after the service. Members did not engage me and may not engage visitors.
- 10:40 is an odd time to start a worship service. How many possible visitors do not visit because of the odd start time?

Demographics of Community

I did a thorough analysis of two major demographic areas surrounding Beulah Presbyterian Church of Louisville Kentucky. The first area consisted of a 5 mile radius from 6704 Bardstown Road Louisville KY 40291. I have included a quick view report of the 5 mile radius in the appendix. The second area consisted of a 3 mile radius from 6704 Bardstown Road Louisville KY 40291. I have included full report of the 3 mile radius in the appendix.

I encourage the leadership of the church to review carefully the appendices which contain a number of details about these two areas. In this section of the report, I provide a discussion of the key issues for both defined communities. Please note that these two areas have a number of common characteristics.

The study conducted includes two major categories of information. The first category is demographic information: population, racial and ethnic composition, age, income, and related information. The second category of information includes psychographic data. Psychographic data provides insight into thinking and behavioral patterns of those in the population. This type of information is invaluable in that it helps the congregation to see the needs, desires, and perspectives of those who live in their community.

In the expanded discussion, the information on the left refers to the 3 mile radius from the church. The information on the right refers to the 5 mile radius from the church.

3 mile radius	5 mile radius
The area has a Population of 55,987. The growth rate since 1990 has been 16.7%.	The area has a Population of 136,232. The growth rate since 1990 has been 11%.
By 2013 the area is projected to 6.7% or 3749 additional persons	By 2013 the area is projected to 4.8% or 6568 additional persons
The number of family households is 14,262. The growth rate since 1990 has been 3.4%. Family households are not growing as fast as the population.	The number of family households is 33,850. The growth rate since 1990 has been -1.2%. Population growth may be a result of non-family adult households.

Whites (Non-Hispanic) represent 84% of the population, African Americans represent 9.7% and Hispanics represent 2.4%. African Americans are the fastest growing populations.	Whites (Non-Hispanic) represent 78.1% of the population, African Americans represent 14.6% and Hispanics represent 3.5%. African Americans are the fastest growing populations.
The largest phase of life is Families and Empty Nesters (ages 35-54) comprising of 31.5% of the total population. Enrichment Years Singles/Couples (Ages 55-65) is the fastest growing population at a projected growth rate of 5.4%.	The largest age group is Families and Empty Nesters (ages 35-54) comprising of 30.1% of the total population. Enrichment Years Singles/Couples (Ages 55-65) is the fastest growing population at a projected growth rate of 5.5%.
Late Elementary to Middle School ages 10 to 14 children are increasing as a percentage of children between 5 and 19 by 1.1%. High School ages 15 to 19 are increasing by .8%. Early Elementary children ages 5 to 9 are projected to decline by -2%.	Late Elementary to Middle School ages 10 to 14 children are increasing as a percentage of children between 5 and 19 by 1.1%. High School ages 15 to 19 are increasing by .9%. Early Elementary children ages 5 to 9 are projected to decline by -2%.
The estimated current year average household income is \$66,176. The average household income is projected to grow by 7.5% to \$71,109	The estimated current year average household income is \$61,735. The average household income is projected to grow by 8.1% to \$66,742.
For the current year, it is estimated that 32.9% of all family incomes exceed \$100,000 per year. In five years that number is projected to be 42.5%.	For the current year, it is estimated that 28.8% of all family incomes exceed \$100,000 per year. In five years that number is projected to be 38.0%.
The educational attainment level of adults has been rising over the past few years with 27.8% of the population 25 or older has a college or graduate degree. The over all educational attainment level is projected to rise over the next five years by 3.1%.	The educational attainment level of adults has been rising over the past few years with 27.8% of the population 25 or older has a college or graduate degree. The over all educational attainment level is projected to rise over the next five years by 3.3%.
48% of the adult population considers themselves a spiritual person while 36.7% consider themselves a conservative evangelical Christian.	47.8% of the adult population considers themselves a spiritual person while 37.3% consider themselves a conservative evangelical Christian.
26.4% adults contribute \$200 or more to religious organizations while 8.5% contribute \$200 or more to social services.	26.4% adults contribute \$200 or more to religious organizations while 8.5% contribute \$200 or more to social services.
30.2% of the population is classified as <i>Successful Suburbia</i> . Middle-age, married couples with children who enjoy an upscale life far from the downtown hustle of city living. 20.1% are <i>Urban Commuter Families</i> . Upscale, college educated Baby Boomer families and couples living in comfortable, single detached homes in city neighborhoods on the metropolitan fringe. 11.1% are	16.2% of the population is classified as <i>Successful Suburbia</i> . Middle-age, married couples with children who enjoy an upscale life far from the downtown hustle of city living. 13.2% are <i>Moderate Conventionalists</i> . Highly mobile, middle-class singles and childless couples living in modest homes, semidetached houses and apartments scattered throughout second-tier cities. 12.7% are <i>Urban</i>

<p><i>Moderate Conventionalists.</i> Highly mobile, middle-class singles and childless couples living in modest homes, semidetached houses and apartments scattered throughout second-tier cities.</p>	<p><i>Commuter Families.</i> Upscale, college educated Baby Boomer families and couples living in comfortable, single detached homes in city neighborhoods on the metropolitan fringe.</p>
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I believe that it is important to note that Beulah Presbyterian Church finds itself in a growing area. The population is getting older, wealthier, and increasing its educational level. The area is religious and has a middle of the road to conservative political outlook. Two of the Mosaic groups, *Successful Suburbia* and *Urban Commuter Families* are considered older and more likely to have an established residence. *Moderate Conventionalists* are considered younger and more mobile. None of the three groups typically have a large percentage of young children.

Beulah Presbyterian Church has a great opportunity to reach out to a growing community. The leadership of Beulah Presbyterian Church should consider the three groups along with the demographic study when developing an outreach plan. The outreach plan should keep in mind that the area is growing older and a significant portion of the growth will identify with a more traditional church.

Facilities Analysis

My general assessment of the facilities of Beulah Presbyterian Church of Louisville Kentucky is that the campus has adequate land and building space for future growth but the outdated facilities along with its limited functionality will make it very difficult to attract new members. I am aware that a few of the recommendations can be very costly and take significant time to implement. There are several recommendations that can be done immediately and with a minimal cost. Recommendations are the following.

- Exterior Signage
- Interior Signage
- Paint the educational space
- De-clutter and Organize
- Update basement
- Install bathrooms near the sanctuary
- Update sanctuary

The Exterior Campus: Beulah Presbyterian Church, which was founded in 1868, is located at 6704 Bardstown Road Louisville Ky 40291. It sits on the southwest corner of the intersection of Bardstown Road and Beulah Church Rd. Beulah Presbyterian Church's campus consists of three buildings; the main church building, the Ramsey gym, and the Fern Creek Highview United Ministries building. The main church building, which consists of the sanctuary, was original built in the 1920's and has had a number of additions. The Ramsey gym, which was built in 1977, consists of the gym along with some multipurpose / educational rooms. The most recent building is the Fern Creek Highview United Ministries building, which was built as partnership with the Fern Creek Highview United Ministries.

The campus of Beulah Presbyterian Church is easily accessible from I-265 and Bardstown Road. The buildings, parking lot, and property are well kept. The property sits on

6.97 acres of land and has plenty of room for future growth. The parking lot is has 149 space with 17 handicap spaces and using the rule of 2.5 people per space means that the parking lot would allow for 372.5 people. There also is access to overflow parking next door if needed.

The campus is marked with three fixed signs; one sign facing north and located on the corner of the intersection of Bardstown Road and Beulah Church Road, one on Bardstown Road facing east, and one is located on Beulah Church Road. There is one portable sign placed in the grass on Bardstown Road just south of the main church building. The campus parking lots are accessible from both roads and they connect on the southwest corner of the lot.

Observations of the Exterior Campus: The size of the campus, with its multiple buildings, makes it difficult for visitors to know where to enter the parking lot, park their car, and find the entrance of the appropriate building. The parking lot has multiple entrances with some confusing traffic flow where the upper and lower parking lots connect. The exterior signage is limited with some signs being difficult to read. The limited signage may make it difficult for a visitor to know where to park, enter the building, find the sanctuary, or navigate the campus. The secret observers commented that once they had found the church, they had a difficult time knowing where to park and enter the sanctuary.

The Recommendations for exterior campus:

- Exterior Signage: The installation of more exterior signs will help visitors locate the campus, find a proper parking space near an appropriate entrance, and direct them towards their destination.
 - Visible signage at the corner of Bardstown Road and Beulah Church Road
 - Trim back the bushes and shrubs so that the sign is visible

- Look into the possibility of using larger letters with fewer words inside the sign so that the information is readable
 - Display church phone number on sign
- More Traffic flow signs
 - Install more traffic flow signs to direct people where to enter, exit, and park on the campus.
 - Install traffic flow where the two parking lots connect.
 - Identify and install visitor parking signs
- Campus signs
 - Install exterior signs around the campus that direct visitors to key areas as the sanctuary, nursery, offices, and gym.

The Interior Campus: Beulah Presbyterian Church's main church building consists of the sanctuary, lobby, offices, library, the old sanctuary, and the educational wing, which consists of the preschool, and nursery. The Ramsey building consists of the gym, kitchen, and multipurpose / educational rooms. The Fern Creek Highview United Ministries building houses the ministries and is not used for Beulah Presbyterian Church programming.

Observations of the interior campus: The numerous expansions to the main church building have created a building that is difficult to navigate. There are minimal signs posted to direct visitors to the different areas of the building, such as sanctuary, the restrooms, nursery, and class rooms. During my Sunday morning visit I was directed to a Sunday school class by a staff member but after the class I needed to follow a church member back so that could find the sanctuary. Without the assistance of the staff member it would have been very difficult to locate the Sunday school class. There are no bathrooms near the sanctuary. The closest bathrooms are in the educational wing. The distance of the bathrooms from the sanctuary may create difficulties members with disabilities or challenged mobility that need to use the restrooms.

The lobby and library were cluttered with books and informational pamphlets. The informational tables in the lobby area limits an already limited space and cuts down on the ability of the congregation to use the space as an area to gather together after the worship service. The library, educational wing, and basement were dark and outdated. Some of the basement doors were not functional and may lead security issues.

The sanctuary is an adequate size for future growth but the outdated design, lighting, and sound will make it difficult to attract new members. The sanctuary seats approximately 375 and using the 80% rule for maximum capacity the sanctuary can comfortable hold up to 300 people. The sanctuary is long and narrow. The long and narrow sanctuary makes it difficult to see the chancel area if you are sitting in the back. The chancel area is low and restricted by the placement of the choir pews and pulpit. The design of the chancel area may also limit the worship team's ability to create new worship experiences or opportunities. There is limited lighting and poor sound quality in the sanctuary and it is most noticeable with the seats under the balcony. One interviewee stated that they stopped attending the worship service because they could not hear.

The Recommendations for interior campus:

- Interior Signage: The installation of more interior signs will help visitors navigate the campus, especially visitors looking for the restrooms and nursery. The installation of maps and class room signs will help encourage visitor to use the facilities and participate in activities.
 - Visible signage throughout the buildings
 - Install signs that identify and direct visitor to specific areas of the church such as the bathrooms and nursery.

- Install signs that identify each class room so that members and visitor can locate a class room.
 - Install “You are here Maps” to help visitor navigate the campus.
- Paint the education space: Visitors attending the church will be assessing the up keep of the facilities. This is especially true for families with children. A fresh coat of paint is the quickest way to update the educational space.
 - Paint preschool area
 - Paint basement
- De-clutter and Organize: Cleaning and organizing the facilities will create more usable and functional space. A clean and organized facility will also communicate to visitors that the congregation cares about the facilities and the people who use them.
 - De-clutter and organize visible areas of the campus
 - Buy proper storage and displays for narthex, sanctuary, and library.
 - Clean, de-clutter and organize the library.
 - Organize narthex and create an identifiable area for welcome/visitor information.
 - Organize back of sanctuary
 - Clean and organize hallways
- Update basement: By updating basement in the main church building the church will be able to create another large functional space for fellowship and educational activities.
 - Updating Basement
 - Clean and paint basement
 - Consider installing more lights
 - Repair doors so that they open and close properly

- Repair locks on doors so that they work properly

- Install bathrooms near the sanctuary: Beulah Presbyterian Church should consider installing bathrooms near the sanctuary. The installation of bathrooms near the sanctuary will create more accessibility for older member and families with young children.

- Update sanctuary: Beulah Presbyterian Church should consider redesigning and updating the sanctuary. When redesigning the sanctuary Beulah Presbyterian Church should consider the visibility and functionality of the chancel area. The redesign of sanctuary should consider updating and installation of sound, lighting, and multimedia. The updates will open up opportunities for new worship experiences. I would recommend visiting Harvey Brown Presbyterian Church in Louisville KY. They are a local congregation who had a similar challenge of a long and narrow sanctuary. They have recently renovated their sanctuary and their design and knowledge would be a valuable asset for initiating this recommendation.

Recent History

There are three recent events that have had a significant impact on Beulah Presbyterian Church. The first event was in 1994 during the Co-Pastor calling process. There were number of members who did not support the church's decision to call Ken and Judy Hockenberry as Co-Pastors. The opposition consisted of members who did not want the Co-Pastor model and members who did not want a woman pastor. This opposition led to the first wave members leaving the congregation. The second significant event was in 2000 with a formal statement of support for the co-pastors and the introduction of a new mission statement and vision statement. The formal statement of support by the Session meant that the governing body of Beulah Presbyterian Church was behind the co-pastors. The introduction of the new statements meant the Session was working with the co-pastors to define a new direction of the church. The statements led to another wave of membership loss.

The third event was in 2004 when Judy Hockenberry left Beulah Presbyterian Church. Beulah Presbyterian Church was in deficit and opposition again arose around Pastor Judy Hockenberry. The results were another wave of members leaving the congregation and the departure of Pastor Judy Hockenberry. Following the departure of Judy Hockenberry, the Session made another formal statement of support for Pastor Ken Hockenberry. The real significance of the Pastor's departure can be seen in 2006 when there was a 33 membership loss. It was also in this last wave of membership loss that most of the remaining opposition left the congregation.

The impact of these three events is that membership has declined but support for the staff and direction of the church has solidified. This was confirmed in the interviews and the recent increase in total contributions.

Church Health Survey and Interviews

Thirty members participated in the Church Health Survey™ and I also interviewed 15 members, 7 staff members and 2 group interviews. The extensive 43-page report from the Church Health Survey™ is included in the appendix and that appendix includes some recommendations for each area surveyed.

The CHS reflects a congregation that perceives it to be “marginally unhealthy” with primary strengths in worship and ministry. With a range of 0-100 a score of 75 represents a healthy congregation. The scores for each section are listed below.

Worship:	73.27	Marginally Healthy
Ministry:	72.00	Marginally Healthy
Prayer:	66.80	Marginally Unhealthy
Fellowship:	65.43	Marginally Unhealthy
Discipleship:	60.07	Unhealthy
Evangelism:	57.87	Unhealthy
Overall	65.91	Marginally Unhealthy

The member, staff, and group interviews reflected a slightly higher perception of health with a similar order of effectiveness. I asked the interviewee to rate the health of each area using a scale of 1 -10 with 1 being very unhealthy and 10 being very healthy. The average overall score was 7.7 indicating a healthy congregation.

The CHS and interviews indicated a number of positives

- Worship services are welcoming, family oriented and kid friendly.
- Members feel like they are worshiping God during the worship service
- The congregation has an effective music ministry for adults and members enjoy the music in the worship services
- The congregation cares about and ministers to one another
- The congregation has an effective youth, music, and preschool ministry
- The congregation has an effective and faithful staff
- The congregation has a strong and effective partnership with Fern Creek Highview United Ministries

The CHS and interviews indicated a number of challenges

- There is a limited understanding and practice of spiritual disciplines
- There is a significant concern about the lack of member participation and leadership: There are a few members doing the majority of work
- There are a limited number of opportunities for adult Christian education and ministry.
- The congregation is not growing with the community
- The facilities are aging and outdated

In my estimation, Beulah Presbyterian Church is a congregation that is marginally unhealthy and its future steps will determine whether or not the congregation becomes healthier. My suggested steps are throughout this report.

Building on the Positives:

I encourage you to develop special services and events that create excitement and give members an opportunity to invite their family members and friends to the service. 93.3% of the members taking the survey agreed that “When they come to church, I truly sense that I worship God.” Provide more opportunities for members to invite family and friends to worship. Special services and events might include an invite your friend to church Sunday, service with the Boy Scouts or Girl Scouts, preschool appreciation, a guest musician, or a guest preacher.

Provide more opportunities for members to participate in the worship service. 93.3% of the members taking the survey agreed that “The music in our worship service leads me to worship”. Beulah Presbyterian Church’s staff is gifted and knowledgeable in music. I encourage you to enhance and expand the music ministry by focusing on more diversity in music and developing a music ministry for children. I would also encourage you to provide more opportunities for participation in the worship service. I would recommend encouraging Elders to participate in the leading of liturgy and the children’s message.

Partner and support the youth and preschool ministries. Continue to support the DCE, Terry Hargrove and the youth ministry. Consider moving Terry Hargrove to full time. Partner with the Preschool. Look for new ways to support the preschool and the parents of the preschoolers. Consider starting a MOPS (Mothers of Preschoolers) ministry to build a relationship with and provide support for the mothers. Have a preschool appreciation Sunday where you can invite the families and show appreciation during the worship service.

Focusing on the Challenges:

The challenge of discipleship and leadership demands the most attention. The CHS and interviews assessed discipleship as unhealthy and revealed a limited understanding and development of spiritual disciplines within the church membership. Only 13.3% of the members surveyed agreed that “Most attending our church attend regular Bible Study”. 26.7% agreed that “People in our church are given good training on how to develop a prayer life and devotional life”. The CHS and interviews also revealed that there are a limited number of members doing the majority of work in the church. 57% of the members surveyed agreed that “The membership sees the bulk of ministry done by a few in the church”. 11 of 15 members interviewed commented on the need to get more members participating in ministry. The lack of training and participation in spiritual disciplines may be hindering Beulah Presbyterian Church’s ability to establish a strong foundation for effective leadership, member participation, and spiritual growth.

I encourage Beulah Presbyterian Church to develop a vision and plan for discipleship. The vision and plan should include what spiritual disciplines a member should be developing as a disciple and what ministries are to be initiated to help that member become a faithful disciple.

Beulah Presbyterian Church should consider introducing and including a small group ministry and spiritual gift assessments into the discipleship plan. A small group ministry will provide more opportunities and flexibility for engaging adult members in avenues of Christian education and spiritual growth. Small groups will also provide opportunities for members to begin to develop skills for leadership. Beulah Presbyterian Church should consider offering a spiritual gift assessment class. Spiritual gift assessments will help members identify and understand their spiritual gifts so that they may effectively use their gifts in the life of the church.

Small Group Resources

- *Small Group Life* by E. Stanly Ott.
- Smallgroups.com
- Rick Warren's 40 days of Purpose and 40 days of Community

Spiritual Gift Assessments

- www.presbygrow.net/resources

Word – Share – Share

- www.vitalchurchesinstitute.com

The challenge of evangelism is another major area that demands attention. The CHS and interviews assessed evangelism as unhealthy and revealed that most members do not or do not know how to share their faith with others. Only 20% of the members surveyed agreed with the statement “I regularly attempt to establish relationships with people who do not have a church home”. 74.7% are uncertain or disagree with the statement that “Our church provides regular

opportunities for evangelism training”. Finally, one of the major concerns stated by the members interviewed was that the church was not growing as fast as the community.

I encourage Beulah Presbyterian Church to create a process that will align the current ministries with an element of evangelism. Stan Ott, of the Vital Church Institute, has created an alignment process for churches that asks how each ministry is reaching, growing, and sending. How will the ministry bear witness and win people to faith and into fellowship? How will the ministry grow its participants in the spiritual disciplines of the faith? How will the ministry send its participants to some specific ministry? The alignment process will help focus each ministry so that it is intentionally asking how it will integrate an element of evangelism.

I encourage you to provide training in evangelism. Martha Graces Reese’s *Unbinding the Gospel* is a process that will introduce the concept and practice of small groups while training members on why and how to do evangelism. The program will help members learn how to share the gospel out of their own faith stories. The program is endorsed by the Mid-Kentucky Presbytery and they can offer support.

I encourage Beulah Presbyterian church to look for ways to understand and engage the community. Missioninsite is a resource that studies the demographics of the community and is available to congregations through the Mid-Kentucky Presbytery.

Evangelism Resources

- *Unbinding the Gospel* by Martha Grace Reece
- www.missioninsite.com
- *Twelve Dynamic Shifts for Transforming Your Church* by E. Stanley Ott.
- *Grow your Church from the Outside In* by George Barna
- The Alpha Course: www.alphana.org

Additional Notes from the Church Health Survey™ and Interviews

- Fellowship requires some attention. 93% of the members surveyed agreed that “People in the church enjoy being together” while only 43.3% of the member surveyed agreed that “I have fellowship or social times with church members outside of church activities at least once a quarter”. Look for ways to provide more fellowship opportunities.
- Prayer requires some attention. Consider providing a specific place for people to pray. Look for ways to help members pray for missionaries and the un-churched.
- The facilities need some updating