

First Presbyterian Church of Concord

Mission Study

Adopted by Session - May 10, 2017
Approved by COM May 11, 2017



This report could not have been completed without the incredible support we received from others.

We are especially grateful that Interim Pastor Toby Nelson inspired us.



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Executive Summary

Who We Are

- Statement of Faith
- Mission, Vision, Values, Goals

About Our Church

- History & Present
- Leadership & Our Ministries

Who We Are – Statement of Faith

Trinity	We believe in one God, who has always existed in three persons: Father, Son and Holy Spirit.
God	<p>We believe in God the Father, whose creation reveals His power and imagination, and whose love extends to every person everywhere.</p> <p>We believe God visited us in human form so that we could know Him personally in His Son Jesus Christ.</p> <p>We believe human beings are created in God's image; but that image can be hard to see, because sin – rebellion against God's will – has corroded our nature and broken our relationship with God. But ...</p>
Jesus Christ	<p>We believe Jesus through His miraculous birth, His sinless life, His miracles and teaching, His death on the Cross, and His bodily resurrection from the dead, demonstrated His love for lost and sinful people by taking the punishment we deserved upon Himself.</p> <p>We believe Jesus was fully human, while being fully God at the same time.</p> <p>We believe through faith in Jesus Christ as Savior and Lord, He alone reconciles us to God and makes us new people in Him.</p>
Holy Spirit	<p>We believe the Holy Spirit allows us to recognize our sin and repent leading us to salvation</p> <p>We believe in the ongoing ministry of the Holy Spirit, who empowers us to live good lives that express our faith and gratitude for God's grace.</p>
Grace	We understand living a good life does not earn God's salvation, but says "thank you" for God's unconditional love already given.
Afterlife	We believe everyone lives after their physical death: those in Christ dwell in God's presence forever, and those, who by their own choice without Christ, exist eternally without God.
Bible	We believe the Bible is the inspired and uniquely authoritative Word of God, and our guide in faith and life.
Church	We believe the Church is God's visible family on earth, bound together by common trust in Jesus Christ and the power of the Holy Spirit.
Commission	Our job is to introduce everyone to Jesus Christ, our friend, our Savior, and our Lord.

Who We Are – Mission, Vision, Values, Goals

MISSION	Love God, Love People ... Serve
VISION	As a community hub, connect with the needs of people, joyfully sharing Jesus and serving where God calls.
VALUES	<p>Guided by Scripture and prayer, we are a welcoming place where people, service, and God's love meet.</p> <p>Focused on hospitality, inclusiveness, and spiritual gifts, we worship God with delight.</p> <p>Unified in Jesus Christ, we are led by the Holy Spirit to invite, engage, and share God's Truth with each other, our community and the world.</p>
GOALS	Goals aligned with our mission of loving service and dependent on God's blessing have been established for the next seven years.

About Our Church

History	FPCC has a long and storied history making bold and bodacious decisions, taking leaps of faith in ministry to further God's Kingdom. As we confidently navigate the present and eagerly enter the future, our intention is to continue leading the way in the local community, our Presbytery, and beyond.
The Present	We are in the process of right-sizing. FPCC does not match the demographics of our community. Looking at the 60% non-churched in Concord, we see a vast mission field. Building on the success of our recent stewardship drive we trust that God will provide for us all the resources required to do the work for which He is calling us.
Leadership	FPCC has undergone significant transformation both organizationally and culturally. Reducing the size of Elder and Deacon leadership has better matched leadership roles to our smaller size. The reduction has allowed for more focused training, holistically developing a culture of Lay leadership to carry us into an exciting future. We believe the best days are still ahead of us.
Ministries	Part of our reorganization has been to align ministry teams with the eight vital church systems essential to the health of the church. Each Session team has been aligned to one or more focus areas. Focus areas are Loving Relationships, Spiritual Gifts, Need Based Evangelism, Inspiring Worship, Holistic Small Group, Effective Structures, Passionate Spirituality, and Empowering Leadership. These intentional groups create opportunities for more effective outreach, care, and ministry to anyone in our purview.

Introduction

Purpose of the Mission Study

Our Approach

Steps of the Process

Congregational Engagement & Input



Purpose of the Mission Study



As we move forward on the journey of First Presbyterian Church of Concord (FPCC) we begin by affirming our steadfast commitment to love, honor and glorify our Lord in all that we do together as the body of Christ. Our ultimate objective is to “be the church that God intends”.

Through our process of studying the congregation’s history, current status and health, the Mission Study Team (MST) developed a Mission Statement that will instruct the Pastor Nominating Committee in its search for our next pastor and guide the leadership and congregation towards its goals over the next decade.

Our Approach - Learning From History and People

- To determine God's plans, the church reflected on our history and demographics
- We listened for the voice of God through the voice of the people and prayer
- Trusting Scripture, guided by the Constitution of the PC(USA) we chose a Christ centered approach to discern the will of God, His good, acceptable and perfect direction for FPCC

As the Church seeks reform and fresh direction, it looks to Jesus Christ who goes ahead of us and calls us to follow him. United with Christ in the power of the Spirit, the Church seeks "not [to] be conformed to this world, but [to] be transformed by the renewing of [our] minds, so that [we] may discern what is the will of God – what is good and acceptable and perfect" (Rom. 12:2).

Book of Order, F-1.0401

Steps of the Process



- Study the demographics of our community
- Review our membership, attendance and financial trends
- Understand from our church history our strengths and weaknesses
- Evaluate our spiritual health and spiritual gifts
- Recognize the opportunities God has placed in front of us
- Reaffirm our beliefs
- Clearly state our values
- Determine God's vision for our church
- Redefine our church's mission in light of its new vision
- Develop short-range and long-range goals consistent with our mission
- Upon adoption by Session and approval by Presbytery, the final Mission Study will be presented and interpreted to the congregation, and specific plans of action will be developed to meet our goals
- Engage the congregation to develop and implement specific plans of action will be developed to meet our goals, consistent with our mission

Congregational Engagement & Input

An important aspect of our study was to gather input from our congregation.

Several methods were used to accomplish this goal.

- **Focus groups which represented:**
 - ✓ Age groups – 55 and Older & Under 55
 - ✓ Prior Leadership, Deacon, Elders, Staff
 - ✓ Non-Leadership Congregants
- **Surveys and Assessments ***
 - ✓ FPCC internal survey at start of discernment process
 - ✓ Holy Cow! – strengths, vitality, & trends
 - ✓ Crossroads Resolution Group – conflict identification
 - ✓ Natural Church Development survey for leadership
 - ✓ Spiritual Gift assessments for leadership and staff
- **One-on-One discussions**
 - ✓ Mission Study Team members and congregants

* Surveys, assessments and adult education classes used for input are described in Appendix C



Who We Are - Past & Present





History

In the Beginning

Growing

Building (the church)

Building (community)

Declining

Discerning

Growing Again (Renewal)

In the Beginning

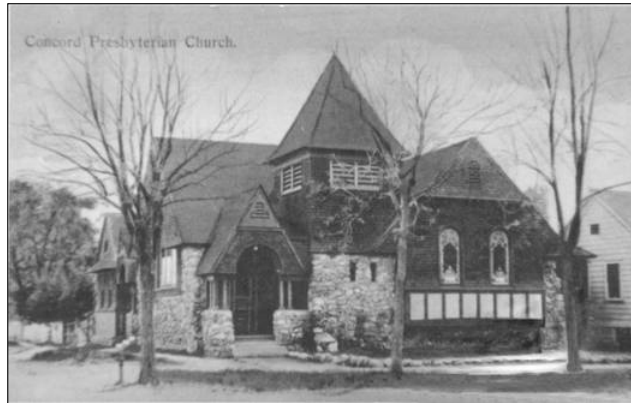
- How it all started
- Who started it and why

- First Protestant Church in Concord: First Presbyterian Church of Concord
- Chartered October 14, 1882 by Rev. Duncan Monroe and eight members
- Incorporated under laws of State of California on December 28, 1882
- Purpose: “to make suitable and customary provision for public worship, to purchase and hold real estate and to erect buildings thereon for the purpose of public worship and religious training, and a dwelling-house for the use of the pastor, and to provide all suitable accommodations for public worship according to the doctrine, government, discipline and worship authorized by the General Assembly of the Presbyterian Church in the United States of America.”
- Dedicated March 18, 1883 – second church established in Concord
- In response to increased membership, built new church at Colfax & Salvio location in 1904.
- Destroyed by fire in 1915 and quickly rebuilt.

Church Buildings Over the Years



1883 - 1904



1904 - 1915



1916 - 1953



1954 - Present

Growing

- 1930s through post-WW 2

- Church grew because Concord grew
- New Concord Naval Weapons Station drew new families
- Opening of the Caldecott Tunnel gave better access and agriculture began to give way to subdivisions
- Church membership increased from 150 to 600 during this period, and began a second Sunday worship service

Building (the church, in response to growth)

- 1950s, 1960s, and early 1970s

- Membership grew to 700 by 1952
- Intentional decision to remain in downtown Concord, even though the population was spreading out
- Expanded at its present downtown location
- Third (and current) sanctuary was dedicated in April 1954
- Christian education wing and offices were constructed and dedicated in May 1966

Building (community – reaching out in the 1970s and 1980s)

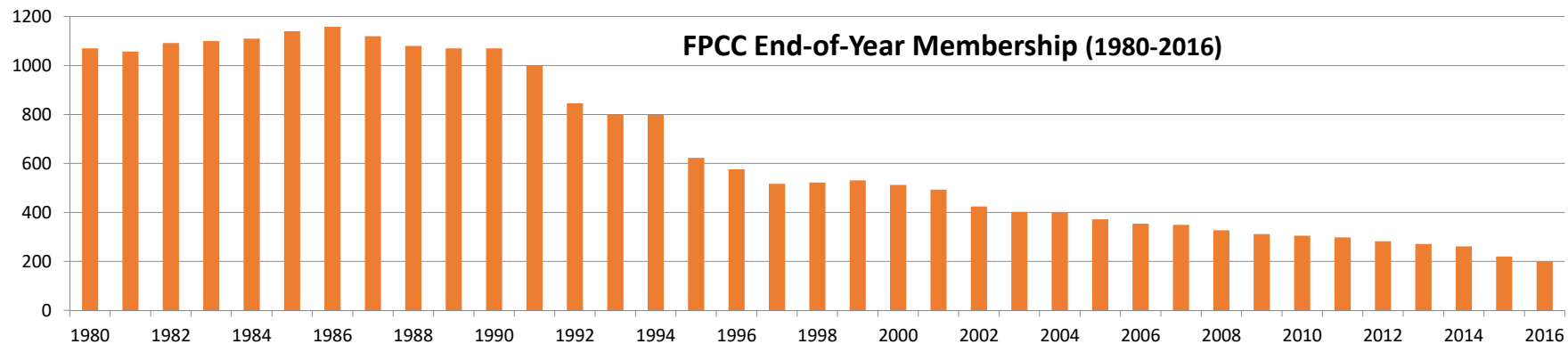
– Mission/Outreach programs

– Heritage, Presbyterian Community Center, Plaza Tower

- Programs reaching out beyond our church members:
 - ✓ 1970: Preschool established
 - ✓ 1975: Senior Adult Activity Center started; continues to meet at the church each Tuesday
 - ✓ 1987: Community Bible Study program started; utilizes entire campus on Wednesdays
 - ✓ 2017: Beginnings & Beyond Montessori Christian Preschool continues serving children age 2 through Kindergarten
- 1975: Recognizing needs of seniors in our community, planned and built The Heritage, an 8-story, 196-apartment home for seniors. Many Heritage residents contribute to the life of our congregation
- 1980: purchased 1930s art deco Enean Theater, adjacent to the church, facing Todos Santos Plaza – the town square. This family theater had become a pornographic movie house. Purchased by the church, in part, to remove blight from our city. However, the purchase came with an unbreakable lease, so the church owned a porno theater for 3 years. In eliminating the theater, church accomplished something the city had been unable to do. After renovation, the theater became the Presbyterian Community Center (PCC) and was a key to revitalization of the downtown area. The PCC is currently leased to the Vineyard Church and continues to be a witness on the town square.
- 1987: Completed construction of a second residential facility for seniors: 12-story, 96-unit Plaza Tower



Declining



- Membership and attendance began to decline 30 years ago
- Similar to other churches, FPCC has experienced reduced membership and attendance as older members move away to be near family, become too ill or frail to attend church, or pass away
- During last three decades, 5 years with double-digit percentage decreases in membership
 - ✓ 3 years coinciding with new pastors arriving or established pastors leaving
 - ✓ 1 year after Session signed the 2001 Confessing Church Statement, and
 - ✓ 1 year coinciding with the denomination discernment process
- Over the past 15 years, preaching and teaching at FPCC increasingly focused on denominational issues, and over the past decade we began to experience active church members becoming frustrated or at odds with the PC(USA) and leaving this church. Membership at the end of 1986 was 1160, and at the end of 2016 was 201.

Discerning

- Denomination issues of concern to FPCC
 - ✓ Ordination standards, definition of marriage, authority of scripture, and divinity of Christ are denominational issues that have concerned our membership since the denomination began considering changing the standards for ordination.
- 2001 Confessing Church Statement
 - ✓ In response to these concerns, the Senior Pastor at the time, Rev. Mary Holder Naegeli, led Session to a decision, in 2001, to declare FPCC a “Confessing Church within the PC(USA).” The letter to the PC(USA), the General Assembly Council, and the Presbytery of San Francisco, is included in the Appendix D.
- Discernment process
 - ✓ Through much of 2014 and 2015, FPCC engaged speakers, held town halls, conducted classes to inform and educate the congregation on the issues around changes to our constitution.
 - ✓ Spring 2015 the Session called a Presbytery Engagement Team (PET), and in fall 2015 they began to lead us through the Presbytery of San Francisco Policy for Reconciliation and Dismissal of Congregations.
 - ✓ As the PET began working with the Session, Pastor Azbell discerned a call into the mission field.
 - ✓ By May of 2016, with the arrival of our new Interim Pastor, the time had come for Session to vote.

Discernment Results

- The Vote
 - ✓ After many years of concern, two intense years of wrestling with conscience and faith, FPCC's Session made an historic vote to remain with the PC(USA) and seek reconciliation.
- Lessons Learned
 - ✓ In the reforming tradition we continue to examine our faith and actions as they relate to our history and present time. Unity in Christ is a very high value in both our congregation and the denomination. Encouraged by Paul in Romans 14 to forbearance for the sake of unity, the Mission Study Team and Session realized that sunseting FPCC's 2001 Confessing Church Statement (Appendix D) is appropriate. This action does not alter who FPCC is, on the contrary, it allows FPCC to grow and minister to our Community more effectively, and thrive.
 - ✓ The Presbytery Engagement Team affirmed in March 2016 that the denomination's Constitution protects FPCC's ability to follow its conscience in doing God's will and responding to Christ's call on our campus, and in our Faith.
- Restating our Faith
 - ✓ Our **new** Statement of Faith is laid out earlier in this document and it covers our beliefs on:
Trinity, God, Jesus Christ, Holy Spirit, Grace, Afterlife, Bible, Church, and Commission

Growing Again (Renewal)

- Strong Culture of Lay Leadership
 - ✓ Our status as an Elder-led church is due to the tools and training provided by Interim Pastor Toby Nelson
 - ✓ Session has made difficult decisions regarding finances, staffing, and ministry programs
 - ✓ Session has learned to experiment, try new things, keeping those that work and shelving those that don't
 - Spiritual Development
 - ✓ Our Elders, Deacons, and staff have identified and are using their spiritual gifts
 - ✓ Following the Natural Church Development Eight Vital Church Systems for a healthy church, Session reorganized our approach to ministry as follows:
 1. Building loving relationships
 2. Identifying spiritual gifts
 3. Ministering through need-based evangelism
 4. Providing inspiring worship
 5. Instituting holistic small groups
 6. Creating effective structures
 7. Developing passionate spirituality
 8. Empowering leadership
- Note: Details on the reorganization are contained in the section of this report titled "Leadership"*
- Focused on Community
 - ✓ In reviewing our church history and processing our goals for the future, we found that listening to the Holy Spirit and following Christ to minister to God's Kingdom here in Concord has made us an enduring cornerstone of the Community for the past 135 years.



The Present

Church and Community
Members and Attendance
Financial Health
Church Facilities

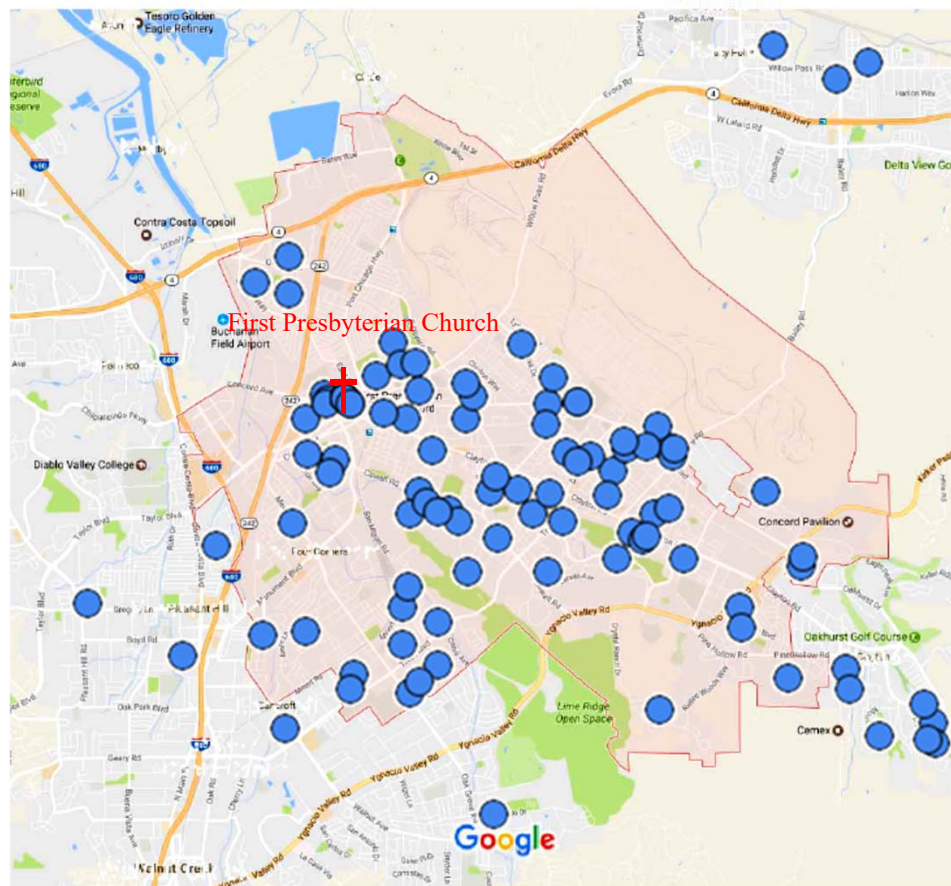
Church and Community

Location & Population

- 30 miles east of San Francisco
- The largest city in Contra Costa County - population of 127,522
- Interstate-680, State Highway 242 and State Highway 4 all traverse Concord.
- The BART commuter rail system connects Concord with surrounding cities east to Pittsburg/Bay Point and west to Oakland and San Francisco. County Connection buses provide service within Concord and the surrounding communities

“Concord: Where Families Come First”

- Concord’s slogan to bring attention to the many family-friendly events, activities, organizations and opportunities available in Concord
- Several local cultural and recreational facilities in the area that host regional theater, dance companies and orchestral groups
- The Concord Pavilion, an outdoor performing arts center, stages some of the biggest names in show business
- Professional sporting events, mountains, beaches, and fishing lakes are all within easy driving time.



Where Members Live in Concord

Church and Community - Housing

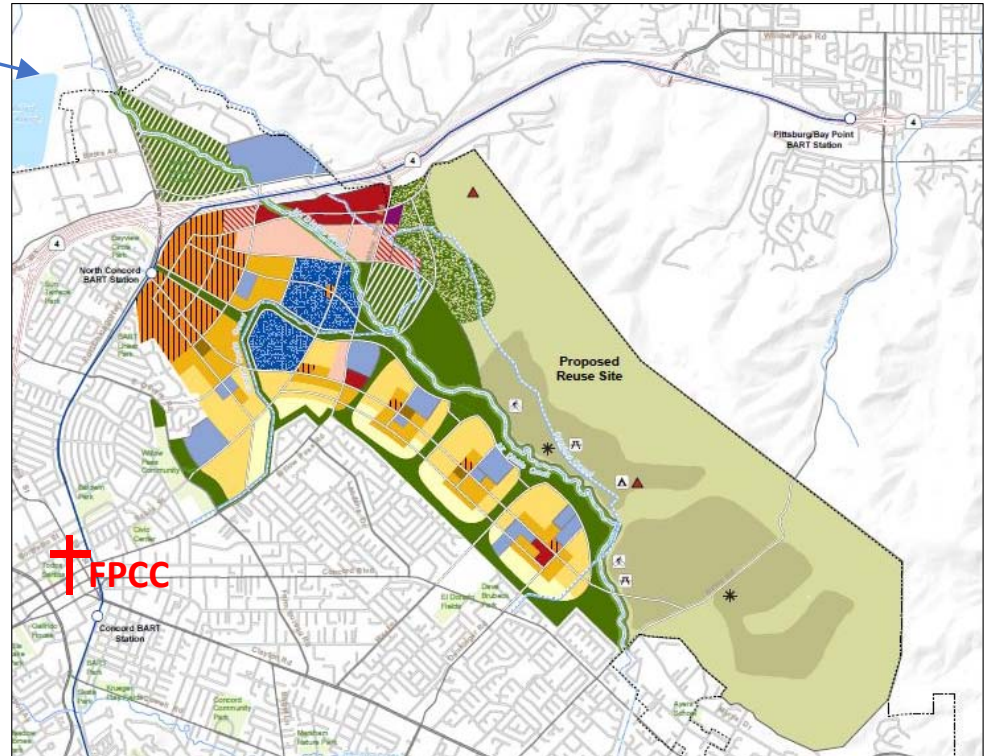
- One of the more affordable communities in the Bay Area - median price home is \$542,200
- Housing is still out of reach of many young families – trend to move further east to Pittsburg/Antioch or further
- Due to the high cost of housing, in the past FPCC has offered assistance to incoming pastors to help with the purchase of a home
- Newly retired frequently cash-out of their equity and move out of the area
- To address the concern for affordable housing, Concord has been building multi-family apartments and condos within walking distance of downtown – and FPCC
- Currently 412 new multi-family housing units have been approved for construction, and 609 more are proposed
- Across the street from FPCC are the Heritage and Plaza Towers senior living complexes
 - ✓ FPCC was instrumental in building in the mid-1970s
 - ✓ FPCC has been working to build a closer relationship with these seniors by provided Sunday morning breakfasts and leading small-group Bible studies for them.



Church and Community – Long-Range Planning

- Concord Naval Weapons Station Reuse Project
 - ✓ Total of 2,248 acres / 12,200 single & multi-family homes
 - ✓ First phase 1/3 of total – start of construction 2019/20
- Coast Guard Housing *
 - ✓ Associated with Naval Weapons Reuse but separately owned by Coast Guard
 - ✓ 42 low-rise duplexes built in 1950s and approx. 100 triplexes built in 1980s
 - ✓ Concord discussing purchase of properties for use as low-income housing
- Revitalization of Downtown
 - ✓ City working to revitalize downtown area around Todos Santos Plaza
 - ✓ Have established a Downtown Corridors Plan from Concord BART Station, through Todos Santos to Broadway

** FPCC has proposed to the City (on behalf of Presbytery) to take over one or more of the Coast Guard Housing units for the purpose of operating transitional and/or low income housing*



Concord Naval Weapons Station Reuse

Church and Community - Infrastructure



- Hospitals
 - ✓ John Muir Health System – Facilities in Concord and Walnut Creek
 - ✓ Kaiser Permanente – Facilities in Walnut Creek and Martinez
 - ✓ VA Hospital – Facilities in Martinez and Travis AFB
- Churches
 - ✓ Over 60 Christian churches in Concord
 - ✓ 2 other PC(USA) churches (Ygnacio Valley Presbyterian and Misión Hispana NCD Presbyterian Church)
 - ✓ Clayton Valley Presbyterian Church in Clayton
 - ✓ Saint Andrews Presbyterian Church in Pleasant Hill
 - ✓ Valley churches' "Church without Shoes" is the association of pastors who meet for prayer support and planning community-wide events of service and evangelism.

Church and Community - Education

Public Schools Niche Statistics

- Overall Grade B
 - ✓ College Preparation A-
 - ✓ Diversity A+
 - ✓ Academic B
 - ✓ Teachers B
- K-8 Schools Ratings # schools
 - ✓ B's Range 29
 - ✓ C's Range 11
- High School
 - ✓ A's Range 1
 - ✓ B's Range 4
 - ✓ C's Range 3



Higher Education

- Three community colleges within 15-30 minutes from FPCC
 - ✓ Diablo Valley College (DVC) in Pleasant Hill
 - ✓ Contra Costa Community College in Martinez
 - ✓ Los Medanos College in Pittsburg
- California State University, East Bay campus in Concord
- Private Colleges
 - ✓ Saint Mary's in Moraga
 - ✓ Golden Gate University in Walnut Creek
 - ✓ JFK University in Pleasant Hill
- UC Berkeley 30 minutes driving time

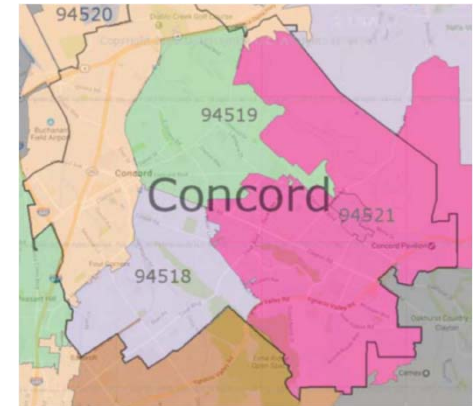
5/10/2017

FPCC Mission Study Report

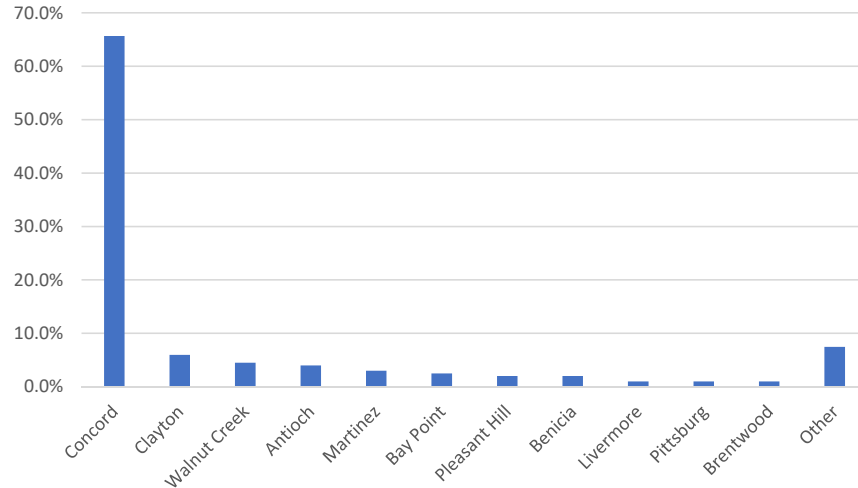
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Church and Community – Demographics

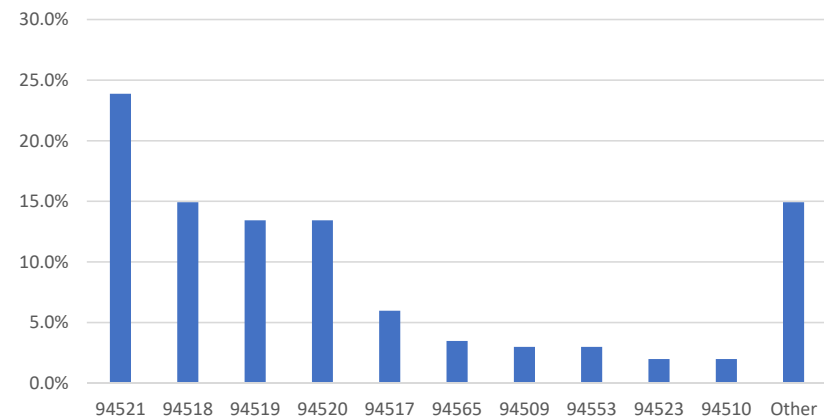
- Concord is classified as a suburban city, the largest and most central of Contra Costa County, with a diverse population.
- FPCC is in the 94520 zip code, but Concord also includes part or all of three other zip codes, 94518, 94519, and 94521. Nearly 70% of FPCC membership live in one of these four zip codes.
- Demographic information on the following pages is based on these four zip codes (the “Community”).



Member Count by City



Member Count by Zip Code



Church and Community – By Age*

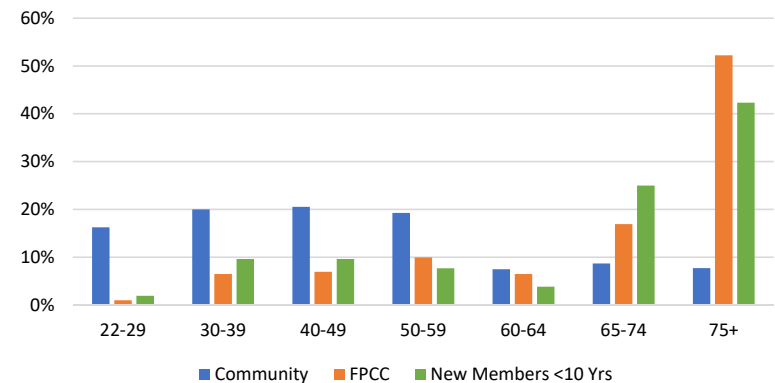
- FPCC has an older membership, with 52% over the age of 75 and an average age of 71, compared to a Community average adult age of approximately 48.
- FPCC has no members under 22, and currently has 11 baptized members (dependent children) under the age of 21.
- For new members within the last 10 years the ages are slightly younger, with 58% under the age of 74 compared to 48% for all members.
- Finding individuals with the energy and will to take on leadership responsibility is a challenge, due in large part to their ages. As we plan for the future, FPCC is looking for younger members to take on these responsibilities.



5/10/2017

FPCC Mission Study Report

Mix by Age - Adults Age 22+



* Community demographic information on this and following pages comes from MissionInsite and is based on 2010 US Census Data, the latest American Community Survey data and the new Experian Mosaic cluster system.

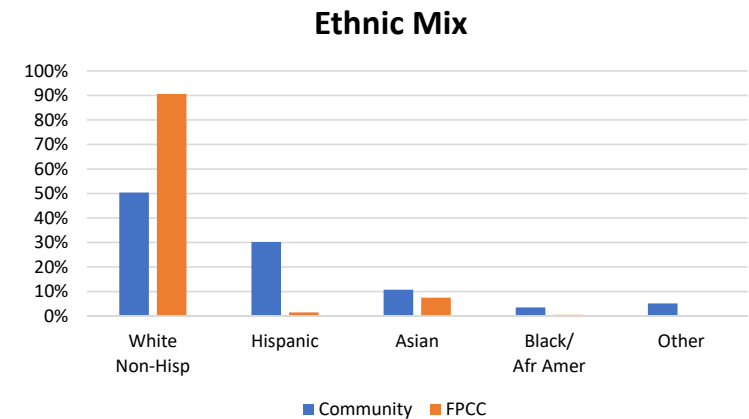
FPCC Leadership (Elders and Deacons) January 2017

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Church and Community – Ethnic Mix & Families

Ethnic Mix

- FPCC's ethnic mix does not reflect the mix of the Community
 - ✓ 90% white, compared to 50% in the Community
 - ✓ 2% Hispanic compared to 30% in the community
 - ✓ FPCC Asian population (mostly Filipino) is slightly below the Community (7% vs 11%)
 - ✓ less than 1% Black/African American compared to nearly 4% in the Community
 - ✓ Recent trends are promising with a significant increase in visits by people of different nationalities, but the diversity of the nationalities (Mongolia, Iran, Philippines, El Salvador, Korea, Mexico, Uganda, Austria, Japan) makes it difficult to focus on just one group
 - ✓ FPCC leases space to other smaller churches, including Hispanic, Tongan and Indonesian congregations - may be possible to establish closer ties, especially with the Hispanic congregations



Family Type

- 77% of FPCC members are married, the majority with adult children.
- In the Community for individuals over the age of 15, 49% are married, 18% are divorced, separated or widowed, and 32% have never been married. Of families, 40% are married couples with children, 14% are single parents, and 47% are married without children



Church and Community – By Community

Faith

- The overall spirituality of the Concord Community is in line with the rest of California
- Concord is ripe for mission, with 60% unchurched “Nones”

* Based on the American Community Survey and the US Religion Census.

Occupations

- Concord has long been considered a blue collar/middle class community, but trend is towards more white collar, professional, specialty and managerial jobs
- The largest employers include Mt. Diablo Unified School District, Bank of America, Wells Fargo, John Muir Medical Center, PG&E, Macy’s and Assetmark

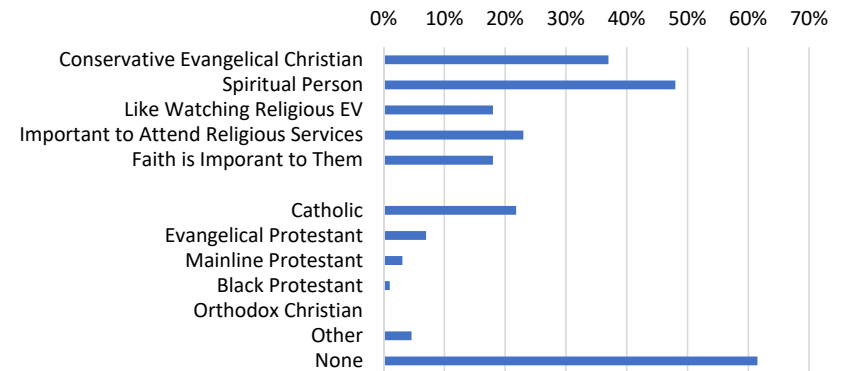
Local Businesses

- FPCC is a member of the Concord Chamber of Commerce and the Todos Santos Business Association – FPCC has built a good relationship with businesses in our local area

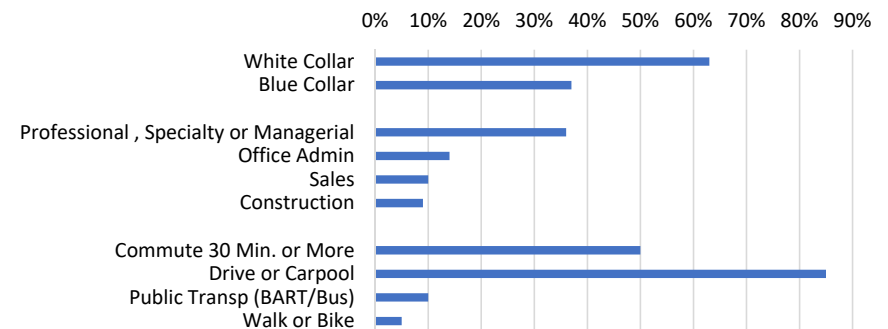
Disabilities

- FPCC has people with disabilities - hearing aids, in wheelchairs, in walkers, and utilizing service animals
- FPCC’s 2nd floor and basement classrooms are not ADA accessible

Concord Community Spirituality *



Occupations of Concord Workers



Church and Community - Conclusions

Conclusions:

1. Matthew 9:37-38 talks about the harvest is plentiful, but the workers are few. See how ripe the harvest is with over 60% have “none” for Faith on previous page.
2. FPCC needs to capitalize on the upward trend of more international people in our community and coming to church by spotlighting the diversity within our congregation and reaching out to our diverse community, especially our Hispanic neighbors.
3. FPCC members are genuinely interested in building a relationship with our community.
4. FPCC Membership does not match the ethnic or age demographics of our Community.
5. The majority of members are older, with more than half over 75. This makes finding leaders with the energy to take on new missions difficult.



Members and Attendance

Membership and Attendance Changes

- Both membership and worship attendance have declined an average of 6% per year
- Deaths make up 1/3 of total losses, reflecting our ageing membership
- Conflicts within our denomination contributed to the large losses in 2015 and 2016
- On a positive note, conflicts are now behind us, and we are much more unified, as exemplified by the fact that 60% of our members attend worship on Sunday mornings

Longevity

- Many long-time members. Nearly half have been members for 20 years or longer, and several more than 50 years
- Tendency to remember back to the “glory days”, when FPCC had over 1,000 members, a large staff, and big programs for children and youth

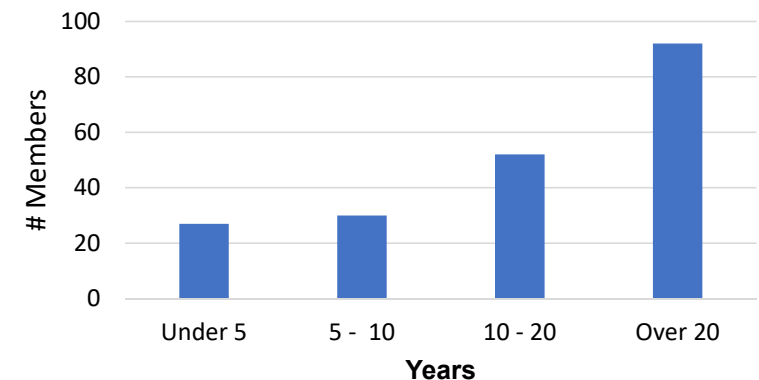
Recent Trend in New Members

- Average 4-5 new members each year from 2012-2015
- 2016 saw 12 new members, signaling renewed vitality

Membership & Attendance History Details

Year	Worship Attendance	Members	Total Member Gains	Prof. of Faith Gains	Deaths	Other Losses
2007	241	349	23	12	12	22
2008	228	327	8	4	14	26
2009	227	311	9	4	10	23
2010	213	302	13	7	8	18
2011	213	298	14	11	13	15
2012	207	282	10	6	9	23
2013	207	271	4	4	11	11
2014	187	261	4	3	13	14
2015	178	220	2	2	7	38
2016	128	201	12	7	10	30

Years of Membership



Financial Health

The past 10 years has seen a gradual decline in income

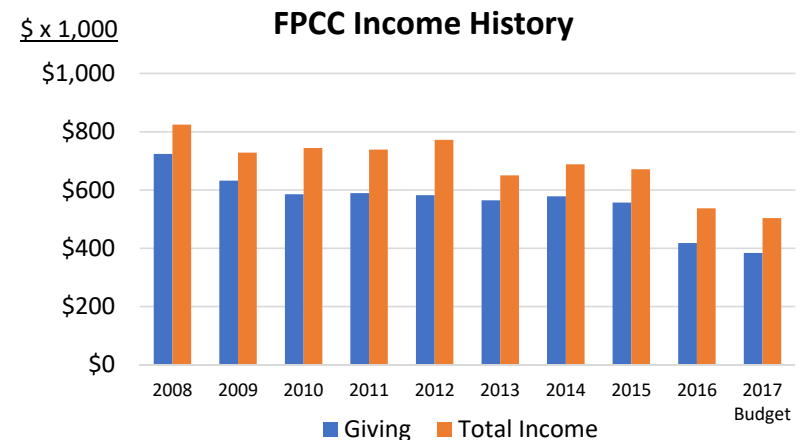
- From 2010-2015 total income remained fairly constant in spite of reduced membership showing faithful giving by congregation
- Drop in 2016 reflects departure of approximately 50 long-time members and regular attenders due to conflicts over denomination issues and FPCC decision to stay with PC(USA)
- 2016 drop in giving resulted in a \$77k operating loss

Reserves

- FPCC ended 2016 with a general operating reserve of \$66k
- Ongoing operating losses will be covered with other capital reserves resulting from the sale of property in 2010 (approved by Presbytery)
- Additional right-sizing will be needed to bring expenses in line with income - currently switching from large multi-staffed church to a smaller pastoral congregational church

2017 Budget

- Staff reductions were made in 2017 to reduce operating loss (eliminate full-time custodian and reduce hours of Minister of Music & Worship)
- Approximately 20% of 2017 income is rental income
- Continue to budget an operating loss in 2017 of \$37k



HOWEVER...

2016 Marked the First Stewardship Drive in 20 Years – and It Was a Success

- Emphasis on spiritual aspects of giving generously to God
- Approximately 80% of members participated by completing “Estimate of Giving” cards, including Time, Talents and Treasures
- Resulted in increased commitments of approximately \$40,000 compared to prior 12 months giving

Looking Toward the Future

- Recent changes in Sunday worship have increased attendance by younger adults without alienating older members:
 - ✓ Greater use of contemporary music and our Praise Band
 - ✓ Use of TV monitors to enhance worship experience
- Continued emphasis on stewardship with annual stewardship campaign
- Will hold a class on estate planning as a means of encouraging members to remember FPCC in their wills
- Will continue to look for ways to further reduce expenditures through greater use of volunteers to continue existing ministries and exploring new ministries
- Bring budget back to break-even within 2 years to maintain adequate reserves



Church Facilities

For more than 110 years, the Corner of Colfax and Salvio Streets in downtown Concord has been home to FPCC.

Our Downtown location is walking distance to Todos Santos Plaza, The Heritage and Plaza Towers which house senior and low income residents, several restaurants and businesses including a state of the art multiplex theater and two high schools.

This vital part of Concord has been targeted by the City for upgrade and is seeing construction of several apartment complexes.

Todos Santos Plaza on which the Presbyterian Community Center sits, hosts two weekly farmers' markets, a Music in the Park and Blues in the Park series each summer as well as the annual Praise in the Park Concord Christian Music Festival.

Both a free Public Parking Garage directly across Salvio and a church parking lot directly across Colfax provide plenty of parking.



Sanctuary Outside and Inside



Church Facilities – Campus Complex

The current church complex was built in the 1950s and 1960s. The sanctuary was completed 1954 and support buildings a decade later.

The campus includes:

- **Ground Floor**
 - ✓ A-frame sanctuary, which seats 250 plus 45 in the choir loft
 - ✓ Chapel which seats 75
 - ✓ Office building
 - ✓ Fellowship Hall (dining capacity of 209), Fireside Room and a large kitchen
 - ✓ Preschool (Beginnings & Beyond Montessori Christian Preschool & Kindergarten) – two classrooms plus playground
 - ✓ Nursery
- **Second Floor**
 - ✓ Class and meeting rooms
 - ✓ Small apartment currently occupied by custodian/night attendant
- **Sanctuary Basement**
 - ✓ Sunday-school classrooms
 - ✓ Choir facilities
 - ✓ Additional staff offices

FPCC also owns two separate properties in close proximity:

- The Presbyterian Community Center (PCC) – leased full-time to Hills Vineyard Church beginning in 2002 and with a current 3-year lease expiring May 2017
- A church parking lot directly across Colfax Street

Church Facilities – Renovations and Upgrades

Sanctuary renovations

- New Pews
- Lighting and sound systems
- Remodel of the chancel
- Installation of large video monitors for worship

Other renovations to beautify and modernize include:

- Exterior and interior painting of the Fireside Room and the Fellowship Hall
- Updating the flooring of both the Fireside Room and the Fellowship Hall
- New concrete for the patio
- Improved security lighting
- Roofing for the entire campus
- Converting a Men's restroom into a near-the-sanctuary handicap-accessible restroom
- Renovating two bathrooms near the kitchen
- Upgrading the organ
- Remodeling two preschool rooms



Capital improvements were paid for through \$400,000 in promissory notes with the congregation. These promissory notes have since been paid off.

Church Facilities – Leases

FPCC is currently leasing space to:

Full-Time Church Lease

- Hills Vineyard use of the Presbyterian Community Center

Part-Time Church Leases

- Shiloh Centro Christiano – Hispanic
- Free Wesleyan Church of Tonga
- Concord City Blessing Church – Indonesian
- Casa de Dios – possible “1001 New Worshiping Community”

Other Outside Groups

- Community Bible Study
- Peace Creations (anger management)
- Al-Anon



*The church is NOT buildings,
it's the people, Christians redeemed, going
out sharing the Gospel:*

**“As the Father has sent me, so I send you”
(John 20:21)**

Conclusions:

1. FPCC has a large facility situated in a vital part of Concord.
2. Facilities are capable of supporting many ministries and an expanded congregation.
3. While the facility is ageing, remodeling has kept them fresh and inviting.
4. Continued maintenance of the 60-year old campus will be required for plumbing, electricity, ADA compliance, etc.
5. FPCC is blessed with its location and facilities that are debt-free.



Leadership

Church Governance

Eight Vital Church Systems

Session Organization / Focus

Pastoral Leadership

Staffing

Church Governance

Session	<p>Nine Elders serve staggered 3-year terms organized according to the Eight Vital Church Systems</p> <p>Clerk of Session</p> <p>Administrative Teams: Finance, Personnel, Property Management</p> <p>Ministry Teams: Worship & Music, Spiritual Growth (Children/Youth/Adults), Missions, Connections (Hospitality), and Nominating</p>
Board of Deacons	<p>Twelve Deacons serve staggered 3-year terms. Each Deacon ministers to a neighborhood parish and also serves on a committee to provide care and service to the church family. The committees are: Prayer Chain, Transportation, Meal Services, Home Aid, Friends-At-Home, Chancel Stewardship, and Funeral/Memorial Receptions.</p>
Trustees	<p>Four elected members responsible for the church's real property. Serving staggered 3-year terms. They are responsible for acquisitions, sales, leases, contracts, and other legal documents relative to church property.</p>

Eight Vital Church Systems *

Loving Relationships	All Session Teams have this as a Essential System
Spiritual Gifts	Focus System for Communications, Discipleship, Worship & Music and Leadership Teams
Need Based Evangelism	Focus System for Great Commission Team and secondary focus for Communications, Discipleship, Connections and Worship & Music Teams
Inspiring Worship	Focus System for Worship and Music Team
Holistic Small Group	Focus System for Discipleship Team and secondary focus for Communications, Administration, Connections, Great Commission, Worship & Music and Leadership Teams
Effective Structures	Focus System for Administration and Leadership Teams, as well as Clerk of Session
Passionate Spirituality	Focus System for Discipleship, Great Commission and Worship & Music Teams and secondary focus for Communications, Administration, Connections and Leadership Teams.
Empowering Leadership	Focus System for Discipleship and Leadership Teams, secondary focus for Administration Team and Clerk of Session.

* Christian A. Schwarz. *Natural Church Development – A Guide to Eight Essential Qualities of Healthy Churches*. 2012.

Session Organization / Focus

Great Commission	1001 New Worshiping Communities, Praise in the Park, Homeless Dinners, Songbirds!, Todos Santos Park Tent, Adult Activities Center, Intergenerational Trips, Local & Abroad Missionaries/Mission Agencies, Healing Ministry
Connections	Congregational Events/Food, Come & See, Small Groups, Village, Deacons, Pancake Breakfasts, Membership, Outside Greeters, Visitors Tracking including Connection Card & Follow-up, Friends at Home Visits, Merry Macs
Worship & Music	Sunday Worship, Sanctuary Environment, Cathedral Choir, The Flock Praise Band, Guest Artists, Sound Booth, Inside Greeters, Ushers, Video, Alternative Worship
Discipleship	Adult Education, Youth Education, Children Education, Bible Studies, Alpha, Circles
Leadership	Nominating Team, Developing Leaders, Deacons Training
Administration	Personnel, Finance, Property Management, Stewardship, Trustees Liaison
Communications	Website, First Press, Signage, Advertising, Website Prayers, Visitors Brochure
Clerk of Session	Clerk, Membership (numbers)

Pastoral Leadership

From the time of the first church location, on Galindo Street in 1882, 25 Pastors/Heads of Staff have served First Presbyterian Church of Concord. A list of these pastors is included in Appendix A.

Since the turn of the 21st Century, FPCC has had two permanent and three interim Pastors.

1997 – 2006: Rev. Mary Holder Naegeli – The first called female Senior Pastor to FPCC was a giant leap forward for diversity in our congregation. Her work with General Assembly and Presbytery in response to changing ordination standards introduced FPCC to many denominational conflicts that set the stage for our years of discernment.

2007 – 2009: Co-Associate Pastors under Pastor Naegeli, Revs. Bill & Pat Alexander agreed to become Interim Senior Pastor and Interim Associate Pastor. They retired in 2008 after initiating several needed property renovations.

2009 – 2010: Rev. Tom Waddell followed as Interim Pastor. Pastor Tom served until May 2010 and was instrumental in shepherding the congregation toward its next called permanent Pastor.

2010 – 2016: Rev. Donald W. “Bill” Azbell became the first called pastor to lead FPCC without an associate. He lead the congregation through very thorough discussions on denominational issues. In response, the Session requested and was assigned a Presbytery Engagement Team in October 2015. In January 2016 Pastor Bill resigned to pursue a calling in mission to Muslims.

2016 – Present: Rev. Dr. Toby Nelson – Led the Session in the historical vote to remain with the PC(USA), becoming the first church in the Presbytery to reconcile with the denomination. His focus on empowering leaders has allowed the Session, Deacons, and Commissioned Ruling Elders to evolve FPCC into a culture of lay leadership.

Staffing

Staffing has varied over the years and decades, as needs dictate and as church membership has increased and decreased. FPCC's current staffing includes:

Interim Pastor	Full Time	Moderator and Head of Staff
Director of Community Care	Full Time	Small Group Ministry, Deacons, Prayer & Healing Ministry, oversight to children's & youth programs
Director of Music & Worship	Part Time	Choir Director, plans worship service, and manages audio & video equipment
Organist	Part Time	Accompanist
Administrator to the Pastor & Elders	Part Time	Staff support to the Pastor and Session, Communications, and Director of First Impressions
Administrative Coordinator	Part Time	Staff support to Finance, Personnel, & Property Management
Preschool Director	Full Time	
Preschool Teachers	1 Full Time 2 Part Time	
Custodian/Night Watchman	Part Time	



Our Ministries

Inspiring Worship

Discipleship

Communications

Connections

Great Commission

Inspiring Worship

Style

- Lay leader-led worship based on Scripture text, blends music and elements from different time periods and genres
- Modified traditional pattern of:
 - ✓ Responsive readings
 - ✓ Hymns
 - ✓ Pastoral prayer
 - ✓ Musical offering
 - ✓ Scripture reading
 - ✓ Sermon
 - ✓ Monthly communion
- Music
 - ✓ Cathedral Choir
 - ✓ The Flock Praise Band
 - ✓ Paul Ferris – Director of Music & Worship
 - ✓ Vocal or instrumental solos
 - ✓ King's Kids (up to 2nd grade)



Inspiring Worship

Experiments

- In Worship & Music Team's weekly meetings, discuss:
 - ✓ What went well
 - ✓ What we could improve going forward
 - ✓ Try experiments to see what works well (i.e., started out with music/lyrics in bulletin to lyrics only to lyrics on video monitors)

5th Sunday of the Month Visits

- On 5th Sunday of the month, Session goes out to two other churches to experience:
 - ✓ How it feels to be welcomed (or not) by those congregations
 - ✓ What it is that other churches are doing that we may want to incorporate into our service

Campus Churches

- Our church property holds six churches' worship services throughout the week (in attendance order):
 - ✓ Concord City Blessings Church (Indonesian) with 20 people in attendance
 - ✓ Casa de Dios - Hispanic worship gathering with 40 people in attendance
 - ✓ Shiloh Centro Christiano (Hispanic) with 40 people in attendance
 - ✓ Free Wesleyan Church of Tonga with 40 people in attendance
 - ✓ FPCC with 120 people in attendance
 - ✓ Shelter/Hills Vineyard (Contemporary) with 150 people in attendance
 - ✓ Total 410 people in attendance per week

Inspiring Worship

Observations

- A strength is that FPCC has a long heritage of musical excellence featuring strong and vital choirs, gifted musicians and hearty congregational singing.
- Our varied and quality music is an integral part of our worship, and is unique in our area where most churches have gone to an exclusively “contemporary” style.
- [The Flock Praise Band](#), with the January decision to table an alternative Sunday worship service at this time, has taken a more active focus in weekly worship service. The band will often provide instrumental background music (e.g., hand drums or guitar). With two individuals, if not more, writing their own music to their lyrics, they provide original Christian worship music with a classic rock feel to FPCC.
- We continue to get feedback from new attendees that we are a welcoming church. Pastor Toby frequently tells us that we are a church that likes each other as he can hear a “buzz” in the sanctuary before church service begins. Regardless of who comes in through the doors, we welcome them.
- Common phrases heard around the church are “The hand of God is on you” and “God is able!”
- Continue the 5th Sunday of the Month visits to keep our church more relevant.
- In anticipation of upcoming “1001 New Worshipping Community” churches being established within our facilities, add an elevator to downstairs to the basement and upstairs to Education wing.

FPCC shall hear the Holy Spirit’s words...

“He who has an ear, let him hear what the Spirit says to the churches.”

(Revelations 2:7)

Discipleship

Spiritual Growth Opportunities

- Holistic Small Groups, Women's Bible Study Circles, Hearty Boys Men's Bible Study – Focus on Bible
- Adult Spiritual Growth – Sunday School
- Youth Spiritual Growth – currently on hiatus
- Children Spiritual Growth – Children's Church, Everlasting Club (Sunday School), Nursery
- Montessori Christian Preschool and Kindergarten – Toddler Room, Preprimary Room

Observations

- Beginnings and Beyond Preschool was newly remodeled in 2015 and is ready to handle additional enrollment.
- As children exit the Children's ministries, then can rebuild the Youth's ministries. Likewise, as the youth exit the Youth's ministries, then can rebuild the college/young adults' ministries.
- With the reduction of arts in Mt. Diablo School District, evaluate an after school program focused on performing arts.
- Partner with other congregations worshiping on our corner for special events or youth activities.
- A weakness is that the older congregation currently have a "been there, done that, bought the tee shirt" frame of mind
- The loss of the youth can stem back to FPCC not standing up to the City's authorities with regards to Celebrate Jesus in Recovery Friday Nights' Feeding program.
- Rich tradition of mature Christians with past Sunday School experiences is a strength.

*2700 years ago the Lord told Israel what was required. Today's response is the same for our pastor and congregational members:
"And what does the LORD require of you? To act justly and to love mercy and to walk humbly with your God." (Micah 6:8)*

Communications

Media Outreach

- Website – Newly revised [website](http://www.fpccconcord.org) rolled out by end of 2017 (<http://www.fpccconcord.org>)
- Facebook – [First Presbyterian Church of Concord](https://www.facebook.com/1stPresConcord/) (<https://www.facebook.com/1stPresConcord/>)
- First Press – Newsletter with future and past events
- Sunday Bulletins – Activities calendar and spotlights near-term future events
- Connection Card – Guests provide information
- Visitor's Pamphlet – Who we are
- Prayer Card – How can we pray for you?
- Bulletin Boards – Front of building, Salvio Side, Patio
- Advertisements– Newspaper ads / articles, search engines, Farmers Market, city events and associations

Observations

- As members of the Todos Santos Business Association, FPCC has opportunity to network with local businesses
- FPCC will be updating its existing website to make it smart phone accessible in 2017
- Revise FPCC publicity to reach our diverse community, specifically younger families
- Bulletin boards need to be updated more frequently
- Colfax Bulletin board to become an electronic matinee board

The Holy Spirit is moving at FPCC!

“Behold, I am doing a new thing: now it springs forth, do you not perceive it?” (Isaiah 43:19)

Connections

Connecting with Others

- Stephen Ministry Concept – Deacons are learning Stephen Ministry techniques and concepts
- Holistic Small Groups – Fellowship and Bible Study in 4-to-8 week intervals throughout the year
- Congregational Events – Parish Lunches, All-Churches Picnic, Harvest Fest
- Pancake Breakfasts – in four-week intervals throughout the year
- Monday Night Visits – visit guests and Friends at Home (shut-ins)
- Come & See Class – membership class
- Parish Lunches – once a year opportunities to learn who is in their parish
- Merry Macs Mariner Ship – Adult Christian fellowship and service group within the church

Observations

- Growing interest in Small Groups' participation
- In the process of establishing a group to visit the Friends at Home (shut-ins)

Like the prophet's statement of missional availability, today's response is the same for our pastor and congregational members:

"Here we are, Lord: send us!"
(Isaiah 6:8)

Great Commission

Community Building

- Praise in the Park (PITP) – founded 2014 – this year's event 7/15/2017
 - ✓ Now in its 4th year, Praise In The Park partners the region's faith based community with local and international non-profits. We provide access to those in need and a place to garner support from those looking to serve.
 - ✓ Each year a dozen or more local Christian Artists and Worship Teams open for an national headliner. We have hosted Matt Maher, Lincoln Brewster, and Mandisa in previous years. 2017 presents Citizen Way and Missy Robertson from the Voice.
 - ✓ FPCC led the way in this Valley wide event as the Fiscal Sponsor for 2014-2016 until PITP obtained its own 501(c)(3)

Helping Others

- Providing Homeless Dinners – 5th Saturday of four months, Winter Nights weekend, Mountain View Shelter week
- Providing cans and dry food items to SHARE for food collections
- Mission Sewing Group provides quilts to Bay Area Rescue Mission and VA, and baby quilts to Bay Area Crisis Nursery
- As part of Sunday worship, Service Worship Day that gives the congregation an opportunity to serve others in the community
- Songbirds! sings at local care facilities once or twice a month to entertain the residents
- Hosting the Christmas Toy Drive Barrels for the community – Collect toys for Bay Area Rescue Mission
- Easter Offering – Fulfilling a specific need for a local missionary/mission agency
- Christmas Offering – Fulfilling a specific need for an international missionary/mission agency
- Christmas Giving Tree – Donate gifts for three Interfaith Housing families
- Adult Activities Center – Seniors making craft items

Great Commission

Prayers

- Prayer Walking around the church for ½ mile in each direction with a Todos Santos Plaza focus
- Pray for 26 missionaries and their agencies quarterly during worship service all at once
- Each week's bulletin spotlights prayer and praises for a missionary
- Pray for our Muslim-focused missionaries and mission agencies during Ramadan

Observations

- Adopt Todos Santos Plaza in our outreach opportunities

Like the prophet's statement of missional availability, today's response is the same for our pastor and congregational members:

"Here we are, Lord: send us!"
(Isaiah 6:8)



Mission, Vision, Values, & Goals

Congregational Input

The Mission Study Team (MST) interviewed 56 individuals from the congregation.

- 34 Over 55 year old individuals
 - ✓ 12 Serving Deacons
 - ✓ 10 Serving Elders
 - ✓ 7 Non-Serving Deacons and/or Elders
 - ✓ 5 non-leadership
- 22 Under 55 year old individuals
 - ✓ 3 Non-Serving Deacons and/or Elders
 - ✓ 1 Serving Deacon
 - ✓ 17 non-leadership



The Process

Of the 56 interviewees:

- Women outnumbered men
- Seniors outnumbered non-seniors
- The pool was predominantly Caucasian, with a few Hispanics, Asians, and African Americans
- The LGBTQ community was represented
- Parents of preschool through middle school children rounded out the group

To prevent potential communication barriers that exist in multi-cultural situations, we borrowed a process called Mutual Invitation from Eric Law and the Kaleidoscope Institute.



What is Mutual Invitation?



Mutual Invitation^[1] is a small group process designed to allow for inclusion and disciplined sharing in culturally diverse settings, especially where there might be a variety of ages, ethnic backgrounds, or personality types present. The process allows for each person in the group to have an opportunity to share, as well as to participate in group dynamics.

[1] The Wolf Shall Dwell with the Lamb; A Spirituality for Leadership in a Multicultural Community, St. Louis, Missouri, Chalice Press, 1993, Chapter 9 and Appendix A

What We Asked



Vision
Mission
& Values

Each Person was asked to provide the following:

- One Sentence describing their current view of FPCC
- One Sentence describing their vision of the Universal Church in 10 years if all limitations and barriers were removed
- One word or thought they would like to include in our mission statement
- One word or thought they would like to include in our vision statement
- One word or thought they would like to include in our values statement

What We Did

The Mission Study Team compiled the data, applied word, phrase frequency, density, and substitutionary word, analysis, then compiled the Top 25 words in four groups.

- Under 55 years old; Over 55 old; Prior and current leaders (Elders/Deacons); Summary of All
- Community, God, Love, and Service are in the top 5 of both age groups with slightly different priority.

Under 55 Years Old - 22 Respondents			
Rank	Word	Freq	Density
1	People	36	1.64
2	Community	32	1.45
3	God	26	1.18
4	Love	25	1.14
5	Service	20	0.91

Over 55 Years Old - 34 Respondents			
Rank	Word	Freq	Density
1	Jesus Christ	38	1.12
2	God	33	0.97
3	Service	29	0.85
4	Community	28	0.82
5	Love	25	0.74

- Word Density compared the number of respondents with the word frequency, to weight a word across groups. In this example, Service is ranked lower in the under 55 group, however the density usage by participants is higher, giving it more weight in the under 55 than in the over 55.
- Words such as Community and Service which can have multiple contexts were grouped under the single word, with the understanding that they may have broad implications in living out our mission.

Word Cloud - All Groups Summary

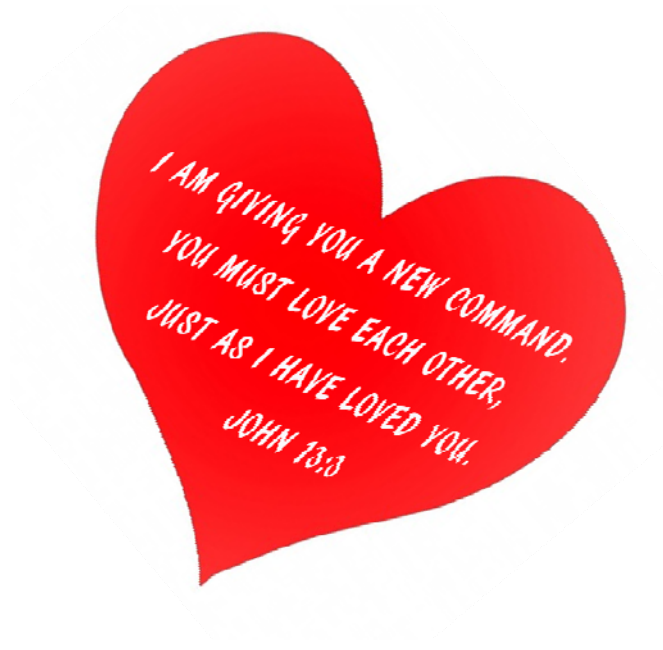


Using the Top 25 lists, the MST applied word cloud generation to develop visual displays of the groups.

Top 25 Words All		
Rank	Word	Freq
1	Community	60
2	God	59
3	Jesus Christ	51
4	Love	50
5	Service	49
6	People	39
7	Welcoming	39
8	Inclusive	36
9	Teach	22
10	Focused	21
11	Action	20
12	Church	18
13	Needs	17
14	Outreach	17
15	Center	16
16	Worship	14
17	Unite	14
18	Bible	14
19	Transform	12
20	Differences	12
21	Conversations	11
22	Praying	11
23	Giving	9
24	Holy Spirit	9
25	Tradition	9

Mission

Love God, Love People...Serve

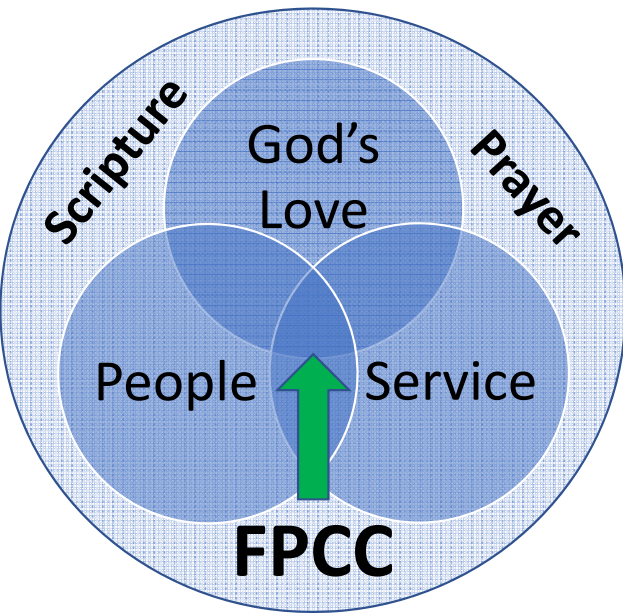


Vision

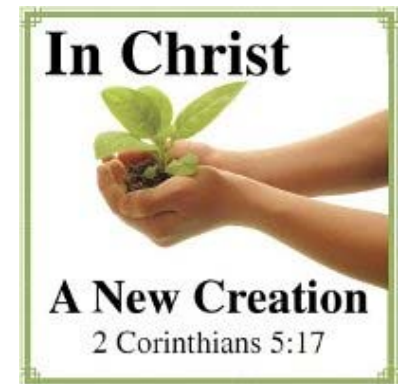
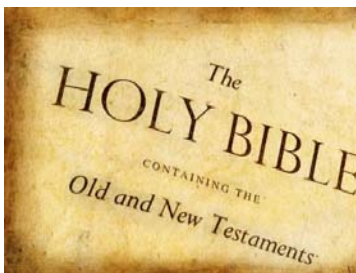
As a community hub, connect with the needs of people, joyfully sharing Jesus and serving where God calls.



Values



- ✓ Guided by Scripture and prayer, we are a welcoming place where people, service, and God's love meet.
- ✓ Focused on hospitality, inclusiveness, and spiritual gifts, we worship God with delight.
- ✓ Unified in Christ, we are led by the Holy Spirit to invite, engage, and share God's Truth with each other, our community and the world.



Goals 1 – 3 Years

Call	Call the Pastor that God has already planned for our congregation. One that will lead our transition to the hub of community activity, which we believe God is calling us to be.
Champion	Champion one new worshipping community each of the next three years. Transform, reorient and restructure existing assets as needed to fully support the denomination's program to start "1001 New Worshipping Communities" in 10 years
Transform	Transform our worship experience by installing interpretation system, to ease integration of the worship service for Spanish speakers. Trust that God will make a need for the system, because "God is able".
Obtain	Obtain funding from Presbytery to lay the ground work needed to acquire up to twenty tri-plex units on the former Naval Weapons Station. Work with other Valley churches to staff and maintain transitional and low income housing for families and veterans. Begin sponsoring and leading the program in years 3-5.
Strengthen	Strengthen our deacon corps mission by creating and coordinating a homebound and senior facility team. This team would minister to our aging congregation at home and in the city's many senior care facilities.

Goals 1 – 3 Years (cont.)

Continue	Continue our ties and offer leadership to Church Without Shoes, a coalition of East Bay Pastors. By leveraging the co-op we can do things for the Kingdom that smaller individual churches could not do on their own.
Grow	Grow Holistic Small Group opportunities to meet community needs.
Establish	Establish two new worship services to fill community needs: <ol style="list-style-type: none">1. Saturday evening contemporary2. Senior adults who have Alzheimer's, dementia or other forms of memory loss.
Increase	Increase congregational participation in service opportunities by 5%; i.e. sponsoring a child or a missionary, participating in Service Worship opportunities, community engagement, praying for missionaries, joining a church ministry team, etc.

Goals 3 – 5 Years

Partner	Partner with local Valley Churches and other non-profits to sponsor and coordinate low income and transitional housing on the former Naval Weapons station.
Grow	Grow our special event feeding program for our neighbors to every Saturday and Sunday mornings. Recruit additional volunteers to serve from the attendees.
Utilize	Utilize our base of educators and engineers that attend FPCC to engage the community further by partnering with Mt. Diablo and Olympic High Schools to offer tutoring in Math, Science, Spanish, and English. Both are within walking distance and are under performing schools.
Increase	Increase congregational participation in service opportunities by 8%; i.e. sponsoring a child or a missionary, participating in Service Worship opportunities, community engagement, praying for missionaries, joining a church ministry team, etc.

Goals 5 – 7 Years

Retrofit	Retrofit sanctuary stage, sound, and lights to accommodate Saturday evening contemporary worship service which will have outgrown Rm205.
Evaluate	Evaluate need and if required increase service times to 2 full inspired worship services on Sunday that blend traditional and contemporary elements.
Initiate	Initiate the process of establishing an interfaith Performing Arts Center in Concord to fill the community need that has been left by defunding of the Arts in Public Education.
Increase	Increase congregational participation in service opportunities by 10%; i.e. sponsoring a child or a missionary, participating in Service Worship opportunities, community engagement, praying for missionaries, joining a church ministry team, etc.

Appendices

Appendix A – List of FPCC Pastors

Appendix B – Focus Groups Results

Appendix C – Surveys & Assessments

Appendix D – 2001 Confessing Church



Appendix A – List of FPCC Pastors

(does not include Interim or Associate Pastors)

From	To	Years	Pastor	From	To	Years	Pastor
1882 – 1891		9	Rev. Duncan Monroe	1915 – 1923		9	Rev. Dr. John C. Miller (resigned age 80)
1891 –		?	Rev. Martin	1923 – 1936		13	Rev. Samuel Patterson
		?	Rev. James Gardiner	1936 – 1939		3	Rev. Robert Shattuck
		?	Rev. I. N. Hurd	1940 – 1943		3	Rev. Garrett Tamminga
		?	Rev. Anderson – shared with Walnut Creek PC	1943 – 1946		3	Rev. Dr. Paul Kennedy
		?	Rev. Fischer – shared with Walnut Creek PC	1946 – 1959		13	Rev. Ernest Bradley
	– 1904	?	Rev. Hough – shared with Walnut Creek PC	1960 – 1979		19	Rev. Dr. Robert Christiansen
1904 – 1904		1	Rev. James Little	1980 – 1986		7	Rev. Leon Thompson
1904 – 1910		6	Rev. Dr. H. C. Biddle	1988 – 1991		3	Rev. John “Jack” Shriver
1910 – 191?		?	Rev. Ferguson	1993 – 1995		2	Rev. Dr. Peter Hintzoglou
191? – 191?		?	Rev. H. C. Caskey (poor health)	1997 – 2006		9	Rev. Mary Naegeli
191? – 19??		<1	Rev. Graham Lee	2010 – 2016		6	Rev. Donald W. “Bill” Azbell
1914 – 1915		1	Rev. Robert Gordon (resigned when church burned down)				

Appendix B – Focus Groups Summary Under 55



Top 25 Words < 55		
Rank	Word	Freq
1	People	26
2	Community	32
3	God	26
4	Love	25
5	Service	20
6	Welcoming	20
7	Church	18
8	Inclusive	17
9	Needs	17
10	Center	16
11	Jesus Christ	13
12	Action	12
13	Transform	12
14	Differences	12
15	Focused	12
16	Conversations	11
17	Praying	11
18	Giving	9
19	Outreach	9
20	Holy Spirit	9
21	Tradition	9
22	Bible	8
23	Bridging	8
24	Group	8
25	Teach	8

Appendix B – Focus Groups Summary Over 55



Top 25 Words > 55		
Rank	Word	Freq
1	Jesus Christ	38
2	God	33
3	Service	29
4	Community	28
5	Love	25
6	Inclusive	19
7	Welcoming	19
8	Worship	14
9	Unite	14
10	Teach	14
11	People	13
12	Focused	9
13	Outreach	8
14	Multi-Generational	8
15	Caring	8
16	Action	8
17	Diverse	7
18	Christians	7
19	Disciples	7
20	Work	7
21	Older	6
22	Bible	6
23	Faith	5
24	Fellowship	5
25	Multi-Cultural	5

Appendix B – Focus Groups Summary Leadership – Deacons & Elders



Top 25 Words Leadership		
Rank	Word	Freq
1	Jesus Christ	33
2	God	28
3	Service	25
4	Community	23
5	Love	21
6	Welcoming	18
7	Inclusive	15
8	People	13
9	Worship	12
10	Teach	11
11	Unite	11
12	Outreach	8
13	Multi-Generational	8
14	Action	8
15	Caring	8
16	Diverse	7
17	Christians	7
18	Disciples	7
19	Work	7
20	Older	6
21	Focused	6
22	Small	5
23	Multi-Cultural	5
24	Fellowship	5
25	Bible	4

Appendix C – Surveys & Assessments

Congregational Engagement & Input

June 2014 – FPCC survey of congregation’s concerns about issues before PC(USA)

- To identify most important or unclear issues
- Used to plan adult education classes to provide information to better understand issues relevant to, or that may potentially affect, First Presbyterian Church of Concord
- FPCC’s Discernment Process Team organized a series of Sunday adult classes, from June 2014 through August 2015. These classes are listed at the end of this appendix.

November 2014 – HolyCow! Church Assessment Tool

- HolyCow! Church Assessment Tool (CAT) survey of our congregation to assess the strength, vitality, and trends in our church
- Results: low satisfaction rating, polarization, and a “disturbing amount of conflict”
- FPCC was advised to identify specific conflicts and resolve them before making any large or important decisions, such as attempting to seek dismissal from the PC(USA)

Appendix C – Surveys & Assessments (cont.)

February 2015 – Crossroads #1

- Crossroads Resolution Group, associated with Peacemaker Ministries, was retained to assess FPCC leadership and suggest options for identifying and resolving conflict
- 1st step: Session studied & discussed Ken Sande's book, *The Peacemaker*, over 4 months

April-June 2015 – Crossroads #2

- *Resolving Everyday Conflict*, Peacemakers Ministries 8-part DVD series shown at adult education classes April through June 2015, each class discussed practical applications
- Classes were well attended

August-October 2015 – Crossroads #3

- Crossroads Resolution Group trained Session over 6 weeks on how to build unity and work better together as a body, becoming better leaders of our congregation
- Skills learned helped Session listen to different viewpoints and reach difficult decisions

Appendix C – Surveys & Assessments (cont.)

April 2016 – Natural Church Development (benchmark survey prior to Interim Pastor)

- Assessed strengths & weaknesses in 8 areas and developed action plan for improving church health by removing limiting factors
- Results: overall health score = 45, below average
 maximum score = 63, Gift-Based Ministry
 minimum score = 34, Empowering Leadership
- Upon arriving, Interim Pastor Toby Nelson promptly addressed lowest score and began training the Session to become empowered leaders & turn us into an Elder-led church

July 2016 – Spiritual Gift assessment for leadership & staff

- To assist in restructuring Session and learn to become more effective at our respective responsibilities, Session Elders, Deacons, and staff took Spiritual Gift surveys

January 2017 – Natural Church Development (follow-up survey)

- Increased health in 6 of 8 factors, including maximum and minimum scores

Appendix C – Surveys & Assessments (cont.)

Sunday Adult Education Classes Led by the Discernment Process Team

June 8, 2014: Presbytery Pastor of Mission & Vision Jeff Hutcheson covered the basics of General Assembly: What is it, and why does it gather? Who goes? How does it work? What are the major overtures which will be coming, including the ones which will get the most attention?

July 6, 2014: Presbytery Stated Clerk Kathy Runyeon shared what happened at the 2014 General Assembly.

August 17, 2014: Pastor Tom Waddell (a former Interim Pastor at FPCC) presented an historical overview of division in PC(USA).

September 19, 2014: FPCC Pastor Bill Azbell led a Sunday adult education class on discernment.

November 2, 2014: "The Lay of the Land: A Denominational State of the Union, Part I", by Pastor Randy Young.

November 9, 2014: "The Lay of the Land: A Denominational State of the Union, Part II", by MVL Pastor Jeff Hutcheson

November 23, 2014: FPCC Minister of Worship & Music Jim Cismowski conducted class on the Authority of Scripture.

December 7, 2014: HolyCow! Vice-President Robyn Strain conducted a Sunday adult education presentation on the HolyCow! summary report showing conflict at FPCC.

February 22, 2015: Former FPCC Pastor Mary Naegeli conducted a Sunday adult education presentation on Ordination Standards and Same-Sex Marriage.

March 1, 2015: Pastor Will McGarvey conducted a Sunday adult education presentation on Ordination Standards and Same-Sex Marriage.

April 12–June 28, 2015 *Resolving Everyday Conflict* video series

August 16, 2015: The Discernment Process Team presented three short videos providing interesting and authoritative background on issues facing the PC(USA).

August 23, 2015: Sunday adult class presentation on the PC(USA) Trust Clause by Pastor Leonard Nielson.

August 30, 2015: Wrap-up session, summarizing past 14 months.

May 15, 2001

An Open Letter to the Presbyterian Church (U.S.A.)
The General Assembly Council
The Presbytery of San Francisco



Dear sisters and brothers in Christ,

At our meeting of May 15, 2001, we the Session of First Presbyterian Church of Concord (California) shared our disappointment in denominational leadership. We have come to the conclusion that our denomination is headed in a direction away from its Source, inconsistent with its heritage, and accommodating to the relativism of the culture. Persistent attempts to chip away at our biblical foundation have progressed because office holders in the PC(USA) have waffled theologically and led ineptly, giving the impression that the church's core beliefs are changing. Not wishing to adapt to our culture nor to those troubling our denomination, but rather to give witness to both, we affirm the following essential tenets of the Reformed faith:

1. Jesus Christ is Lord of all, and the grace of God demonstrated by his atoning death on the Cross is the only means of eternal salvation. "Salvation is found in no one else, for there is no other name under heaven given to us by which we must be saved" (Acts 4:12).
2. The Holy Scripture, comprising the entire Old and New Testaments, is the Word of God. By virtue of its divine inspiration and its intelligibility, it is God's Word in human words. We believe the Scriptures to be the only infallible, authoritative, and reliable revelation of God's will and therefore our undisputed rule for faith and life.
3. Our gratitude for God's grace and forgiveness in Jesus Christ obligates us to renounce sin and to live lives transformed by the power of his Holy Spirit. Christ's Lordship bids us live wholly and holy for him in all areas of life, including our sexuality. In response to the ethical debates before us, we affirm that the Scriptures teach that intimate sexual expression is properly reserved for marriage between one man and one woman.

We believe without these affirmations at the heart of our ministry, we have no ministry! These statements celebrate the unique, necessary and sufficient work of Jesus Christ, the content of our message to the world, and the power behind our encounter with the culture.

In fact, these historic affirmations are nothing new. They are not recent discoveries for First Presbyterian Church of Concord. What *is* new, sadly, is the need to state them again in clear terms to our own brothers and sisters in the PC(USA). These affirmations define the Church that has given us spiritual nurture. We call all who would take the name Presbyterian to affirm them with us

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and thereby center themselves around the heart of the message we proclaim to the world.

In making these affirmations, the Session of First Presbyterian Church is acting according to its conscience held captive to the Word of God. We do not feel ourselves a part of a “movement,” but rather anchored squarely on the biblical foundation of the historic Presbyterian church. Our action is not to be interpreted as an endorsement of any particular renewal organization or movement, but is an expression of our own hearts seeking to obey Jesus Christ and his Word.

In the Name of Jesus Christ, our Savior and Lord,

The Session

Mary Holder Naegeli, Moderator

Vern Hance, Clerk

For background on this
document please refer to
pages 20 and 21

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