Dear Friends at Mayfair-Plymouth,

As leader of Church Doctor Ministries, I want to sincerely thank you for the privilege of serving your congregation. It is my prayer that God will use the content of this report to help your church become more effective for the Great Commission. The recommendations contained within this document can be a catalyst for significant ministry growth. To achieve this end, it will require dedication, initiative, and hard work. Anything worthwhile in life requires effort. As you read this report, prepare action plans, and prioritize your ministry direction, please remember that Church Doctor Ministries is your partner for a healthy and growing church!

Dr. Kent R. Hunter
Healthy Churches Thrive!

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### Healthy Churches Thrive!
A Spiritual Pilgrimage for Mayfair-Plymouth Congregational Church

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Coaching phone call #1</td>
<td>Coaching phone call #2</td>
<td>Coaching call #3</td>
<td>Coaching phone call #4</td>
<td>Coaching phone call #5</td>
<td>Coaching phone call #6</td>
<td>Coaching phone call #7</td>
<td>Coaching phone call #8</td>
</tr>
<tr>
<td>Date set – agreement signed, church chooses key leaders for Pilgrimage</td>
<td>Leadership watches the Healthy Leaders Thrive! DVD</td>
<td>Onsite visit by two Church Doctors</td>
<td>Church Action Plan Team to disseminate recommendations</td>
<td>Church completed Action Plans (within 90 days of Oral Report) and sends to Church Doctors</td>
<td>Intercessory phone call #4 by Church Doctor Intercessor, with church Prayer Team</td>
<td>Intercessory phone call #4 by Church Doctor Intercessor, with church Prayer Team</td>
<td>Metrics feedback from Church Board and staff on consultation process</td>
</tr>
<tr>
<td>Church distributes congregational survey (metrics measurement survey)</td>
<td>Church doctors prepare report for the church</td>
<td>Church receives written report from Church Doctor Ministries</td>
<td>Church works on Action Plans from recommendations</td>
<td>Church Doctors review Action Plans and provide a written response to the church</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Church works on compiling statistics and historical data to be sent to Church Doctor Ministries</td>
<td>Vision Community Meeting</td>
<td>Oral Report given onsite by Church Doctors</td>
<td>Begin preparing for 70 Days of Vision Review Campaign Kit</td>
<td>Continue inviting members to participate in 70 Days of Vision Campaign</td>
<td></td>
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</tr>
<tr>
<td>Church Forms Prayer Team</td>
<td>Intercessory phone call #1 by Church Doctor Intercessor, with church Prayer Team (two weeks prior to onsite visit)</td>
<td>Pastor feedback gathered by Church Doctor Ministries</td>
<td>Begin inviting members to participate in 70 Days of Vision Campaign</td>
<td>DVD Learning Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intercessory phone call #1 by Church Doctor Intercessor, with church Prayer Team</td>
<td>Church Doctors meet with church staff</td>
<td>Church Doctors meet with Action Plan Team</td>
<td>DVD Learning Communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Church Forms Vision Community</td>
<td>Church provides e-mail sign up for Church Doctor Report Newsletter</td>
<td>HCT! Multiplication Event #1</td>
<td>DVD Learning Communities</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

These Dates will be negotiated at a later date.

Timeframes will be adjusted seasonally for Christmas, Easter, and summer periods.

[www.healthychurchesthrive.com](http://www.healthychurchesthrive.com)

Revised: 09/29/11 jma
These Dates will be negotiated at a later date.

Timeframes will be adjusted seasonally for Christmas, Easter, and summer periods.

*Call Church Doctor Ministries for information regarding these optional services.
April 2014
- Coaching phone call #5
- Optional* Church Government Consultation Process Oral Report
- DVD Learning Communities

May 2014
- Follow-up phone call #3 by your Church Doctor analyst
- DVD Learning Communities

June 2014
- Coaching phone call #16
- DVD Learning Communities

July 2014
- 2-day Follow-Up Consultation by your Church Doctor
- DVD Learning Communities

August 2014
- Coaching phone call #17
- Church receives written report from Church Doctor Ministries
- DVD Learning Communities

September 2014
- Coaching phone call #18
- DVD Learning Communities

October 2014
- Follow-up phone call #4 by your Church Doctor
- DVD Learning Communities

November 2014
- DVD Learning Communities

December 2015
- Church takes metrics measurement survey #3

**Each new Learning Community added throughout the Pilgrimage will continue to meet beyond the 24 months, until all are complete (total of 10 meetings for each Community).**

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Timeframes will be adjusted seasonally for Christmas, Easter, and summer periods.
General Information

Mayfair-Plymouth Congregational Christian Church was founded in 1970 and constituted in 1970. It is a member of the National Association of Congregational Christian Churches denomination. The church is a primarily Caucasian congregation located in the city of Toledo, Ohio, with an estimated total resident membership of 325.

WHERE THEY LIVE (TABLES 41 & 42)

Mayfair-Plymouth Congregational Christian Church is located in Lucas County, Ohio. The respondents are spread over 28 different zip code areas. The largest percentage (24%) live in zip code 43612 (Toledo) followed by 16% in 43613 (Toledo), 14% in 48182 (Temperance, Michigan), and 6% in 43623 (Toledo). Almost all (94%) travel to church by car. Fifty-eight percent (58%) travel 1 to 13 minutes, 25% travel 14 to 20 minutes, 11% travel 21 to 30 minutes, and 7% of survey respondents travel more than 30 minutes.

OTHER CHURCHES IN AREA

According to the U.S. Religion Census dated 2010, Lucas County in Ohio reports 372 religious groups. There are 73,338 communicant, confirmed, or full members of these groups, and 42,526 attendees. The total number of persons who claim to be adherents of religious groups in the county numbers 197,938, which represents 44.8% of the total population.

Lucas County includes one Baha’i temple with 70 adherents, three Hindu temples with 326 adherents, four Jewish synagogues with a total of 3,203 adherents, four Wards of the Church of Jesus Christ of Latter-day Saints with a total of 1,707 adherents, and three Muslim mosques with 1,908 adherents.

Among Christian congregations, the denomination with the most churches and greatest number of adherents is the Roman Catholic Church with 35 parishes and 92,283 adherents. They represent 20.9% of Lucas County’s total population and 46.6% of all who report religious affiliation. The Evangelical Lutheran Church in America reports 34 congregations - the second largest group, by number, of churches in the county. They claim 18,207 adherents – 4.1% of the total population and 9.2% of adherents in the county. There are 33 non-denominational Christian Churches in Lucas County that report 13,701 members – 3% of the total population and 6.8% of all religious adherents. United Methodists gather in 29 congregations across Lucas County. They report 10,000 adherents, 2.3% of the total population and 5.1% of total adherents. The next largest number of congregations is reported by the National Baptist Churches – USA with 15 congregations and 9,846 adherents. They represent 2.2% of the county population and 5% of total adherents. Baptist congregations that are members of the Southern Baptist Convention report 13 congregations with 1,238 adherents. They are 0.3% of the total population and 0.6% of religious adherents overall. American Baptist Church congregations number 12, with 2,064 adherents, which is 5% of the total population and 1% of total adherents. (If all Baptist churches reported as one, they would have 52 congregations with 14,988 adherents.) The Lutheran Church-Missouri Synod has 10 congregations in Lucas County with 3,196 adherents; they represent 0.7% of the total population and 1.6% of religious adherents. These represent all of the Christian

Editor’s note: Charts in this report may not equal 100%. The reason for this is that the “no response” percentage has been excluded in most cases or the sum of the percentages has been rounded up automatically by the computer tabulation program.


Where They Live

<table>
<thead>
<tr>
<th>Zip Code Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>43612 (Toledo)</td>
<td>24%</td>
</tr>
<tr>
<td>43613 (Toledo)</td>
<td>16%</td>
</tr>
<tr>
<td>48182 (Temperance, MI)</td>
<td>14%</td>
</tr>
</tbody>
</table>

The remaining respondents are located in 6% or less 25 zip code areas.
General Information

denominations and associations with 10 or more churches in Lucas County.

There are five congregations of the Congregational Church – North America, of which Mayfair Plymouth Church is one. The five churches report total adherents of 1,342, which is 0.3% of the population of Lucas County, and 0.7% of the county’s religious adherents.

With nearly 45% of Lucas County residents reporting a religious affiliation, the remaining 55% of the population is, by self-declaration, unchurched and non-religious.
**Worship Time**
The congregation worships twice on Sunday, at 9:00 a.m. and 10:45 a.m., and once on Saturday, at 6:00 p.m.

**Worship Style**
The style of the 6:00 p.m. Saturday evening service in the sanctuary is described as contemporary and includes the following elements:
- music performance
- Lord’s supper served once a month
- songs projected on screen
- PowerPoints
- staff-led worship
- worship team
- band
- drama
- interpretive dance
- video clips
- visitors recognized

The style of the 9:00 a.m. Sunday morning service in the sanctuary is described as traditional and includes the following elements:
- music performance
- children’s message
- Lord’s supper served once a month
- songs projected on screen
- sermon PowerPoints
- staff-led worship
- interpretive dance
- video clips
- choruses
- hymnal use
- visitors recognized
- clergy sometimes in robes

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**Seating/Parking Capacity**

- **Saturday 6:00 p.m. service**
  - Sanctuary on average is 24% full
  - Parking lot is 40% full

- **Sunday 9:00 a.m. service**
  - Sanctuary on average is 56% full
  - Parking lot is 100% full
Worship Style
The style of the 10:45 a.m. Sunday morning service in the sanctuary is described as contemporary and includes the following elements:
- music performance
- children’s message
- Lord’s supper served once a month
- songs projected on screen
- sermon PowerPoints
- staff-led worship
- worship team
- band
- drama
- interpretive dance
- video clips
- visitors recognized

Worship Reflection (Tables 45-2—45-4; 45-8)
- 73% of the survey respondents strongly or mostly agree that they often feel like they have encountered the presence of God during the worship service.
- 83% of the survey respondents strongly or mostly agree that the services are God-honoring and spiritually rewarding.
- 74% of the survey respondents strongly or mostly agree that nearly every message is relevant to their daily lives.
- 84% of the survey respondents strongly or mostly agree that the truths of Scriptures are very clearly taught here.
### Congregational Demographics

#### SURVEY RESPONDENTS

During December 2012, 201 people participated in a congregational survey. This survey provides a close-up of attendees and reveals a congregation that is represented by each age group, with the highest percentage (37%) older than 61. The younger generations, between 20 and 40 years old, are low in percentage compared to the older generations. The median age is 56 years old.

Here is a closer look:

#### AGE DISTRIBUTION (Table 36)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>13-19</td>
<td>9%</td>
</tr>
<tr>
<td>20-26</td>
<td>3%</td>
</tr>
<tr>
<td>27-33</td>
<td>5%</td>
</tr>
<tr>
<td>34-40</td>
<td>7%</td>
</tr>
<tr>
<td>41-47</td>
<td>9%</td>
</tr>
<tr>
<td>48-54</td>
<td>16%</td>
</tr>
<tr>
<td>55-61</td>
<td>14%</td>
</tr>
<tr>
<td>62+</td>
<td>37%</td>
</tr>
</tbody>
</table>

#### LENGTH OF ATTENDANCE (Table 1)

The bar chart below shows the breakdown of length of time attending, with more than one-half (53%) of the respondents attending more than 10 years. Less than one-fifth (18%) of the respondents are newcomers, having attended three years or less.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;6 mos.</td>
<td>6%</td>
</tr>
<tr>
<td>6 mos.-1 yr.</td>
<td>1%</td>
</tr>
<tr>
<td>1-3 yrs.</td>
<td>11%</td>
</tr>
<tr>
<td>4-5 yrs.</td>
<td>9%</td>
</tr>
<tr>
<td>6-10 yrs.</td>
<td>20%</td>
</tr>
<tr>
<td>11-20 yrs.</td>
<td>30%</td>
</tr>
<tr>
<td>&gt;20 yrs.</td>
<td>23%</td>
</tr>
</tbody>
</table>

#### RESPONDENTS’ DEMOGRAPHICS SUMMARY

- 66% are members (table 2)
- 39% transferred their membership from another church, 16% grew up in this church and joined as a child or adult, and 46% joined as an adult and were not previously attending a church (table 4)
- 82% attend every weekend except when out of town/ill (table 7)
- 40% Male - 60% Female (table 35)
- 72% have lived in the area more than 20 years (table 37)
- 19% have a college degree or higher (table 38)
- 71% married, 47% in first marriage (table 39)
- 29% single, 16% never married, 61% of which are younger than 20 (table 39)
Congregational Demographics

DISTRIBUTION OF MEMBERSHIP (Table 35, 36)
When the congregational membership of this church is analyzed by age, the chart to the right reflects the distribution of members. The chart reveals a representation of members in each age segment, with the greatest percentage (43%) in the 62 and older segment. Baby boomers make up slightly more than one-third (38%) of the membership of this church. Analyzed by gender, males make up 40% of the members, females 60%.

MEMBERSHIP TENURE (Table 3)
When analyzed by membership tenure, the largest percentage (28%) have been members for more than 20 years. Twenty-two percent (22%) have been members 11 to 20 years. Newcomers represent eighteen percent (18%) of the membership. The distribution of members by tenure is reflected in the chart below.

ACTIVE AND INACTIVE MEMBERS
Active members are those who have attended worship or gave within the past year.

Inactive members are those who do not fall into the above category. If this is the case, they are put on the inactive list.

MISCELLANEOUS MEMBERSHIP INFORMATION
The year 2000 marks the break between the oldest and youngest halves of the congregation. On average, between two and four people per week from this congregation are hospitalized. Twelve funerals for members have been conducted in the past 12 months. Seven marriages have been performed in the past 12 months: one where both the bride and the groom were members, one where only one was a member, and five where neither the bride nor the groom were members. The congregation reports 30 shut-ins.

"As Christians, we are an optimistic lot. And why shouldn't we be? Faith is a touchstone of our belief....But when hope mutates into presumption, and throwing off restraints leads us to embrace unrealistic conjecture, we run the risk of damaging the church's viability and credibility."
~ Bob Whitesel
Growth By Accident, Death By Planning
### Congregational Demographics

The table below gives a comparative snapshot of how newcomers (attending less than 3 years) to this church compare with the total survey respondents in five specific subheadings within the data.

<table>
<thead>
<tr>
<th>Who they are</th>
<th>Total survey respondents</th>
<th>Newcomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender male/female (table 35)</td>
<td>40/60%</td>
<td>41/59%</td>
</tr>
<tr>
<td>Members (table 2)</td>
<td>66%</td>
<td>22%</td>
</tr>
<tr>
<td>Joined as an adult and were not previously attending a church (table 4)</td>
<td>46%</td>
<td>43%</td>
</tr>
<tr>
<td>Transferred membership from another church (table 4)</td>
<td>39%</td>
<td>43%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How they became aware of the church (table 6)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Through the influence of someone telling them about the church</td>
<td>27%</td>
</tr>
<tr>
<td>Through the influence of someone inviting them to the church</td>
<td>15%</td>
</tr>
<tr>
<td>Grew up in this church</td>
<td>12%</td>
</tr>
<tr>
<td>Through the influence of someone bringing them to the church</td>
<td>11%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What influenced them to continue to attend – Top 3 for total respondents (table 8)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Preaching/teaching</td>
<td>55%</td>
</tr>
<tr>
<td>Style of the service(s)</td>
<td>35%</td>
</tr>
<tr>
<td>The music</td>
<td>26%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spiritual practice</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Attend Sunday service every weekend except when out of town or ill (table 7)</td>
<td>82%</td>
</tr>
<tr>
<td>Were not regularly attending another church just prior to attending (table 9)</td>
<td>44%</td>
</tr>
<tr>
<td>Spiritual life growing faster as a result of this church’s ministry this past year (table 16)</td>
<td>18%</td>
</tr>
<tr>
<td>Attend regularly scheduled Bible class either at church/home (table 20)</td>
<td>42%</td>
</tr>
<tr>
<td>Are in a small group at this time (table 25)</td>
<td>36%</td>
</tr>
<tr>
<td>Regularly serve in a church ministry (table 27)</td>
<td>50%</td>
</tr>
<tr>
<td>Became a Christian after attending this church (table 40)</td>
<td>22%</td>
</tr>
<tr>
<td>Have a positive attitude about this church—Strongly recommend it to their friends (table 45-1)</td>
<td>46%</td>
</tr>
<tr>
<td>Strongly agree that they feel like a part of the church (table 45-7)</td>
<td>41%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How they reach out</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Told more than 15 people about this church in the past year (table 10)</td>
<td>17%</td>
</tr>
<tr>
<td>Told none in the past year</td>
<td>5%</td>
</tr>
<tr>
<td>Invited more than 15 people to this church in the past year (table 11)</td>
<td>6%</td>
</tr>
<tr>
<td>Invited none in the past year</td>
<td>16%</td>
</tr>
<tr>
<td>Brought more than 15 people to this church in the past year (table 12)</td>
<td>1%</td>
</tr>
<tr>
<td>Brought none in the past year</td>
<td>48%</td>
</tr>
</tbody>
</table>
The “Historical Membership” graph identifies estimated membership figures from 1975 through 2011, as they have been reported to Church Doctor Ministries. From the founding of Mayfair Plymouth Congregational Church in 1970 to 1975, there was no membership information available. In 1975, when Pastor David Claassen was called to serve the church, it is estimated that there were 325 members. From 1975 to 2000, there was no information available. In 2000, the congregation had an estimated 325 members. That number dropped to a low of 322 in 2002, then began a steady climb, reaching a high of 340 members in 2005 and again in 2007. Membership numbers began a decline in 2008, and continued to decline to 331 in 2009. In 2010, there was a distinct spike in membership, to 336. In 2011, there was a distinct drop in membership to 325.
The “Decadal Membership (2001-2011)” graph tracks and averages the estimated membership attendance for the last decade. In 2001, membership was reported at 322 persons. It steadily climbed through 2005, when 340 members were reported. There was a loss of two members in 2006, and a gain of two members in 2007, when membership again peaked at 340 people. In 2008, membership declined to 334 people; it declined again in 2009 to 331 people. There was a reported increase in membership in 2010, when five more members raised the total to 336. Then in 2011, the loss of seven members led to reported membership of 329.

Averaged from year to year, the estimated membership numbers yield an Average Annual Growth Rate (AAGR) of 0.2%. Averaged over the decade, the Decadal Growth Rate (DGR) is 2.2%.
The growth rates of the last decade are reviewed in the “Growth Rates (2001-2011)” graph. Each year represented in blue above the zero line is the percentage of growth for that year. Each year represented in red below the zero line reveals the percentage of loss in membership for that particular year. This means the church had a -0.9% growth rate from the year 2000 to 2001. This was followed by four years of growth: 1.6% in 2002, the greatest measured growth of 2.8% in 2003, 0.9% in 2004, and 0.3% in 2005. In 2006, a -0.6% growth rate was reported. In 2007, the growth rate rebounded to 0.6%. It declined again to -1.8% in 2008 and -0.9% in 2009. In 2010 the congregation experienced a 1.5% growth rate. This was followed in 2011 by a -2.1% growth rate.

*These figures are based on estimated numbers provided by the church.
The “Gains and Losses (2001-2011)” graph indicates the ways in which the church has grown and declined over the last 10 years. The means by which congregations gain members is indicated above the zero line in purple, yellow, and green, and the means by which they lose members is indicated below the zero line in black, red, and blue, as the graph key explains on the lower left.

Because Mayfair-Plymouth Congregational Church does not record details on membership gains (specifically, how many people transferred their membership to this church from another church or how many youth joined), all gains are reported in purple on this graph. Likewise, because Mayfair-Plymouth had no record of removing members due to inactivity, losses are measured in two ways: death of members (black) and transfer of members out of the congregation (red).

For the last 10 years, the church’s estimates reveal that adults joined every year of the decade. The greatest number joined in 2002 (25) and 2003 (24); there were also significant gains in 2001 (16) and 2007 (18). In 2008, only five adults joined, and in 2010, 12 adults joined. The graph shows a loss in momentum of adults becoming members from 2008 through 2011.

Below the zero line are indicated the number of people who left the church through death or transfer out. In each of the years 2001, 2007, and 2011, 12 people died; 2006 (10) and 2008 (nine) were also years of significant loss of members to death. In the early years of the past decade the greatest losses occurred due to transfers out; that number peaked at 15 people in 2002 and 12 people in 2003. Since 2004 there have been no more than eight people transfer their membership away from Mayfair-Plymouth in a given year; in 2011, there were no recorded transfers out.
The “Composite Membership (2001-2011)” graph shows a combination of membership, attendance in worship, and Sunday school attendance. Adult membership is indicated with a blue line and triangles. Worship attendance is indicated with a purple line and dots. Note that in 2001, estimated membership and estimated worship attendance were nearly the same. In 2003, a disparity between the two becomes evident as average worship attendance begins to decline below 300 people per week. The lowest weekly worship attendance is reported in 2008; a slight rebound begins in 2009. One positive distinctive for Mayfair-Plymouth Church is the rather small disparity between membership and worship attendance overall. That is to say, the number of members and guests attending worship is closer to the number of total members overall than in many religious congregations.

Average Sunday school attendance was estimated at 40 people each year from 2001-2011 and is indicated by the green line.

When these three figures (membership, worship attendance, and children and adults in Sunday school or Bible class) are averaged together, it produces the composite membership line, which is in red. This is the overall best indicator of the health and vitality of the congregation. The general pattern of composite membership is rather flat, with minimal decline or gain across the decade. This is indicative of a congregation that is plateaued.

The Average Annual Growth Rate (AAGR) of composite membership is -0.6%. The Decadal Composite Membership is -5.7%
The per-capita giving data is based on worship attendance. The figures represent the dollars given per person in worship attendance for the years 2002-2011. In 2002, giving was at its lowest point in the decade at $27.60. Giving grew steadily to its greatest point – $38.25 – in 2007. In 2008, a decline began with a drop to $36.24. The decline in per-capita giving continued for the next two years, reaching a low of $32.43 in 2010. Per-capita giving in 2011 rebounded to $34.84.

When compared to mainline Christian congregations of similar or larger size, these per-capita figures are higher than many of them. However, it is estimated that Christians give a mere 2.2% of their income to their church, so there is room for improved giving in all churches.
Leadership

STRUCTURE

The main decision-making group in the church is called the Church Council. It has a total of 12 members who represent the boards of the church as well as the heads of ministry groups. Six of the current Council members are staff, including the three pastors, the music director, the Director of Ministries, and the Children’s Ministry Director. Church Council meetings are open to any and all people who wish to attend. There are also other people who bear significant influence in the congregation who are not currently serving on the Church Council.

There are several Boards and Teams that share in leadership of the church’s ministry. The Board of Trustees (12 members) have oversight of the church building and its finances. There is also a Board of Missions and Christian Benevolence, a Board of Ministraions that assists with spiritual care of the congregation, a Board of Christian Education, Children’s Ministry Team, Youth Ministry Team, and a Hospitality Committee that oversees funeral dinners and new member receptions.

STAFF

Prior to the onsite visit, the full-time staff participated in a Spiritual Gifts Profile. Their dominant and subordinate gifts are as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Dominant gifts</th>
<th>Subordinate gifts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susan Buckhotz</td>
<td>Secretary</td>
<td>discernment, intercession, exhortation</td>
<td>voluntary poverty, exorcism, giving</td>
</tr>
<tr>
<td>David Claassen</td>
<td>Senior Pastor</td>
<td>exhortation, evangelist, teaching, wisdom</td>
<td>faith, knowledge, administration, pastoring, discernment, leadership</td>
</tr>
<tr>
<td>Benjamin Jewett</td>
<td>Youth Pastor</td>
<td>mercy, exhortation, faith</td>
<td>discernment, pastoring, hospitality</td>
</tr>
<tr>
<td>Ron Speegle</td>
<td>Music Director</td>
<td>discernment, apostle, martyrdom, leadership</td>
<td>administration, wisdom, faith</td>
</tr>
</tbody>
</table>
Leadership

Leadership Age Breakdown
The leadership close-up reflects the age breakdown of the total respondents. (See table to the right for total age breakdown.)
- Twenty-one percent (21%) are younger than 41.
- The largest percentage (31%) of the leaders are older than 61.
- Slightly more than one-half (52%) of the leaders are 55 and older.

Length of Time Attending (See pie chart to the right.)
- One-fourth (25%) of the leaders have been attending this church more than 20 years.
- 29% have been attending 11 to 20 years.
- 25% have been attending 6 to 10 years.
- 10% of the leaders have been attending 4 to 5 years.
- 12% of the leaders are newcomers (attending 3 years or less).

Ministry Leadership Role
Twenty-one percent (26%) of the survey participants are currently serving in a volunteer ministry leadership role. (See pie chart to the right.)

Christian Before or After Attending (Table 40, 9)
Seventy-three percent (73%) of the leaders of this church became Christians before attending, 20% after, and 6% were not sure how to answer. Thirty-nine percent (39%) indicated they were unchurched just prior to attending.

Membership Data on Leaders (Table 2 and 4)
- The majority of the leaders (86%) are members of the church.
- 40% of the leaders joined this church as an adult and were not previously attending another church.
- 10% grew up in this church and joined as a child or young adult.
- 50% transferred from another church.

Length of Time a Christian (Table 15)
- Eighty-three percent (83%) of the leaders of this church have been Christians for more than 10 years.
Leadership

MISSION AWARENESS OF STAFF AND VOLUNTEER MINISTRY LEADERS
(TABLES 29-32)
(For the complete breakdown of how survey respondents answered all of the questions on mission, see pages 26 and 27 of this report.)

- Almost three-quarters (71%) of leaders said the main purpose of the church is “to make disciples.” The next largest percentage (29%) of leaders answered “to provide a place of fellowship, and to share God’s love with one another” as the main purpose of the church.
- When it comes to describing the mission of God as Jesus stated it, the largest percentage (31%) of the leaders chose “By this all men will know you are my disciples, if you love one another.” The next largest percentage (29%) said, “If you continue in my word, you are my disciples” and “As the Father sent me, even so I send you.” And finally, 12% said it was “Come to me, all who labor and are heavy laden, and I will give you rest.”
- Forty-seven percent of the leaders (47%) described the word “mission” as “the work of the New Testament apostles, demonstrated today wherever Christians share the love and forgiveness of Jesus Christ with one another.” Thirty-one percent (31%) describe the word “mission” as “the task which God has sent every believer to do in every place.” Eighteen percent (18%) said, “anytime we offer a cup of cold water.” And four percent (4%) said, “efforts to share the Gospel of Jesus overseas.”
- The majority (68%) of leaders described the goal of the Great Commission as “to go and make disciples of all nations,” while 26% said “to preach the Gospel” and another 6% to “teach all nations.”

VIEW THE GREATEST ERA OF THE CHURCH (TABLE 33)

- More than two-thirds (67%) of the leaders are looking to the future — they think the greatest era of the church will be in the next 10 years.
- Twenty-nine percent (29%) look to the past.
- See bar chart below for a complete breakdown.

<table>
<thead>
<tr>
<th>Era</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 - 60 years ago</td>
<td>2%</td>
</tr>
<tr>
<td>20 - 40 years ago</td>
<td>2%</td>
</tr>
<tr>
<td>10 - 20 years ago</td>
<td>17%</td>
</tr>
<tr>
<td>Last 10 years</td>
<td>8%</td>
</tr>
<tr>
<td>Next 10 years</td>
<td>67%</td>
</tr>
<tr>
<td>Starting in 10 years</td>
<td>4%</td>
</tr>
</tbody>
</table>
Leadership

**FUTURE OUTREACH**

**OUTREACH TO UNCHURCHED PEOPLE (TABLE 48)**
The question was asked, “How much emphasis should the church put on: OUTREACH TO UNCHURCHED PEOPLE?”
- The majority (77%) of the leaders would like to make outreach to unchurched people a high priority.
- One-fifth (21%) think the current emphasis on outreach to unchurched people is about right.

**GROW IN NUMBERS OF PEOPLE (TABLE 67)**
The question was asked, “How much emphasis should the church put on: GROW IN NUMBERS OF PEOPLE?”
- More than half (57%) of the leaders would like the church to put more emphasis on growing in numbers of people.
- Slightly less than one-third (32%) think the current emphasis on growing in numbers of people is about right.

See the chart to the right for a complete breakdown.
Communication Analysis

The church provided several communication documents for analysis prior to the onsite visit.

The church operates on the Constitution of Mayfair-Plymouth Congregational Christian Church, adopted October 19, 1986, and amended January 1998, March 2004, January 2006, and again in January 2012. The Preamble reflects the understanding that the members are associated with one another for encouragement in the Christian life and for the advancement of the Kingdom of God. True to their Congregational Christian Church legacy, the preamble further states that members “maintain the right of self-government in all matters, temporal and spiritual, because of Christ’s word that where two or three are gathered in His name He is in their midst.” The Constitution outlines the qualifications and conditions of membership, sacramental practices, business meetings, officers and their duties, and boards and their scope of responsibility.

The Mission Statement is printed on the front page of the monthly newsletter, The Mayfair-Plymouth News. Its focus is on the creation of an atmosphere where people can “establish a friendship with Jesus Christ and his people.” It appears to be summarized visually with a simple graphic of an open circle around a cross, with the words Finding Friendship Around Christ. This graphic appears on the newsletter cover and on a brochure designed to inform people about membership in the congregation.

On the cover and inside the December 2012 issue of the Mayfair-Plymouth News there are several attractive grayscale photos with scripture appropriate to the season. The newsletter includes contact information for all ministry leaders. There is a letter from Pastor Claassen, and reports from many of the boards and ministry teams. There is a financial report of income and expenses through 10 months of the calendar year. There is a Focus on Missions section that updates readers on one of the mission projects of the congregation. There is a page titled Health Matters, written by a nurse educator and member of the congregation who leads the Congregational Health and Wellness Ministry. There is a list of shut-ins and their contact information, a calendar, and on the back page, a schedule and expanded description of each of the three worship services.

A worship folder was submitted for review. The cover is a purchased full-color bulletin appropriate to the season. The inside of the folder is titled Life with the Mayfair-Plymouth Family. It includes the date, a welcome to worship, a call to respond to time-sensitive opportunities for service, and items being gathered for the food pantry and the neighboring school. There is a list of people who are hospitalized and in rehabilitation settings with their contact information. There is a summary calendar and announcement of events in the coming weeks. The back page includes information on the Wednesday Church Family Night and other ongoing ministries of the church. There is a brief year-to-date financial report. The name of the church and its address, phone number and website are included at the bottom of the back page. The pastors of the church were not named, nor was contact information for them included.

A half-sheet insert page in the worship folder outlines the order for worship. It lists the Scripture reading and the title of the pastor’s sermon, as well as the pastor who was leading prayer. This edition, for the 10:45 a.m. contemporary service, does not list music titles but does differentiate music portions of the
service from greeting and announcements and times of prayer. There is also a half-sheet insert on colored paper describing prayer at Mayfair-Plymouth. Contact information for the leader of this ministry is included on the insert.

A brochure titled Joining the MEMBERSHIP of the MAYFAIR-PLYMOUTH Family was provided for review. It features the summarized mission statement and graphic above the title. Inside the two-panel brochure, the following questions are asked and answered:

- Why Join?
- What are the Commitments and Privileges?
- What Doctrines Do I Have to Agree to?
- How Do I Join?

Each section is brief, and the language is friendly and engaging. The reader is encouraged to contact one of the pastors (both listed by first name) by calling the church office.

The website for Mayfair-Plymouth Congregational Church is at www.mayfairplymouth.org. It loads quickly, is easy to navigate, and features photos of the church at worship, as well as stock photos illustrating the various tabs of the website. The tabs include: Welcome, About, Connect, Community, Media, and Events. Sermons are available as audio files within 24 hours of being preached. There is a link to the Pastors to Leaders Blog; the most recent post was dated October 2012.

Summary financial reports for 2010 and 2011 were provided for review. 2010 revenue was not included; total expenses for the year ending December 31, 2010, was $291,545.12, which was $1,193.88 below budget for the year. The 2011 report submitted for review did not include revenue; 2011 expenses were $294,377.58, more than $9,100 below the proposed budget. Neither report listed church benevolences or missions paid. The ministries of the congregation are included in the 2010 financial report.
Greatest Era of the Church (Table 33)

Survey respondents were asked what they perceive to be the greatest era in ministry as a congregation. The following percentages include the no response segment.

- More than half (57%) of the survey respondents said it would be in the next 10 years.
- Another 5% said it would be starting 10 years from now.
- Twenty-four percent (24%) of the survey respondents did not respond to this question.
- Twenty-three percent (23%) of the survey respondents said the greatest era of the church was sometime in the past.

Perception of Church Size (Table 34)

When asked if they perceive this church to be a small, middle-sized, or large congregation:

- The majority (68%) perceive this church as a middle-sized congregation.
- Twenty-four percent (24%) perceive this church as a small congregation.
- The graph below shows survey responses.

"I alone know the plans I have for you, plans to bring you prosperity and not disaster, plans to bring about the future you hope for."
~ Jeremiah 29:11 (TEV)
Priorities and Issues

**TOP PRIORITIES (TABLES 44-68)**

Some concerns, issues, and values were listed so survey respondents could indicate to what extent they should be emphasized in the future. The table and bar graphs below show the results. The bar graphs represent the response of the total respondents. For a quick view of what respondents thought should be a higher priority in the future (emphasize more), check the darkest bar in comparison to the lighter bar (emphasize the same) and the white bar (emphasize less).

**Comparing newcomers’ and leaders’ responses to total responses.** The percentages displayed in the two right columns represent what the specified respondents said should be emphasized more in the future and made a high priority.

This graph indicates what the respondents think should be the top priority of the church in the future:

<table>
<thead>
<tr>
<th>This graph indicates what the respondents think should be the top priority of the church in the future:</th>
<th>Total Respondents Emphasize More</th>
<th>Newcomers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach to unchurched people</td>
<td>71%</td>
<td>67% ▶ 77%</td>
<td></td>
</tr>
<tr>
<td>Christian education for all ages</td>
<td>66%</td>
<td>57% ▶ 82%</td>
<td></td>
</tr>
<tr>
<td>Ministry to younger generations</td>
<td>64%</td>
<td>50% ▶ 80%</td>
<td></td>
</tr>
<tr>
<td>Prayer</td>
<td>59%</td>
<td>42% ▶ 76%</td>
<td></td>
</tr>
<tr>
<td>Bible teaching</td>
<td>54%</td>
<td>43% ▶ 71%</td>
<td></td>
</tr>
<tr>
<td>Classes designed to enhance spiritual growth</td>
<td>52%</td>
<td>43% ▶ 69%</td>
<td></td>
</tr>
<tr>
<td>Care for the hurting/forgotten people</td>
<td>51%</td>
<td>39% ▶ 57%</td>
<td></td>
</tr>
<tr>
<td>Growth in numbers of people</td>
<td>51%</td>
<td>48% ▶ 57%</td>
<td></td>
</tr>
<tr>
<td>Vision—clear direction from leadership</td>
<td>49%</td>
<td>42% ▶ 58%</td>
<td></td>
</tr>
<tr>
<td>Leaders with the gift of leadership</td>
<td>47%</td>
<td>42% ▶ 63%</td>
<td></td>
</tr>
<tr>
<td>Small groups</td>
<td>47%</td>
<td>38% ▶ 61%</td>
<td></td>
</tr>
<tr>
<td>Every believer serving in areas of sp. giftedness</td>
<td>46%</td>
<td>36% ▶ 63%</td>
<td></td>
</tr>
<tr>
<td>Family ministry</td>
<td>46%</td>
<td>52% ▶ 61%</td>
<td></td>
</tr>
<tr>
<td>A support system for help and comfort</td>
<td>44%</td>
<td>42% ▶ 57%</td>
<td></td>
</tr>
<tr>
<td>Activities for children</td>
<td>44%</td>
<td>59% ▶ 54%</td>
<td></td>
</tr>
<tr>
<td>A sense of belonging</td>
<td>41%</td>
<td>33% ▶ 46%</td>
<td></td>
</tr>
<tr>
<td>Authentic and open relationships</td>
<td>40%</td>
<td>33% ▶ 57%</td>
<td></td>
</tr>
<tr>
<td>Friendship/fellowship/community</td>
<td>37%</td>
<td>32% ▶ 39%</td>
<td></td>
</tr>
<tr>
<td>Activities for youth</td>
<td>36%</td>
<td>46% ▶ 37%</td>
<td></td>
</tr>
<tr>
<td>Missions beyond the local church</td>
<td>34%</td>
<td>42% ▶ 36%</td>
<td></td>
</tr>
<tr>
<td>Expand or build new facilities</td>
<td>28%</td>
<td>30% ▶ 27%</td>
<td></td>
</tr>
<tr>
<td>Drama and multimedia presentations</td>
<td>23%</td>
<td>14% ▶ 27%</td>
<td></td>
</tr>
<tr>
<td>Contemporary worship</td>
<td>21%</td>
<td>22% ▶ 25%</td>
<td></td>
</tr>
<tr>
<td>Variety in worship</td>
<td>14%</td>
<td>13% ▶ 14%</td>
<td></td>
</tr>
<tr>
<td>Increase staff</td>
<td>11%</td>
<td>8% ▶ 11%</td>
<td></td>
</tr>
</tbody>
</table>
Priorities and Issues

What this church does best (Table 83)

Survey respondents were asked to identify three to five unique strengths of the church. In describing this church to a new neighbor, attendees are most likely to talk about unique strengths listed in the table below.

The table below lists in order of rank what each age segment viewed as the top strengths of this church.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total Respondents</th>
<th>Ages 13-19 (small sample)</th>
<th>20-33 (small sample)</th>
<th>34-54</th>
<th>55+</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Why do they continue to attend? (Top 3 most influential factors) Table 8

- Preaching/teaching
- Style of service(s)
- The music

Newcomers are likely to describe the strengths of this church in the following order Table 46

- Music
- Bible teaching
- Caring for the poor
- Making visitors welcome
- Emphasis on prayer
Priorities and Issues

Main Purpose of the Church (Table 29)
Survey respondents were asked to identify a statement that best describes the main purpose of the church. On this item, fifty-one percent (51%) chose the best answer—to make disciples. The next largest percentage (46%) indicated that the primary purpose of the church is “to provide a place of fellowship, to share God’s love with one another.”

The bar graph to the right represents all the answers of the respondents. The table below compares the responses of newcomers and leaders who completed the survey.

<table>
<thead>
<tr>
<th>Which statement best describes the main purpose of the church?</th>
<th>Newcomers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>To teach people how to live the golden rule</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To be the moral backbone of society</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To make disciples</td>
<td>50%</td>
<td>71%</td>
</tr>
<tr>
<td>To provide a place of fellowship, to share God’s love with one another</td>
<td>50%</td>
<td>29%</td>
</tr>
</tbody>
</table>

The Mission of God (Table 30)
Survey respondents were asked to choose one of four statements of Jesus that best describes the mission of God. On this item, only twenty-five percent (25%) chose the best answer, John 20:21, “As the Father has sent me, even so I send you.” The largest percentage (30%) chose “If you continue in my word, you are truly my disciples, and you will know the truth, and the truth will make you free.” Twenty-nine percent (29%) said, “By this all men will know you are my disciples, if you love one another.” The final sixteen percent (16%) chose “Come unto me, all who labor and are heavy laden and I will give you rest.”

The bar graph to the right represents all the answers of the respondents. The table below compares the responses of newcomers and leaders who completed the survey.

<table>
<thead>
<tr>
<th>Which statement best describes the mission of God?</th>
<th>Newcomers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Come unto me, all who labor and are heavy laden, and I will give you rest.”</td>
<td>16%</td>
<td>25%</td>
</tr>
<tr>
<td>“If you continue in my word, you are truly my disciples, and you will know the truth, and the truth will make you free.”</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>“By this all men will know you are my disciples, if you have love for one another.”</td>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td>“As the Father has sent me, even so I send you.”</td>
<td>25%</td>
<td>29%</td>
</tr>
</tbody>
</table>
**Priorities and Issues**

**Mission (Table 31)**
Survey respondents were asked to select from four choices a definition that best describes the word “mission.” On this item, slightly more than one-third (34%) chose the best answer, *The task which God has sent every believer to do in every place, namely, to proclaim Christ as Savior so people become responsible members of the church.* Another thirty-eight percent (38%) chose “The work of New Testament apostles, demonstrated today whenever Christians share the love and forgiveness of Jesus Christ with one another.”

The bar graph to the right indicates the total respondents. The table below compares the responses of newcomers and leaders who completed the survey.

<table>
<thead>
<tr>
<th>Which definition best describes the word “mission?”</th>
<th>Newcomers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>The task which God has sent every believer to do in every place, namely, to proclaim Christ as Savior so people become responsible members of the church.</td>
<td>45%</td>
<td>31%</td>
</tr>
<tr>
<td>Efforts to share the Gospel of Jesus overseas.</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>A church needing financial help from other churches.</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>The work of New Testament apostles, demonstrated today whenever Christians share the love and forgiveness of Jesus Christ with one another.</td>
<td>24%</td>
<td>47%</td>
</tr>
<tr>
<td>Anytime we offer “a cup of cold water to a thirsty person” and we are motivated by God’s love.</td>
<td>28%</td>
<td>18%</td>
</tr>
</tbody>
</table>

**Goal of the Great Commission (Table 32)**
Survey respondents were asked to identify the goal of the Great Commission. In this item, forty-eight (48%) chose the correct answer, *“To go and make disciples of all nations.”* The same percentage of respondents (42%) indicated that the Great Commission goal is “to go and preach the Gospel to all nations.”

The bar graph to the right indicates the total respondents. The table below compares the responses of newcomers and leaders who completed the survey.

<table>
<thead>
<tr>
<th>Goal of the Great Commission?</th>
<th>Newcomers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make disciples of all nations</td>
<td>50%</td>
<td>68%</td>
</tr>
<tr>
<td>Preach the Gospel to all nations</td>
<td>38%</td>
<td>26%</td>
</tr>
<tr>
<td>Teach all nations</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>Baptize all nations</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
**HOW PEOPLE FIRST BECAME AWARE OF THIS CHURCH (TABLE 6)**

This graph shows how people first became aware of this church is by a personal contact. It is important to note that fifty-three percent (53%) of the survey respondents first became aware of the church through the influence of a friend/relative/spouse. Some people were either told (27%) about the church, invited (15%), or brought (11%) to a service/event.

The chart below shows all responses to the question, “How did you first become aware of this church?”

"Whenever I feel my heart growing cold toward people who don't know Christ, I remind myself of the cross. That's how much God loves lost people. It was love, not nails, that kept Jesus on the cross. He stretched out his arms and said, 'I love lost people this much!' When Christians love people that much, their churches will attract crowds."

~ Rick Warren
The Purpose Driven Church
Outreach

The bar graphs to the right show the responses of the total survey respondents to three questions:

1. How many people have you told about the church?
2. How many people have you invited to the church?
3. How many people have you brought to the church?

The answers range from none to more than 15.

Told (table 10 in the right sidebar)
17% of the congregation have told more than 15 people about the church this past year.

Invited (table 11 in the right sidebar)
83% have invited at least one person to church this past year.

Brought (table 12 in the right sidebar)
52% have brought at least one person to this church in the past year.

FURTHER NOTES ON OUTREACH

Note on page 25 that seventy-one percent (71%) of the people want to see “outreach to unchurched people” emphasized more in the future.

Will an unchurched friend understand and enjoy the current service (table 74)? — Twenty-eight percent (28)% of the survey respondents strongly agreed they would while 42% mostly agreed. All responses are in the table below.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Mostly Agree</th>
<th>Not sure how to answer</th>
<th>Mostly Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>28%</td>
<td>42%</td>
<td>20%</td>
<td>9%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Do the services reflect concern for the unchurched people in the community (Table 75)? — Nearly one-third (29%) strongly agreed they do, while another one-third (36%) mostly agreed. All responses are in the table below.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Mostly Agree</th>
<th>Not sure how to answer</th>
<th>Mostly Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>36%</td>
<td>25%</td>
<td>9%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Outreach

This bar graph shows the church’s effectiveness in reaching unchurched people, based on whether the respondents were regularly attending another church just prior to attending this church.

**Former Church Status**

This chart shows how effective the church has been in reaching formerly unchurched people. Overall, nearly half (46%) of the respondents indicated they were unchurched just prior to attending this church. Over the last 20 years, that percentage has a high of 54% between six and 10 years ago.

**Christian Before or After**

The second graph indicates that while the church has been reaching formerly unchurched people, the greatest percentage of them were already Christians before they started attending. Overall, 22% of the total survey respondents said they became a Christian after they started attending. This percentage has fallen to 0% among those attending in the last three years.
**Impact of This Church’s Ministry (Table 16)**

How would you describe your spiritual life as a result of the church’s ministry this past year? (See pie chart to the right.)

- Eighteen percent (18%) said they were growing faster than before.
- Fifty-six percent (56%) of the total respondents said they were continuing at a steady pace.
- A small percentage (14%) are growing slower than before and another 2% said they were declining.
- Ten percent (10%) were not sure how to answer.

**Spiritual Health**

The chart below gives some clues as to the spiritual health of members. A low frequency of Bible reading is a challenge in many churches throughout America. It should be noted that in this church, while 56% read the Bible at least once per week, ten percent (10%) do not read it and 34% only read it occasionally.

<table>
<thead>
<tr>
<th>Spiritual Dimensions</th>
<th>Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certain they would go to heaven upon dying (table 13)</td>
<td>85%</td>
</tr>
<tr>
<td>...Because Jesus is their Savior (table 14)</td>
<td>90%</td>
</tr>
<tr>
<td>Read the Bible at least one time per week (table 17)</td>
<td>56%</td>
</tr>
<tr>
<td>Pray at least once a day (table 18)</td>
<td>80%</td>
</tr>
<tr>
<td>Receive communion every time it is offered (table 19)</td>
<td>86%</td>
</tr>
<tr>
<td>Attend a regularly scheduled Bible class at church/home (table 20)</td>
<td>42%</td>
</tr>
<tr>
<td>Give by choosing a percentage of income (table 21)</td>
<td>38%</td>
</tr>
<tr>
<td>Give about 10% or more (table 22)</td>
<td>36%</td>
</tr>
</tbody>
</table>
NEW FRIENDS MADE SINCE ATTENDING (TABLE 24)

- 74% of the survey respondents have made eight or more new friends since attending.
- 7% of the survey respondents have made five to seven new friends since attending.
- 6% of the survey respondents have made three to four new friends since attending.
- 3% of the survey respondents have made one to two new friends since attending.
- 9% have made no new friends — 59% of these survey respondents are newcomers to the church.
- The bar graph below indicates total responses.

"The bridges that God uses are relationships. They are divine conduits that provide the environment to not only meet felt needs with integrity but also engage the culture in a way that leads to a Christian witness."

~ Kent R. Hunter
The Jesus Enterprise

"Your relationship with someone far from God is the bridge over which the Holy Spirit travels the journey of the Great Commission."

~ Kent R. Hunter
The Jesus Enterprise
Spiritual Health/Connectedness

**Small Group Involvement (Table 25)**
- Thirty-six percent (36%) of the survey respondents are in a small group.
- Thirty-one percent (31%) used to be in a small group.
- Twenty-six percent (26%) have never been in a small group.
- Seven percent (7%) would like to join a small group. That’s enough for one or two new groups.
- The most frequent responses for not being in a small group: Their life circumstances don’t allow them the time — that’s true of 44% of the respondents.

**Feel a Part of This Church (Table 45-7)**
By way of comparison:
- Newcomers - 63% strongly feel like a part of the church.
- Members - 43% strongly feel like a part of the church.
- Leaders - 56% strongly feel like a part of the church.
- Note that one-quarter (25%) of the respondents are not sure how to answer or don’t feel like they are part of this church.

**Connected by Serving (Tables 27, 28)**
Serving in a ministry is one good way to connect to the church.
- Half (50%) are regularly serving.
- Another 23% serve once in a while.
- Another 14% served in the past.
- Eighteen percent (13%) have never served (32% of which are newcomers).
- The most frequent responses for not being involved in regularly serving in the church: Their life circumstances don’t allow them the time — that’s true of 38% of the respondents. Another 14% said they just are not interested at this time.
- Some survey respondents (4%) said they would like to be involved but are not sure where they are needed and another 5% said they would like to be involved but were not sure how to get plugged in. Six percent (6%) are new and just haven’t gotten involved yet.

**Service—Valued and Appreciated (Table 45-9)**
- 40% of the survey respondents strongly agreed their service is valued and appreciated, and another 30% mostly agreed.
- 30% of the survey respondents were not sure how to answer or do not feel their service is valued and appreciated.
Recommendations

The onsite visit for the consultation at Mayfair-Plymouth Congregational Christian Church took place January 19-20, 2013. During the onsite visit, consultants Dr. Kent Hunter and Pastor Chrysanne Timm interviewed members and staff of the church individually and in groups, participated in a complete facility tour, surveyed the community with a Realtor, and worshipped at the two Sunday morning services. We also met with members of the Church Council.

We are grateful to those who helped to coordinate this onsite visit, including Internal Coordinator Joe French, Head Hostesses Tracy Cox and Jane Wagner, and Statistical Research Coordinator Susan Buckholz.

Mayfair-Plymouth Congregational Christian Church is a very friendly church. Its warm and winsome nature is evident in the greeting and announcement time during worship, the “Reach Letters” being signed after worship, the interactions we witnessed and the stories we heard. People are authentic; “people are who they seem,” one member said gratefully. There is a strong sense of family and an emphasis on connectedness in this church, which gives people comfort and support, especially in times of crisis.

New and long-time members alike report that it is very easy to make friends at Mayfair-Plymouth; 74% of those who completed the pre-consultation survey in December 2012 indicated that they have made eight or more new friends since joining the church.

☑️ I recommend you thank God for the gift of friendship around Christ that flourishes among the members of Mayfair-Plymouth Church – and pray that God will establish His heart in you for those who are far from Him and this kind of love.

When people experience the warmth and comfort of Christian community, it can become a cocoon of sorts that they don’t want to leave. A cocoon is meant to shelter a young larva until it matures into a butterfly, but sometimes church members never mature past loving one another to the point where they become concerned for the people whom God is longing to reach through them.

The experience of the Great Commandment — “Love the Lord your God with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: ‘Love your neighbor as yourself.’” (Matthew 22:37-38 NIV) — can overshadow and obscure the other “Great” that Jesus gave believers: “Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.” (Matthew 28:19-20 NIV)

A vision for unity and fellowship must not supersede the vision and mission God has given for Christ’s Church. Every healthy Christian congregation has learned to strike a balance in obeying both the Great Commandment to love God and neighbor and the Great Commission to make disciples who, in turn, make other disciples. That is how healthy churches grow.

Mayfair-Plymouth Church has not been growing numerically for some time. Over the past 10 years, worship attendance has plateaued and begun to
Recommendations

decline. Sunday school and Bible class attendance has remained flat. Membership has declined, not precipitously, but measurably. This is a long duration of plateau, which indicates that Mayfair-Plymouth is experiencing the critical third stage of the theoretical life cycle of a church.

This Bell Curve illustrates three stages in a congregation’s life. In the first stage, on the left side, the upward movement reflects the growth that is a result of a clear mission to bring people to the Lord, to make disciples. As a church becomes effective in the mission of making disciples, and the membership grows, it needs a building or perhaps to expand the building it already has. The growing church needs staff, programming and activities to accommodate the new people who are coming. Efforts are made to nurture a sense of loving Christian community. As these needs are addressed, almost imperceptibly, the congregational mindset shifts from mission to maintenance of all that has been acquired. If there is not a conscious missional mindset to reach people who are far from God, the maintenance mindset will deepen and prevail.

A church will naturally lose members as they die, move away, or leave the church for other reasons. If new members are not being drawn in at the same time, that church will reach a plateau. This is the center section of the bell curve. The church rides a wave of sorts during this stage. Its staff, leaders, and key volunteers are busy meeting a lot of the members' needs and doing many things well. But without intentional and strategic efforts to balance mission and maintenance, the plateau will persist and then decline will begin.

When decline (the right-hand third of the bell curve) begins in a church, it will require strong leaders and committed members willing to learn what Jesus Christ and the New Testament church teach about making disciples. By the grace of God and the work of the Holy Spirit, a church can rediscover missional DNA, the decline can be reversed, and the church will begin to grow again.

Pastors and leaders of Mayfair-Plymouth Church have begun to engage this church in the spiritual pilgrimage called Healthy Churches Thrive!

Prepared by Church Doctor Ministries for Mayfair-Plymouth Congregational Christian Church
Recommendations

☑️ I recommend you thank God that Mayfair-Plymouth Church is beginning the Healthy Churches Thrive! spiritual pilgrimage.

As Mayfair-Plymouth Church learns to live with missional DNA, God will grant clarity around the mission and vision of the church. Many people we interviewed expressed frustration over the fact that 12 years into the process of seeking expanded facilities for Mayfair-Plymouth, there is still no clear vision for the future. One person we interviewed put it this way: “We need to find a clear path — we are in limbo.”

Yet another concern on people’s minds is the pending retirement of your beloved pastor, Dave Claassen, in three years’ time. There is anxiety and a longing for clarity about the plan that will identify and establish his successor.

As part of the Healthy Churches Thrive! process, I will offer recommendations on these concerns and many others. Your leadership’s task will be to prayerfully discern which of these recommendations should be pursued, and in what order. (Ninety percent of the congregations with whom we have worked have pursued 90% of the recommendations we have given them.) Once the recommendations have been reviewed and prioritized, it will be time to write Action Plans for them. These Action Plans will become Mayfair-Plymouth’s strategic plan to balance mission and maintenance and become a growing church again.

Prior to the onsite visit, the staff and leaders of Mayfair-Plymouth were asked to identify the most important issues facing this church now. These four items emerged:

1. Developing spiritually mature believers
2. Decision-making process
3. Building program
4. Stewardship, Finances, Tithes and Offerings

Core competencies are defined by our ministry as those areas where God is blessing and working. They represent areas of strength upon which a congregation can build for the future. The following represent several of the core competencies identified in this congregation. They are not listed in any particular order.

1. Christian community
2. Worship – both preaching and music
3. Staff skill and dedication
4. Prayer emphasis
5. Ministry to and with men
6. Ability to view challenge as a means to deeper spiritual growth
Recommendations

Ceilings are those areas that hold the church back. They are issues that, when removed, allow the church to expand and grow to its full potential, by God’s grace. The following are some ceilings that we have identified in this congregation. They are listed in no particular order.

1. Anxiety regarding Pastor Claassen’s announced retirement in three years
2. Leadership structure
3. Lack of clear vision regarding facilities
4. Lack of relational discipling
5. Communication

I will address these issues in the remainder of this report.

Philosophy of ministry issues are those areas of church life that represent the unique personality of the church.

Mayfair-Plymouth Congregational Christian Church has been well-shaped by the call of finding friendship in Christ. It is clear that members enjoy being with one another in worship, meals, and other dimensions of the church’s life.

✓ I recommend you thank God for the friendships you have found around Christ at Mayfair-Plymouth Church.

Jesus formed Simon Peter, James, John, and the other disciples for mission through his relationship with them and the community they formed as a small group. They reflected on the Scriptures, the ministry they witnessed Jesus doing, and the things others were saying about him. His ministry with them was what we call “life-on-life” – the disciples learned Jesus’ way of making disciples as he poured his life into them. After his crucifixion, resurrection, and ascension into heaven, Jesus’ disciples began to invest themselves in people as Jesus had with them, discipling them and showing them how to do the same. This relational discipling was not a program but a movement empowered and blessed by the Holy Spirit, which grew the Church exponentially.

✓ I recommend you create ways for members of Mayfair-Plymouth to engage in spiritual conversation and reflection on God’s Word and its intersection in your daily lives.
✓ I recommend that these spiritual conversations take place at the Wednesday evening family meals, at the beginning of all meetings, and occasionally in worship.
✓ I recommend that you teach this practice of daily spiritual conversations to members and guests and encourage its use in your homes on a daily basis.
✓ I recommend you create a model for these conversations.

One model that many find helpful is the “Faith5,” designed by Pastor Rich Melheim. Participants begin by listening and sharing one “high” and one “low” of their day. Then a verse or passage of scripture is read. Participants are invited to describe how the scripture may speak to their “high” and/or
Recommendations

“low.” One or more in the group offers prayer for all in the group and, if appropriate, for the task at hand. Then each person speaks a word of blessing to another until all have been blessed. The blessing may include tracing the cross on the person’s forehead as you say something like, “Remember that you are baptized into Christ Jesus, and God loves you very much.” (For families with children, this practice is especially significant at bedtime, since our minds process much of what we have heard and seen during the day. A blessing like this every night shapes children’s hearts and minds toward God.)

The strong ties of Christian community can be a motivator to draw your members into participation in the Healthy Churches Thrive! pilgrimage.

☑️ I recommend you create multiple learning communities around the Healthy Churches Thrive! pilgrimage, with the goal that every member will be invited personally to participate in a learning community.

As members of Mayfair-Plymouth view the DVD series and discuss and practice what they are learning, the movement of Jesus’ “life-on-life” way of making disciples will be developing in them. The Holy Spirit will be at work, stirring and deepening a desire to reach people who are far from God. The pilgrimage and the power of the Holy Spirit will form the readiness and desire to make disciples — to help people enter into a lifelong journey of following Christ, growing in Christ, serving Christ, and multiplying themselves as disciple-makers.

In missionary teaching, Jesus’ method is described as 1-P, 2-P, and 3-P approaches to the mission of Christians. 1-P stands for being “present.” 2-P is what is added to 1-P, and it includes “proclaiming that Jesus Christ is Lord and Savior – the only One truly worthy of our trust and devotion.” 1-P without 2-P is simply caring for someone, but it does not help them meet Jesus Christ, who longs to give their life meaning, purpose, and eternal significance. Jesus’ way of doing mission was 1-P + 2-P + 3-P. The “presence” of helping people + the “proclamation” that Jesus is Lord and Savior + the life-on-life engagement with someone as they become “persuaded” by the Holy Spirit (3-P) to trust in Jesus and confess him as Savior and follow him through responsible membership in the Church, which is his Body. 1-P + 2-P + 3-P = making disciples.

This is a holistic approach to advancing the Kingdom of God, which is the reason Mayfair-Plymouth Church exists, according to its constitution. The elements of Christian discipling may not always proceed in the same order, but together they represent a faithful and full expression of what Christ Jesus means by being disciples who make disciples.

☑️ I recommend this New Testament approach be clearly and continually taught, preached, and most importantly, modeled by the leadership of the church.
☑️ I recommend this approach be clearly taught and modeled as core to the identity and activity of this church through its members, rather than as a program or a project with start and stop dates.
☑️ I recommend the leaders and staff read Dr. Hunter’s book Foundations for Church Growth, which expands the teaching on the 1-P + 2-P + 3-P
Recommendations

Members of this church have friends, relatives, acquaintances, neighbors, classmates, and co-workers with whom you share your life. These people are within your sphere of influence. These people are your social network of relationships. Among them are people who are members of your church or other churches. Among them are people who are no longer active in a church. Among them are people who may have been hurt or disillusioned by something in the church they once attended. Among them may be people of other faiths. Among them are likely people who have little or no knowledge of God. Among them may be people who wonder whether God could love or care about them.

The Prayer Ministry of Mayfair-Plymouth Church is one of its greatest assets.

☑ I recommend that a team of prayer warriors be called into daily prayer for the congregation as it makes the Healthy Churches Thrive! Spiritual Pilgrimage.

☑ I recommend that the Prayer Ministry of Mayfair-Plymouth urge members to pray daily for the people in their social networks.

☑ I recommend that a simple resource be created to remind members to pray daily for the people in their social networks, especially for those who are far from God.

☑ I recommend strategies be developed to help equip those who are interested in learning how to share Christ Jesus with those in their social networks.

The concept of reaching people in one’s social network for Christ will sound new to many. The traditional focus of outreach that shaped Christian churches for many centuries was the neighborhood surrounding the church building. For centuries this model worked very well. People claimed the churches near them as their spiritual homes.

As our North American culture became more mobile, people began to move from the neighborhoods their families had inhabited for generations to the suburbs. Some found new churches near their new homes, while others continued to drive to the churches where they were already members. This is true for many members of Mayfair-Plymouth Church. More than half of the leaders with whom we spoke live 15 minutes or more by car from the church.

Meanwhile, others have moved into the neighborhood around this church. They have not naturally gravitated to this church as their spiritual home. Most of them will not, because there is likely a cultural divide. There are likely socio-economic disparities. Church members and the church’s new neighbors may hold different values.

When survey respondents were asked about the top priorities of this church, seventy-one percent (71%) said that outreach to unchurched people needed to be emphasized more. More than half (51%) said that this church needed to give higher priority to growth in numbers of people. These intentions are God-honoring and core to the church’s reason for existence. But the realities of the North American culture today indicate that outreach into the neighborhood around Mayfair-Plymouth by its current membership will not yield growth in the number of people who come to faith in Christ Jesus and
Recommendations

become responsible members of the church.

Further, those in your members’ social networks whom you reach for Christ will consider Mayfair-Plymouth if it is easy to reach by car, if there is adequate parking, or if facilities are accessible, functional, and attractive.

Worship and especially the music in worship is universally identified as the greatest strength of this congregation. The 10:45 a.m. contemporary service reaches younger generations, which is a deep concern of this congregation. Therefore:

- I recommend you look for a site along the Alexis Road corridor to plant the 10:45 a.m. contemporary service in a “marketplace setting.”
- I recommend members of the current worship team for the contemporary service be recruited as musicians for the new service.
- I recommend Ron Speegle lead the music team for the new service.
- I recommend that younger, skilled preachers, particularly Jose Ruiz and Joe French, lead and preach this offsite outreach service.
- I recommend the monthly food pantry ministry be managed from the Alexis Road corridor location, once it is established.

- I recommend you develop a philosophy of ministry statement.
- I recommend Pastor Dave gather a small team of carefully chosen leaders and develop a 10- to 15-paragraph statement of philosophy of ministry, which describes the desired personality of this church. It will reflect what makes this church unique. It will reflect the priorities and values of the church.
- For this project, I recommend this team utilize the book Your Church Has Personality: Find Your Focus — Maximize Your Mission.
- Once this philosophy of ministry statement is developed, I recommend you design a document, in brochure form, that expresses this personality of this church.

- I recommend you use this brochure when training leaders, welcoming and assimilating new members, and hiring staff.
- I recommend you also create a DVD that communicates the philosophy of ministry, involving members of the congregation on camera, sharing elements of the philosophy of ministry in their own words.
- I recommend this DVD be used in outreach ministries with those who show interest and receptivity in Christ Jesus and this church.

- I recommend you thank God for the spiritual health demonstrated in this congregation.
- I recommend you thank God for the spiritual growth of many in this church as they participate in Bible study and other spiritual practices.

- I recommend you continually communicate that spiritual growth among members in this congregation will lead to measurable growth – reaching new people for Jesus Christ.
- I recommend you focus on spiritual impact through this church that is not a result of what you do nearly as much as who you are and what you become.

SPIRITUAL HEALTH

Prepared by Church Doctor Ministries for Mayfair-Plymouth Congregational Christian Church
Recommendations

A total of 73% of respondents to the survey used in worship in December 2012 strongly or mostly agreed that they often feel like they have encountered the presence of God in worship.
☑ I recommend you thank God.

A total of 83% of those completing the survey strongly or mostly agreed that the worship services are God-honoring and spiritually rewarding.
☑ I recommend you thank God.

Most (84%) of those surveyed strongly or mostly agreed that the truths of Scripture are clearly taught at this church.
☑ I recommend you thank God.

☑ I recommend you thank God for the many people who are regularly involved in Bible study.
☑ I recommend you take steps to encourage more people to be involved in a structured, ongoing lifestyle of Bible study, as part of a group.
☑ I recommend you work to grow the number of people in Bible study by asking those who are reaping the fruits of participating in Bible study to invite those in the church, as well as those who are in their social networks as friends, relatives, neighbors, co-workers, and classmates, to participate in Bible study.
☑ I recommend you develop the culture in which all of those involved in Bible study are increasingly sensitive to the opportunity to invite those who are unchurched to be part of a Bible study.
☑ I recommend you consider moving one or more of your existing Bible studies now meeting at the church to a public place along the Alexis Road corridor.

☑ I recommend that when you relocate the contemporary worship service to a site on the Alexis Road corridor, you hold one or more Bible studies at that location at times other than Sunday morning.

The number of people who report attending a regularly scheduled Bible study at church or another location is 42% of the congregation.

☑ I recommend you thank God for Don Connors and other members of Mayfair-Plymouth Church who, along with the pastors, are strong and effective teachers of the Bible.
☑ I recommend you set a goal for each year, over the next five years, to increase the percentage of those who are participating in organized Bible study.
☑ I recommend you report this percentage to the congregation at the end of every year.
☑ I recommend you explore new options for Bible study that will attract people not currently involved, including Bible Study Fellowship.

Fifty-six percent (56%) of those who completed the congregational survey indicated that they read the Bible at least once a week.
☑ I recommend you thank God for the members who are reading Scripture weekly.
☑ I recommend you seek to increase this number by 30% over the next
Recommendations

✓ I recommend that you create a plan to invite and engage all church members in reading and/or listening to the Bible together through a season of the year, e.g., Lent, Advent, summer.
✓ I recommend you record members reading chapters of the Bible that can be burned onto compact discs or saved as audio files to be shared on the church’s website, so that members and friends can listen to scripture as they walk or drive.

An important dimension of a congregation’s life is its ability to retain new members. Seventy-six percent (76%) of those surveyed strongly or mostly agreed that they feel like they are a part of Mayfair-Plymouth Church. Most newcomers (63%) strongly agreed that they feel they are a part of the church.
✓ I recommend you thank God.

At the same time, 25% of respondents were not sure how to answer or don’t feel like they are part of this church. This is too high a percentage to ignore.

✓ I recommend a staff person or active layperson be designated to talk with newcomers, asking what the church could do to help them feel more like they are a part of the church at intervals following their reception into membership.
✓ I recommend this check-in happen three months after a new member joins the church and again at nine months after joining.

According to the brochure titled Joining the Membership of the Mayfair-Plymouth Family, New Member classes are offered in the spring and fall, on Sunday morning and/or Wednesday evenings. The materials employed are described as “user-friendly.” Because new people often are the best people to bring other new people along, the training and formation that takes place in the New Member class is crucial to the growth of the congregation.
✓ I recommend you thank God for the New Member class.
✓ I recommend those who enroll in the class be prayed for daily through the course of the class.
✓ I recommend you include, in the New Member class, a focus on 1) the culture of the New Testament Church – its values, beliefs, attitudes, priorities, and worldviews, 2) an assimilation introduction to the philosophy of ministry and vision of this church, the direction you believe God wants this church to go, and 3) describe opportunities new members have to grow in faith, serve God, and multiply themselves.

✓ I recommend you use the Learning Community DVDs from Healthy Churches Thrive! as part of the assimilation process for new members in order to continually transmit the missional culture.
✓ I recommend that all new members be instructed on spiritual gifts and be given opportunity to know and understand their unique spiritual gifts and the ways that those gifts can be used to serve God through Mayfair-Plymouth Church.

Mayfair-Plymouth Church uses its publications, brochures, website, and announcements at worship to invite people to be involved in small groups, service, and outreach. This is an institutional model and is no longer
Recommendations

effective in most churches.

- I recommend that the relational discipling culture be the primary means of drawing people into ministry and fellowship.
- I recommend that those who are involved in ministry be urged to continually look for, pray for, find, and invite someone to come alongside whom they will equip for ministry.
- I recommend that staff and key leaders model this practice by looking for, praying for, finding, and inviting people to come alongside them as they make hospital and home visits, teach Sunday school, prepare meals, etc.
- I recommend that you measure the effectiveness of this multiplication of ministry based on the person being discipled catching the concept (it is caught, not taught) and replicating the discipling relationship with another.

In collecting the necessary data for this diagnostic consultation, Church Doctor Ministries received only estimated numbers of total members and participants in Sunday school.

- I recommend that accurate membership numbers be determined through use of a computer program or some other means.
- I recommend that the information gathered weekly through the sign-in notepads used in worship be recorded for the sake of tracking member attendance and participation and noticing changes in attendance patterns.

In order to better evaluate the effectiveness of Mayfair-Plymouth Church’s ministry, I recommend that accurate membership numbers be determined through use of a computer program or some other means.

- I recommend that Sunday school, adult Bible class, and Wednesday evening ministries attendance be tracked.
- I recommend that this data be reported to the congregation at the end of every year.

- I recommend that visitors who have signed the notepads distributed at worship be contacted within five days.
- I recommend that contact with visitors be made by phone call, personal e-mail, or personal letter.

Financial stewardship is a key indicator of spiritual health. In the new brochure describing membership referenced above, it is recommended that members base their giving on a percentage. Thirty-eight percent (38%) reported that they give by choosing a percentage of their income. Thirty-six percent (36%) indicated that they give about 10% or more, which is the definition of the biblical tithe.

In reviewing the per-capita giving for the period 2002-2011, the results indicate stronger than average giving when compared to many congregations of similar and larger size.

- I recommend you give thanks for the signs of faithful stewardship among your members.
- I recommend that you develop strategies to increase the percentage of members who use this proportionate giving approach by 30% over the next three years.
- I recommend that there be consistent teaching on generous, sacrificial, and firstfruits giving. I recommend this become a theme for teaching, Bible study, and relational modeling (discipling), so that the biblical principles of financial stewardship take greater root in the members of the congregation.
Recommendations

☑ I recommend new video shorts of members speaking about stewardship be created.
☑ I recommend Jim Woodward be asked to give his testimony on financial stewardship in a future video short.
☑ I recommend that members receive a report of their total giving to the church at least twice each year with a word of thanks included.
☑ I recommend that resources encouraging proportionate giving and the biblical teachings on the tithe and offerings be included in the mailing once a year.
☑ I recommend that Mayfair-Plymouth Church offer spiritually-based financial planning (e.g. Dave Ramsey’s Financial Peace series) as a life enrichment course for members, guests, and community members.

During the onsite visit, there were frequent allusions to negativity and apathy among members. When asked to relate one wish for the Mayfair-Plymouth congregation, one person we interviewed simply said, “more unified – less division.” Other conversations throughout the onsite visit were indicative of this sense of division. The actual fault line (at least one of them) appears to divide those who believe that God is resourcing the congregation and those who believe that there is not “enough” of what is needed. As is often the case in Christian communities, those declaring “we don’t have enough” seem to speak up loudly, while others who focus on the abundance of God’s resourcing are silent. In one interview, a member felt that testifying to God’s great provision would sound prideful and lack humility.

When people who serve and proclaim a God of grace and faithfulness view their church’s resources solely through a lens of scarcity, it can reveal a lack of spiritual health and trust in God’s promises. An attitude of scarcity is detrimental to a church’s ministries and outreach.

☑ I recommend the congregation be led to pray for increased trust in God’s promises to bless and resource all that serves God’s purposes.
☑ I recommend the staff read The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts, by Luther Snow.
☑ I recommend that staff members and key leaders be trained to use asset mapping in their work with boards and ministry teams.
☑ I recommend the Mayfair-Plymouth congregation consider dedicating a season to refraining from complaint as a means to cultivating a more grateful, hopeful spirit among its membership. You can read about this at www.acomplaintfreeworld.org.

☑ I recommend you thank God for the outreach of this congregation.
☑ I recommend you thank God for the greeters at the doors prior to the worship services.

☑ I recommend you develop people who have the gift of hospitality to become undercover greeters. These people would have no responsibilities on Sunday morning other than to look for those who are alone or who appear to be new and warmly offer hospitality in accord with
Recommendations

their needs. I recommend this group and all greeters be trained with the Church Doctor Ministries audio resource 20 Things Every Greeter Should Know.

The age demographics for Mayfair-Plymouth Congregational Christian Church reflect that of an aging church. Thirty-seven percent (37%) are 62 and older. Fourteen percent (14%) are ages 55 to 61. These two demographic segments of the congregation represent the largest and third-largest age groups, respectively. The smallest group is ages 20 to 26 at 3% of the respondents, ages 27 to 33 at 5% of respondents, and ages 34 to 40 at 7%. Teens (13 to 19) and the ages 41 to 47 demographic group each made up 9% of the total. Those 48 to 54 years old represent 16%.

When we worshipped with the congregation at 10:45 a.m., we were excited by the significant number of teens and young adults we saw. These young people and their friends are people who, if reached for Jesus Christ and the church, will in turn bring others with them. Pastor Claassen identified ministry to younger generations as the top priority for this church. Sixty-four percent (64%) of survey respondents said that ministry to younger generations should receive more emphasis.

☑ I recommend a team be formed of those in the congregation who have a heart for reaching younger people, particularly those in their 20s. I recommend this team read, study, and discuss the book You Lost Me by David Kinnaman and Almost Christian by Kenda Creasy Dean.
☑ I recommend the team then proceed to consider the role of this church in a ministry with young adults like SEND North America.
☑ I recommend they read Dr. Hunter’s book, The J-Dog Journey: Where is Life?
☑ I recommend this team and the pastors pray about who in Mayfair-Plymouth community could be trained in SEND North America and return with skills to be a missionary to young adults.

Mayfair-Plymouth Church has an institutional perspective on outreach. It needs to begin to develop a relational approach to outreach.
☑ I recommend that high goals for the participation of leadership, staff, and members be set for the Outreach Clinic, to be offered as part of the Healthy Churches Thrive! Spiritual Pilgrimage.

When asked, “What is the main purpose of the church?” fifty-one percent (51%) chose the best answer, that the main purpose is to “make disciples.” Forty-six percent (46%) chose the answer “To provide a place of fellowship, to share God’s love with one another.” While fellowship is very important at Mayfair-Plymouth, a little more than half of the total respondents recognized the commission Jesus gave his followers.
☑ I recommend you thank God.
☑ I recommend you build an even greater understanding of and heart for the Great Commission through the 70 Days of Vision Campaign that will be part of the Healthy Churches Thrive! Spiritual Pilgrimage.
☑ I recommend you make the 70 Days of Vision Campaign a major emphasis with the church, doing whatever is necessary to minimize other activities during the 10-week period that you schedule the campaign.
Recommendations

Survey respondents were asked to identify the goal of the Great Commission. Forty-eight percent (48%) chose the correct answer, “To go and make disciples of all nations.” Forty-two percent (42%) identified it as “to go and preach the Gospel to all nations.”

- I recommend you thank God.
- I recommend you develop strategies to form new worldviews concerning the movement approach of New Testament Christianity. In the movement approach, every Christian is responsible to take the Gospel everywhere and to look for opportunities to share it at all times.

How do people become aware of the church? Fifty-three percent (53%) of survey respondents first became aware of the church through the influence of a friend, relative, or spouse. This statistic shows the impact of relational outreach!

- I recommend you thank God.

Looking more deeply at this question, we see that 27% were told about the church, 15% were invited, and only 11% were brought to a worship service or other event.

- I recommend you develop an approach among the members of the church by which they focus on bringing people to church.

- I recommend, for outreach purposes, you develop missional communities (MC) as the church’s primary outreach to unchurched people.
- I recommend you develop these missional communities only after effectively completing the 24-month Healthy Churches Thrive! Spiritual Pilgrimage, because these communities can only be developed effectively by those who have a missional culture.

The key to reaching secular people is not to invite them immediately to church but instead to invite them to a missional community.

- I recommend that those who are interested in learning more about missional communities read The Church Doctor Report e-newsletter, “Missional Communities: The Buzz, the Blessings, and the Blow-ups,” September/October 2011.

- To prepare members to share Christ Jesus, I recommend a strategy of “sharing your story” be developed.
- I recommend you develop this “story-sharing” culture in your church, commonly called witnessing. (Think of it as being an eyewitness of what God has done in your life.)
- To develop this culture, I recommend you build time into every group, meeting, and gathering for people to share what God is doing in their lives since the last time you gathered. Over time, this will develop into a culture of witnessing that will spontaneously occur beyond the doors of the church in the social networks of the people of the church.
- I recommend this group sharing also occur at every age level, including the Sunday school.
Structure issues revolve around the infrastructure of the congregation. This includes, but is not limited to, the decision-making structures of the congregation. When staff and influential leaders were asked to identify the most important issues that needed to be addressed, the decision-making structures and their effect on leadership ranked second. One person we interviewed said, “We don’t know how to free up our leadership to practice their faith more.” Another noted that “the vision for the church is not clear – it gets bogged down in the boards.”

While the legacy of the Congregational Christian Church in the United States is freedom from religious tyranny, giving every member equal voice on every issue can lead to paralysis in making decisions.

☑ I recommend you thank God for all who serve on the Congregation Council and the boards and ministry teams of this church.

☑ I recommend the congregation be prompted to pray for decision-making bodies of the church during the week they are scheduled to meet.

☑ I recommend you think, pray, study Scripture, and ask God to guide you to critically examine the effectiveness of your current structures of leadership.

☑ I recommend you invite Church Doctor Ministries to conduct a Church Governance Consultation for Mayfair-Plymouth Church.

When asked who is responsible for oversight of the church’s spiritual health, there were several answers, all of which conflicted with each other.

☑ I recommend that the lines of accountability for each board be clearly defined.

Another structural issue is communication between the decision-making structures of the church and between those structures and members of the staff.

☑ I recommend that the Church Council, Board of Trustees, and other Boards and ministry teams file written reports in the church office within a week of their meeting. I recommend these reports include summaries of actions and assignments for the staff to complete.

☑ I recommend you thank God for the printed material of this congregation. It is effective in its presentation.

☑ I recommend you thank God for the Mayfair-Plymouth website. It is attractive, loads quickly, and is easy to navigate.

☑ I recommend you add the name and contact information for Mayfair-Plymouth Congregational Christian Church to the ministry information cards titled For Youth, For Women, For Kids, For Men, Family Night, and Adult Classes so that members can share them with people in their social networks.
Recommendations

I recommend you thank God for the staff.
I recommend you thank God for the staff’s spiritual gifts for ministry.

Pastor Claassen has served Mayfair-Plymouth church for 37 years. He has shaped the face of this congregation, its mission and ministry. He is deeply loved and respected. He has shared his plans to retire in approximately 2½ years.
I recommend you thank God for the senior pastor, David Claassen. David is a gifted preacher, pastoral care giver, and consensus builder.
I recommend you thank God for the associate pastor, Rupert Loyd, Jr. Rupert is an engaging teacher and a leader who equips other leaders.
I recommend you thank God for youth pastor Benjamin Jewett. Ben is a person of deep faith and conviction who invests himself in Mayfair-Plymouth youth and their friends.
I recommend you thank God for Pastor Emeritus Raymond J. Bennett.

Pastor Dave’s announced plans to retire in two to three years means that the Mayfair-Plymouth congregation will be experiencing its first major pastoral transition in nearly 40 years. There are several models that congregations and their pastors have employed to ensure successful pastoral transition. Some congregations wait until their pastor has retired, at which time they contract with an interim pastor while they seek a new pastor. Others seek out the pastor’s successor and bring that person on board while the retiring pastor is still in place.

I recommend you contract with Church Doctor Ministries to conduct a staffing consultation to assist the current staff to work more effectively together, to begin to explore the future staffing needs of the church, and to formulate a plan for a healthy transition as Pastor Claassen prepares to retire.

I recommend you thank God for Anna Woodward, director of ministries.
I recommend you thank God for Carol Clark, children’s ministries.
I recommend you thank God for Susan Buckholz, church secretary.
I recommend you thank God for Chuck Skeldon, custodian.
I recommend you thank God for Ron Speegle, music ministry.
I recommend you thank God for Connie Serror, organist.
I recommend you thank God for the many dedicated volunteers who provide leadership in specific areas of ministry.

I recommend staff focus on multiplication in ministry and discipling.
I recommend staff and key leaders follow the Ephesians 4 approach to ministry – to mentor and equip other saints for ministry according to their spiritual gifts.
I recommend the staff develop a culture of equipping for ministry as more important than doing ministry.

I recommend the staff meet together for spiritual conversation, prayer, and coordination of ministries once a week.
I recommend the staff provide a consistent means for members to contact them when they are not working in the office. This may be by use of voice
Recommendations

mail, cell phone, or messages forwarded by office staff or volunteers.

☑ I recommend the staff participate in a day-long retreat three or four times per year for team-building and engagement with the Healthy Churches Thrive! Spiritual Pilgrimage.
☑ I recommend you find ways to affirm the staff in their ministry, especially in the face of financial challenges that have resulted in no or low increases in compensation.

☑ I recommend you thank God for all the ministries of the church.

☑ I recommend you thank God for children’s ministries at Mayfair-Plymouth.
☑ I recommend you thank God for Vacation Bible School.
☑ I recommend you thank God for Hands In Motion dance ministry.
☑ I recommend that parents receive a weekly or monthly message (newsheet or e-mail) describing the Bible stories being taught, so that the stories can be discussed in the home.

☑ I recommend you receive the children with special needs who come to your church as an opportunity for ministry.
☑ I recommend you provide training for volunteers who work with children with special needs.

There is an active ministry with junior and senior high youth, including Bible study on Sunday mornings, activities, retreats, and service projects.
☑ I recommend you thank God for the youth ministries of Mayfair-Plymouth Church.

In worship and throughout our onsite visit, we witnessed many men in ministry in this church.
☑ I recommend you thank God for the Men’s Ministry at Mayfair-Plymouth Church.
☑ I recommend Pastor Dave select a small group of men with whom he can pray for the men of the congregation.

There are several women’s Bible studies offered at Mayfair-Plymouth Church.
☑ I recommend you thank God for opportunities women have to be together in God’s Word.
☑ I recommend relational discipling (described throughout this report) become core to men’s and women’s ministries at Mayfair-Plymouth Church.

An emphasis on prayer was identified as the second-greatest strength of this church.
☑ I recommend you thank God for the prayer ministries of the congregation.

Mayfair-Plymouth’s worship life is affirmed by your membership as its greatest strength. Music, biblical teaching, making visitors welcome, and a worshipping church were all in among the top five strengths of this church. Worship at Mayfair-Plymouth Church is winsome and warm. Seventy-three
Recommendations

percent (73%) of survey respondents strongly or mostly agree that they have encountered the presence of God in the worship service. This was visible to us as we watched people actively engaged throughout the services.

☑ I recommend you thank God for Ron Speegle’s ministry of music.
☑ I recommend you give thanks for the musicians who support the 6:00 p.m. Saturday and 10:45 a.m. Sunday worship services.
☑ I recommend Ron continue to disciple people in music leadership in the worship service.
☑ I recommend you give thanks for the gifted soloists who offer special music.
☑ I recommend you give thanks for the visual resources and those who provide them during the worship services. They are well done and support the services effectively without becoming a distraction.

☑ I recommend you thank God for the Wednesday night Family Night with its meal and faith enrichment opportunities for all ages.

☑ I recommend you practice healthy group-building dynamics into gatherings like the Family Night.
☑ I recommend participants be invited to sit with people they may not know well, in order to build new relationships.

Mayfair-Plymouth Congregational Christian Church is growing in its efforts to be the hands and feet of Christ Jesus in its neighborhood. This is especially evident in the monthly food pantry ministry and BRAVO – the Bennett Reading Adventure Outreach. These ministries meet needs but they can also open the door to provide numerous opportunities for relational disciple-making as discussed in the Philosophy of Ministry and Outreach portions of this report.

☑ I recommend you continue to offer an opportunity for praise, worship, and a teaching in the sanctuary during the food distribution.
☑ I recommend you thank God for Jose Ruiz’s preaching ministry during the food distribution.
☑ I recommend a few members with the spiritual gift of intercession join Pastor Dave in talking and praying with guests who request it.
☑ I recommend consultation with local mental health agencies to determine whether their services could benefit guests who come for food.
☑ I recommend some activity with children be offered during the food pantry distribution.

☑ I recommend you give thanks for the Bennett Reading Adventure Outreach.
☑ I recommend you explore opportunities for further partnership with the Bennett Venture Academy, especially the possibility of a preschool housed at Mayfair-Plymouth Church.

☑ I recommend that a clear strategy and plan for starting new ministries be created for the church so that people who are moved by the Holy Spirit to start a new ministry understand how to proceed.

☑ I recommend you thank God for the opportunities to support both global mission and local mission through this church.
☑ I recommend you continue to invite prayer for the Mayfair-Plymouth Mission of the Week as identified in each week’s worship folder.
Recommendations

☐ I recommend you thank God for the financial resources provided through generous giving of the members of this church.
☐ I recommend you thank God that this church and the land it owns is not encumbered with a mortgage.
☐ I recommend you thank God for the more than $500,000 the church holds in savings.
☐ I recommend that a paid staff person be identified to oversee the accounts payable function of this church’s financial ministry.

While onsite at the church, Chrysanne Timm took a complete tour of the building and grounds with Custodian Chuck Skeldon while Dr. Hunter viewed the 23-acre parcel the church owns and the surrounding neighborhood with Realtor and church trustee Lisa Van Dootingh.

☐ I recommend you give thanks for your facilities. They have supported a tremendous amount of ministry for many years.
☐ I recommend you give thanks for the care Chuck and Shirley Skeldon and other members give to keep the building and grounds clean, cleared of snow and ice, and attractive.
☐ I recommend you thank God for those who have painted the many Bible story scenes in the lower level of the church building.

During our onsite visit, we witnessed many of the challenges that this building and location present for the Mayfair-Plymouth Congregational Christian Church.

- There is not enough parking on church property and on the streets surrounding the church. There is overflow available at the Mayfair School property, but as members are aging, the walk from there to the church will prove increasingly difficult. When visitors come to a church and find the parking lot full, they often leave without ever coming into worship.
- The classrooms, though attractively painted and kept very clean, feel cluttered.
- The facility in its current state can accommodate one Sunday school class or Wednesday evening study of a dozen or more people. Other classes attempt to meet in the Cry Room or in other spaces not conducive for study and conversation.
- The number of restrooms does not meet the needs of members and guests.
- The lift that allows people to access all three levels of the church is perceived to be too small and not dependable.

To address issues in this building:

☐ I recommend you recruit and train parking lot greeters to help people find appropriate parking.
☐ I recommend these greeters be prepared to offer an umbrella on rainy days and help with walking on icy surfaces.
☐ I recommend the speaker in the Cry Room be repaired or replaced.
☐ I recommend you add a screen and projection to the back of the sanctuary for use by those who lead worship.
☐ I recommend signage be reviewed and updated to help people navigate...
The Mayfair-Plymouth congregation has been aware of the challenges the current building presents for some time. Plans to build anew on a 23-acre parcel north of the church have been under way for nearly a dozen years. The property has been purchased, and more than $500,000 has been raised for the new facility. However, the cost of building a facility smaller than the current structure exceeds these savings. The church’s financial position and the current economic downturn makes a mortgage loan doubtful.

Further, the 23-acre parcel has a flood-plain designation attached, which diminishes its usefulness. And now that the church has held the property for more than 10 years, property taxes will begin to come due on the land, presenting an additional financial burden to the congregation.

Finally, the 23-acre parcel, like the current church building, sits in a location whose residents are not being attracted to or reached by Mayfair-Plymouth Church (as noted in the Philosophy of Ministry section).

Although we heard several people speak with great fervor for the church’s future use of the property, we believe that it is not an asset to the future ministry of this church.

I recommend Mayfair-Plymouth Congregational Christian Church market the 23-acre parcel for sale to a suitable buyer.

I recommend the Mayfair-Plymouth Congregational Christian Church seek a missionary or existing church who, because of its missionary gifts, can more effectively reach the near neighbors of the church.

I recommend the congregation prayerfully consider offering the church building and the property on which it is positioned to the aforementioned missionary or church as an outreach gift to the community.

We have prayerfully considered all that we have seen and heard during the consultation process. The church’s ministry will dramatically benefit from additional parking. More people will be able to access the church’s facilities if they are contained on one floor. Effective and attractive space for worship, Bible studies, ministries and meetings can be created in a flexible way to accommodate further growth.

With this in mind, I recommend the Mayfair-Plymouth Congregational Christian Church identify and secure a vacant building for lease or purchase along the Alexis Road corridor.

Conclusion

I recommend you encourage participation in the Healthy Churches Thrive! Spiritual Pilgrimage.

I recommend your church participate in a Staffing Consultation.

I recommend your church participate in a Church Government Consultation.
Recommendations

☑️ I recommend the key leaders who are committed to the philosophy of ministry and direction of this consultation process form a taskforce with the responsibility of identifying those members of boards and ministry teams and other individuals or staff who would be responsible to write an Action Plan for each of the recommendations included in this report that you feel are God’s will for your church.

☑️ I recommend the taskforce delegate recommendations to these individuals and committees and that Action Plans be written and sent to this consultant within 90 days of the Oral Report.

☑️ I recommend using the format suggested in the sample plan in Appendix A.
**Recommendations**

**These Things We Must Do**

The following items are identified by your consultants as top priority, immediate issues to be handled by your ministry, for the sake of obtaining maximum benefit from this consultation.

1) Develop a New Testament missional culture through intentional focus on the Healthy Churches Thrive! Spiritual Pilgrimage.

2) Grow and multiply relational discipleship.

3) Formulate a succession plan in anticipation of Pastor Claassen’s future retirement with insights gained through a Staffing Consultation.

4) Guided by a Kingdom perspective, relocate the 10:45 a.m. worship service and eventually the church along the Alexis Road corridor.

5) Create a leaner, biblically founded, effective leadership structure with the assistance of a Church Governance Consultation.

6) Hire a part-time staff person responsible for the accounts payable function of the church.

7) Cultivate a mindset of abundance, reflective of your awareness of God’s generosity and your trust in God’s continued faithfulness.

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Recommendations

**Recommended Resources**

1) Almost Christian – What the Faith of our Teenagers is Telling the American Church. (Kenda Creasy Dean; New York, NY: Oxford, 2010).


3) Building a Discipling Culture: How to Release a Missional Movement by Discipling People Like Jesus Did. (Mike Breen and Steve Cockram; Pawley's Island, SC: 3DM 2011).


5) Church Governance Consultation (service) Corunna, IN: Church Doctor Ministries. ([www.churchdoctor.org](http://www.churchdoctor.org)).


9) Foundations for Church Growth: Biblical Basics for the Local Church. (Kent R. Hunter; Corunna, IN: Church Growth Center, 1994).

10) Healthy Churches Thrive! Spiritual Pilgrimage (service) Corunna, IN: Church Doctor Ministries. ([www.healthychurchesthrive.com](http://www.healthychurchesthrive.com)).


13) Staffing Consultation (service) Corunna, IN: Church Doctor Ministries ([www.churchdoctor.org](http://www.churchdoctor.org)).

14) 20 Things Every Greeter Should Know. (Audio resource) Kent R. Hunter; Corunna, IN: Church Doctor Ministries, 1994.


17) Church Doctor Report *White-Hot Worship* (Vol. 8, No. 2)

18) *Regeneration: A Spiritual Journey*. (Kent R. Hunter, Corunna, IN).

19) *The Future is Now: How God is Moving in the 21st Century*. (Kent R. Hunter, Corunna, IN).