

First Presbyterian Church—Newark

2022 Mission Study Report



17 January 2023

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Introduction

Purpose

The purpose of this mission study is to provide a basis for the Pastor Nominating Committee to conduct their search for our next called pastor in a way that:

- maintains fidelity to the tenets of our Reformed Christian faith and the Biblical witness on which it is based
- remains open to the guidance of the Holy Spirit
- acknowledges the one hundred eighty-seven year history and accomplishments of the saints who have preceded us
- describes the locale and community in which First Presbyterian Church Newark (FPCN) is located
- assesses the current status of the congregation (both strengths and needs)
- identifies the opportunities for mission before us
- builds on the Vital Congregations process that began in 2022 to discern the type of pastoral leadership God wants us to call.

Methodology

The process leading to a new called pastor requires initial work to gain understanding of the congregation's current sense of identity and vision for where it wants to go over the next 3-5 years. Session decided to use an approach based on the *Vital Congregations* program through our Presbytery to gain these insights.

Over the course of several months, all members were invited to join discussion sessions on topics drawn from the Seven Marks of a Vital Congregation (part of the *Vital Congregations* program). Comments, questions, and suggestions were recorded from these discussions and yielded a number of perceived strengths, issues, hopes, fears, ideas for improvement, etc. Additional input came from previous FPCN mission study reports, a marketing plan proposed for the church in 2019, and congregational surveys.

This report was prepared in accordance with the New Castle Presbytery's *Mission Study Design Guide: Data Gathering for Ministry* (2017).

Mission Study Team

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Other Contributors to this Report

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Who We Are

Mission Statement

A nurturing community in Jesus Christ reflecting God's love for the world as we Worship, Grow, and Serve.

Core Values

We desire to:

- Share our faith with those we encounter (families, friends, un-churched, de-churched, etc.) so they may know and accept Jesus Christ as their Lord and Savior
- Help people enter and become part of a fellowship that accepts, values, cares for, and supports them
- Help people learn the Christian faith, grow in it, and live it wherever they may be
- Help people worship God both collectively and personally
- Equip people to respond to the Gospel in service by discovering what God has called each to do, developing their talents in this service, and renewing them throughout their journeys
- Help people witness by word and deed that the Gospel indeed transforms lives
- Share what God has entrusted to us with those who are in need whether physically or spiritually

Brief History

First Presbyterian Church of Newark was founded on April 14, 1835, and occupied a wood frame structure at North Chapel Street and East Main Street, where St. John's Roman Catholic Church is now located. Many of the early church pastors were administrators or faculty members of Newark College, a forerunner of the present day University of Delaware. In 1872, what came to be known as The Old Stone Church on West Main Street near College Avenue, was completed and dedicated. It would be home to the congregation for more than 90 years. By the 1960s, a 14 acre property was purchased at 292 West Main Street, where the Brick Church was erected and opened in 1965. Services and activities were held at both locations until the Old Stone Church was vacated and sold to the University of Delaware in 1968.

The present campus consists of the Brick Church (sanctuary); Memorial Hall, which houses offices and meeting rooms; and Westminster House, which—along with the earlier Carriage House building—have been home to 12 step recovery programs in the community for 60 years. Mission and outreach programs over the years have included chartering, sponsoring, contributing to, and volunteering for many charitable and other worthwhile causes that we believe Christ calls us to do. Examples include Boy Scouts, Girl Scouts, United Presbyterian Youth, work camps, Prison Ministries, Helping Hand, Hope Dining Room, Stephen Ministry, Dinanga Presbyterian Church, and international mission support, to name a few.

Two incidents in the early-2000s shook the FPC-N congregation. In one case, a popular adult leader of the youth program was identified as a registered child sex offender (the alleged victim was not a participant in any FPC-N youth programs). As such, that adult was removed from their youth leadership role by Session and subsequently left the church. A number of church members disagreed with the Session action and many of them also left the church.

In the second case, the church office administrator and treasurer (same person) embezzled over \$60,000 from the church during 2007-8. The perpetrator pleaded guilty to the theft and was sentenced to two years in prison. The sentence was suspended for one year of probation but only minimal restitution has been made. Monetary reforms and better controls were established as a result of this experience.

More recently, around 2018-2019 the youth program at First Church was at the center of a controversy about the roles to be fulfilled by the lay youth leaders and the Associate Pastor for Children, Youth, and Families. One was a disagreement about spiritual versus secular focus of UPY programs, activities, and leadership. The group had been led by a husband and wife team that had experienced success in work camps that resulted in enthusiasm, bonding, and spiritual growth of the youth group. But the extent of the religious focus and content of the group's activities was criticized by the Associate Pastor as being insufficient. Efforts were made to diffuse and redress the differences, including the resignations of the lay leaders. But ultimately the Associate Pastor accepted a call to another church, which effectively ended the crisis.

There is evidence of lingering discomfort and lack of closure associated with these events and perhaps others not cataloged here. This may have adversely impacted our efforts to hire and retain qualified candidates for employment with the Church and to attract and retain new members. Baggage from these past issues may dissuade some who might otherwise be drawn to this community of believers.

We are actively addressing these concerns during the current interim period. Vital Congregations conversations have taken place to help "Create a Vision for Our Church's Future". Outside assistance from the Rev. Dr. Leonard Hedges-Goettl was provided during the Fall of 2022 through a series of sermons and small group discussions on reconciling with our past, healing, and moving forward in unity.

We are currently exploring ways to better utilize Westminster House while continuing to meet the needs of Newark's recovering community. When Westminster House was shut down by COVID, groups met by ZOOM.

Afghanistan families were welcomed to Newark by FPC-N and Jewish Family Services. A Refugee Assistance Team was formed to assist those families. Presbyterian Women started and stocked the Little Food Pantry. School supplies for Albert Jones Elementary School were collected. A new computer system was acquired and installed at Memorial Hall.

Sanctuary renovations were completed during the summer of 2022, including an upgraded audio-visual system. Church services resumed there in September, after worship had taken place in Memorial Hall West during the summer. The Grand Reopening was celebrated October 16, 2022.

Our Congregation

Demographics

The following analyses are based on the membership and attendance records as of end of year 2021. First Presbyterian Church of Newark has continued to experience a decline in membership over recent years. Long time members age into retirement and pass away, and are not replaced at the same rate by younger families and individuals. The median age of a congregant is 72 years. Stated differently, more than half of the congregation is over 70 years of age, as can be seen by the following age distribution.

Age Interval	#	% of Total
25 & under	21	8
26 – 40	22	9
41 – 55	35	13
56 – 70	48	19
Over 70	130	51

Total 256

Some insight into gender representation, as well as declining active membership, can be gained from data taken from recent annual congregational reports. The dramatic decrease in numbers found for 2022 are likely in no small measure to reflect the impact of the COVID pandemic.

The racial/ethnic make-up of the congregation reflects a predominantly white membership at 243 out of 256 (94.5 %), according to the 2021 Church Statistical Report. Seven members (2.7 %) were identified as Black/African American/African, 4 (1.6 %) were Asian/Pacific Islander/South Asian, and 2 (0.8 %) were Hispanic or Latin American. A similar distribution was reported on a 2016 church document.

Besides most members being aged, the congregation tends to be highly educated and professional—not unlike the surrounding college community that is home to the main campus of the University of Delaware—and at or nearing retirement.

Most members live near the church. A survey of the 2020 Church Directory by zip code reveals that most members live in or near Newark, Delaware.

<u>Region</u>	<u>% of Total</u>
Newark, DE	64
Nearby PA	8
Wilmington/Yorklyn/Hockessin, DE	6
Middletown, DE	5
Elkton/Cecil County, MD	4
Bear, DE	4
New Castle, DE	1
Out of the area	8

Attendance

From April 2008 through March 2020, First Church held two worship services each Sunday morning: a contemporary service at 9 am and a traditional service at 10:30 am. The COVID pandemic onset in 2020 forced cancellation of in person worship services along with most of the remaining events on the Church calendar.

Immediately after the COVID-related cancellation, we began recording a single service in the sanctuary on Saturday mornings. This was then uploaded to the internet for viewing on Sunday mornings. By early 2021, live services resumed on Sunday morning. Worship continues to this day as a single service, using a blended format with features of the previous contemporary and traditional services. Services have been live-streamed since May 2021, with the recordings available on YouTube for later viewing. We are proud that we never stopped worship services due to Covid.

The following table shows changes in church membership and combined average worship attendance (contemporary plus traditional services) over 2015-2020. The large drop in membership from 2019 to 2020 was due to a deliberate effort to trim the rolls of long inactive members.

<u>Year</u>	<u>Membership</u>			<u>Avr. Worship Attendance</u>
	<u>Males</u>	<u>Females</u>	<u>Total</u>	
2015	177	271	448	164
2016	171	254	425	160
2017	174	246	420	153
2018	170	246	416	143
2019	169	241	410	137
2020	119	171	290	128 ^a
2021	100	156	256	n/a ^b

^a average attendance for Jan-Mar only due to Covid impact

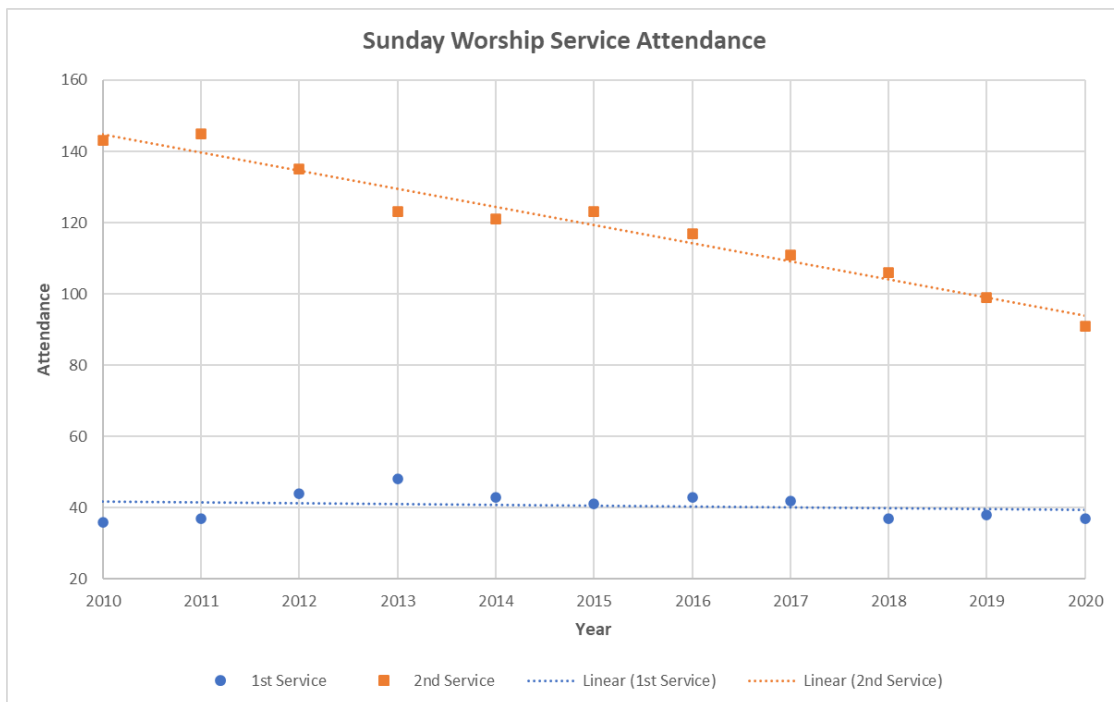
^b artificially limited in person attendance due to Covid impact

More recently, over the 12 month period from November 2021 to November 2022, weekly worship attendance has ranged from 45 to 116 as members began returning from absence due to Covid. Our on-line services typically have 10-20 viewers during the live-stream with roughly 45-55 views of the recorded service (checked weekly at noon on Monday).

Another way to assess attendance is to look at the split between the contemporary and traditional services over time. Shown below are the average attendance at each service over a ten year period from 2010 through 2020. The values are averages of the weekly attendance over each full year. Easter and Christmas Eve services were not included as they are substantially better attended than other weeks. In addition, the 2020 value reflects only the pre-COVID January through March attendance.

Average Worship Service Attendance

Year	Males	Females	Total
2010	36	143	179
2011	37	145	182
2012	44	135	179
2013	48	123	171
2014	43	121	164
2015	41	123	164
2016	43	117	160
2017	42	111	153
2018	37	106	143
2019	38	99	137
2020	37	91	128

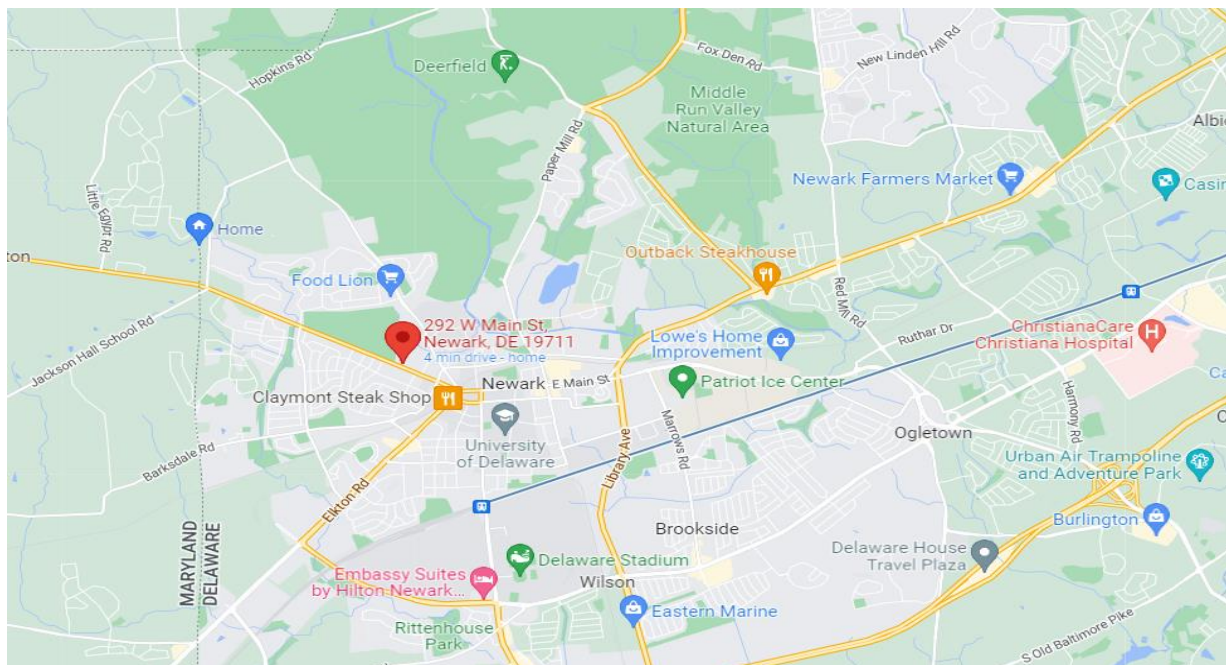


The trend in attendance behavior is even more apparent when viewed in the above graph. Although the number of 1st service attendees (contemporary) is only 25-40 % of that for the 2nd service (traditional), that number has been essentially constant over the ten year interval. By contrast, the better attended traditional service has shown a steady decline over the same interval, down 36% from 2010. Multiple factors complicate an explanation of these trends (e.g., aging member population, preference for time of service versus format of service, etc.), it is clear that both types of worship services are important to FPC-N members. Age alone does not explain the difference as both services had a mix of younger and older members.

More recently, we added nine new members in December 2022. Half of these are aged 31 and younger, and almost half are people of color. A common comment from them was that they chose our church for the worship service format and music. They expressed strong liking for the different types of music and musical groups featured in our blended services. One new member, who had not attended church since age 5, stated that she was drawn to our church after watching YouTube videos of our services. These are positive signs that our church's message reaches out beyond just older white members of the community.

Our Community

First Presbyterian Church is located in Newark, Delaware in a three-state region of great cultural, economic, and geographical diversity. Interstate 95 runs through Newark, linking it readily to Wilmington, DE (20 miles), Philadelphia, PA (50 miles), and Baltimore, MD (60 miles).



Demographics

Information in this section came from the US Census Bureau as of July 1, 2021 (<https://www.census.gov/quickfacts/newarkcitydelaware>) and from a QuickInsite Report prepared for our Presbytery on a 1.5 mile radius around our church in 2019.

Per 2021 census data, the current population for Newark is 31,155 with 47% males and 53% females. This has been roughly unchanged since 2000 (~ 1.2% increase) and little change is projected through 2024. The breaks down by age as:

<u>Age Interval</u>	<u>Representing</u>	<u>% of Total</u>
4 and under	Infant to PreK	4
5 to 17	School Age	7
18 to 24	College	47
25 to 34	Singles & Young Families	13
35 to 54	Families & Empty Nesters	13
55 to 64	Enrichment Years	7
65 and over	Retirement	9

The only significant changes in these demographics between now and those predicted for 2029 are:

- increase in the 5-17 interval (7% → 11%)
- decrease in the 25-34 interval (13% → 6%)
- increase in the 35-54 interval (13% → 20%)

A breakdown by race gives:

<u>Race</u>	<u>% of Total</u>
White	74
African American	9
Asian	9
Multiple Races	7
Other	1

The percentage of Hispanic or Latino population is 10%. No significant change in the racial and ethnic makeup is expected in the near future. Worth noting is that the University of Delaware, with its large student and staff populations, is a few blocks east of the church and impacts our local demographics in terms of age and race.

Given the strongly visible presence of the University of Delaware, people in our area are mostly well educated, with 62% having an associate, bachelor, or advanced degree. This aligns with the split of jobs as 30% blue collar and 70% white collar.

The economic foundations for the city of Newark and the surrounding region include the university and major corporations, such as DuPont, Siemens, Bank of America, FMC, W.L. Gore, and several credit card banks. The main campus of the Christiana

Care Health System, which offers major medical training and treatment, is five miles away. There are numerous smaller employers and shopping centers in the area.

Our community primarily follows a traditional family structure. Issues seen as important to our community now and in the future include common problems such as affording retirement and senior living, personal health, work versus life balance, caring for aged parents, illegal immigration, finding a satisfying job/career, mental health, and a general fear of the future. Our ability to live together, to value each other, and to preserve our natural resources is becoming crucial.

Religious Beliefs

The ReligiousInsite and MinistryInsight reports prepared by Presbytery for a region of 4 mile radius about our church showed that Christianity is the preferred faith (58%), although 30% of the surrounding population has no faith involvement. A high level breakdown shows:

<u>Religious Preference</u>	<u>%</u>
Mainline Protestant	30
Other Protestant	10
Catholic	18
Orthodox	1
Judaism	3
Other Non-Christian	8
None	30

Comparison of these values to those from 10 years earlier show from 3-5% decrease across all religion classes with a corresponding 5% increase in none as the choice. This aligns with similar observations US-wide.

Looking at involvement in one's faith across all religions and how it has changed over the past five years shows:

<u>Involvement</u>	<u>%</u>
Involved	37
Not involved	63

<u>Change in Involvement</u>	<u>%</u>
Become more active	1
Become less active	3
No change	8

Comparison of these results to a similar survey done five years prior show 7% decrease of involvement. Again, these observations match what is seen US-wide.

The 2017 MinistryInsite report gives information on why responders choose not to participate in religious congregations. The survey was done for (a) responders outside of any religious congregation and (b) those currently participating in a religious congregation but considering to discontinue their participation. The findings for our area are cited below and are virtually the same as US wide results.

Reason	Outside %	Inside %
No time available	34	51
No good faith community in area	25	50
Demands of raising children	19	42

Perceived Community Needs

The 2017 MinistryInsite report also gives information about desired programs and services that responders would like in their community. For our area, the following responses were cited as strong, or moderate preferences

Program	% Important	Rating
Adult social activities	70	Strong
Local volunteering opportunities	70	Strong
Holiday programs/activities	68	Strong
Involvement in social causes	65	Strong
Family oriented activities	62	Moderate
Cultural program (music, arts, etc.)	60	Moderate
Senior/Retirees programs	55	Moderate
Crisis support groups	55	Moderate
Personal/Family counseling	53	Moderate
Marriage enrichment	51	Moderate
Youth social activities	50	Moderate
Practical training seminars	49	Moderate

The local community’s desired offerings are for cultural programs—an area in which we have made progress—holiday and social activities, and involvement in social causes. Other areas where we would make a difference to the community would be to offer counseling services, enrichment programs (e.g., personal finance), and social events for youth through seniors. Engaging in such outreach programs would allow our church to be more known in the community, directly meet stated needs, allow us to build relationships with non-members, and live out by both word and deed the real love of Jesus for our neighbors.

Organizational Structure

Overview

FPCN follows a bicameral governance structure between the Session and Trustees. As shown in the organization flowchart of Appendix 1, Session has overall authority for leading and governing the church, while the Trustees manage the assets and resources of the church through our church corporation.

Discussions are currently underway regarding benefits of moving to a unicameral governance structure—effectively combining the functions of Trustees with those of the Session. This has been promoted as a means to significantly improve decision making and communications for church ministries, committees, and members. The majority of churches in our Presbytery follow such a unicameral model. Making such a change would require a congregational vote and approval, as well as creation of new bylaws.

Staff Positions

FPC-N is fortunate to have a very talented and experienced staff. Our interim pastor, Eric Markman, provides spiritual leadership, pastoral care, administrative oversight, and serves as the Session moderator. Our new called pastor will have those responsibilities as well as provide direction for the overall ministry of our congregation. He or she will lead and develop church staff and volunteers as they together establish a culture of shared responsibilities for achieving the church's mission.

Cindy Rogers, Office Manager, joined our staff in 2017 and deftly handles numerous office activities, supporting the entire church. This includes supervision of the office assistants, coordination of office volunteers, maintenance of the events calendar, maintenance of records and data bases, preparation and monitoring of the office budget, handling internal and external communication needs, coordination of facility use, oversight of the website, and providing, preparing, and distributing documentation required for worship services, weddings, funerals, and special events. She recently announced that she is leaving in December 2022 for a corporate position. As such, HR initiated a search for a new office manager which is now underway.

Larry Benson has led the Praise Band since 2012 and is responsible for contemporary music selection, collaboration with other music leaders, and performing in weekly worship services and special events.

Leia Gibson was recently hired as our interim choir director and also attends the University of Delaware. A search is underway for a permanent music minister to direct the choir, serve as organist, and possibly direct our handbell choir.

Steve Breffitt has served as the volunteer handbell choir director for the past nine years.

Board, Ministry, and Committee Descriptions

Our programs and operations are done through eight Boards, Ministries, and Committees. These are Session, Trustees, Deacons, Worship Committee, Education Ministry, Mission and Outreach Committee, Presbyterian Women, and the Coordination Ministry. These groups are led by church member volunteers with participation by church staff.

Session

This is a Board of 9 ruling elder members who serve three year terms and are responsible for leading and governing the church. Members are suggested by the Nominating Committee, approved by congregational vote, and then ordained as ruling elders. The pastor serves as moderator for Session.

Trustees

This is a Board of 9-12 members who serve three year terms and oversee the church grounds, facilities, and other assets. They are the governing body of our church corporation. Members are suggested by the Nominating Committee and approved by congregational vote.

In addition to the church corporation, Trustees have oversight of the Westminster Management Corporation. This self-directed corporation is a collaborative effort of the recovering community and the church for the maintenance and use of the Westminster House. It is run by a board made up of members drawn from the congregation and from the recovering community.

Deacons

This is a Board of 12 members currently who serve three year terms and provide compassionate care, service, and outreach to church members and the community. Members are suggested by the Nominating Committee, approved by congregational vote and then ordained for service.

Deacons take home communion to members who could not attend church in person. Additionally, deacons organize receptions following memorial services, transport members to doctor's appointments, provide flowers weekly to shut-ins, house sit and deliver meals to families in times of need. Deacons also provide fellowship activities such as the annual Harvest Fest meal for church members and the Strawberry Picnic in June which is open to the community.

Worship Committee

This is a committee of staff and volunteers which oversees worship services, music programs, Chancel Guild (dresses the church), and ushers. The committee meets

monthly. The staff involved with this committee include music leaders, the Church Administrator, and the Pastor.

The sacrament of Holy Communion is celebrated the first Sunday of each month, as well as at special services such as Easter and Christmas. Other special worship services held during the year include twilight vespers services in the Remembrance Garden, Christmas Eve, and Easter Sunrise, among others.

FPC-N has several musical groups that complement the sermon and liturgy in our worship services. These include a praise band of eight musicians and singers, a 15+ member chancel choir, and a 12+ member handbell choir. The groups perform together as a large musical team as well as separately, to offer a wide spectrum of music ranging from hymns, through traditional choral pieces, to praise songs.

The Sanctuary features a 5-tier hybrid pipe/electronic organ and a full-size grand piano. We are searching for a new music minister to serve as choir leader and organist. Currently, we have an interim choir director and guest organists that play twice a month.

Education Ministry

This ministry has oversight of education programs for all ages, ranging from nursery through adult.

Children's Learning

FPC-N values the education and faith development of our children. Due to declining attendance—often related to competition for time with Sunday morning sports programs—Sunday School has had fewer numbers of children in recent years. That decline and challenges presented by Covid have not stopped a committed group of members from doing their utmost to keep a program going.

All instructors completed background checks and follow the church's Child Safety Policy. The curriculum is *Growing in Grace and Gratitude*. When Sunday School could not be held because of the pandemic, teachers prepared online lessons and sent packets to the children on holidays with Bible messages and related crafts.

During the summer of 2022, classes relocated to Memorial Hall due to the sanctuary renovation activities. A Kids Korner was provided for the children with packets of Biblical materials for all age groups. It was overseen by a college student from the congregation.

Sunday School resumed in the Sanctuary building this fall. K-5 children remain with their parents in the Sanctuary for a children's message from the pastor at the beginning of worship service, then join two teachers to go to Sunday School for the lesson. The Kids Korner remains—now in the sanctuary narthex—with books and activities for all children. A nursery is provided for pre-K children that is

overseen by a church member and a hired college age church member. Safety protocols are followed.

Prior to Covid there was a Sunday School class for grades 6-12; however, none is occurring now due to a lack of students. Numbers are small for Sunday School, but the commitment of the teachers remains strong.

Trinity Youth Group

FPC-N has a history of a strong youth group, Over the years 2011-2019, our Trinity Youth Group was active with mission projects in our local community as well in joining mission trips to other cities in the US. Locally, they cleaned playground equipment, helped with home repair efforts, made “go bags” for the Newark Empowerment Center and Code Purple, and cooked Easter Breakfast for the congregation and visitors. Nationally, they supported relief efforts from Hurricane Sandy as well as work camp mission trips in PA, OH, MN, and MD. The youth raised money toward these mission trips through car washes, bake sales, and dinners for congregational events.

Recently though, the numbers declined as the youth graduated and went on to college. Efforts to renew the group have been unsuccessful to date. We look forward to renewing our Youth Group, perhaps in collaboration with another church in the area, and continuing their tradition of mission service.

Adult Education

Adult education has taken a variety of forms through the years. Some years back there was a Sunday morning adult ed program that provided a series of five week long presentations on topics led by experts in Asian comparative philosophy and religions, Bible history, and other fields. Separately, there was a men’s weekly Bible study group, monthly studies in the Presbyterian Women’s Circle meetings, and congregational potluck dinners with book studies during the Advent and Lent seasons.

With the arrival of Covid, adult education transformed to Zoom meetings on Sunday nights focusing on books of the Bible, topical Bible studies, and studies for Advent and Lent. There has been some difficulty in finding a suitable day and time for these meetings. Currently, meetings for deeper discussion of the sermon topic are held following worship services. Additionally, the men’s Bible study group is currently reforming and should restart meeting this December.

The Presbyterian Women’s groups are studying the Horizon study books and a previous men’s Bible study group may be restarted. Within the church there remains hope to expand Bible study and classes in living out one’s faith in the modern world.

Mission and Outreach Committee

Six stained glass depictions of Matthew 25:31-36 on our sanctuary doors remind worshippers that our congregation exists to be in ministry to others. It is through our Mission and Outreach ministries that we follow the model which Jesus provided. These ministries are coordinated by a committee of volunteers which oversees and coordinates FPC-N's involvement with internal, local, and wider ranging mission programs. Desiring to aid our neighbors both near and far, many of our church groups support mission projects with their own funding.

Internal Ministries

Several ministries are focused largely on needs of church members, their families, and friends. These include weekly prayer group meetings, a grief support group, and, if needed, one-on-one confidential support from trained Stephen Ministers.

Presbyterian Women volunteers knit prayer shawls and hats for grieving families and cancer patients. They also send "Thinking of You" cards to shut-ins housed in local nursing care centers.

New Member classes are offered each year and are coordinated by the staff and the Session. Visitor bags are handed out, mostly by PW greeters, welcoming newcomers and providing them with information about our church, church trinkets, and a survey for more contact or information. We have already had positive results from this recent effort (began spring 2022).

Local Community Ministries

A significant and ongoing local ministry has been our support of the recovering community (Alcoholics Anonymous, Al Anon, Gamblers Anonymous, to name a few) in New Castle County and farther afield. These groups have met regularly for years in Westminster House and will soon transition to meeting in Memorial Hall while Westminster House undergoes renovations and possible repurposing. The First Saturday Breakfast program provided a hot breakfast to the recovering community the first Saturday of each month. This was suspended due to Covid restrictions but is under consideration to be restarted.

Other local ministries include serving lunch monthly at Hope Dining Room for the hungry, aiding the Newark Empowerment Center and Meeting Ground for the homeless, and working with the Newark Area Welfare Committee. FPC-N operates an Alternative Gift Market for financial donations to local and world aid during Advent. Helping Hand has monthly collections of food and money for local organizations that feed and offer help to those in need in our community. Presbyterian Women supports many of these missions by their own fundraisers.

Launched in early 2011 and continuing until Covid, Code Purple provided shelter to the homeless in our community on exceptionally cold nights (below 20°) on a rotating basis with several other churches in the Newark area. Initially our congregation donated blankets, sheets and storage containers. This soon grew to supplying nourishing warm dinners and breakfast foods.

In collaboration with the Jewish Family Service (JFS), FPC-N recently began a new initiative to help two Afghan refugee families get established in our area. From rides to grocery stores and doctor appointments to help registering children in school—and everything in between—our Refugee Assistance Team has helped these families immensely. The congregation has been generous with financial assistance for this ministry—e.g., filling a Christmas tree with envelopes containing gift cards to local grocery and department stores. Presbyterian Women (PW) both financially provided assistance to this mission and had a JFS speaker for their fall program to describe the program to the congregation.

With the reopening of the Children's Sunday School, an initiative was begun for them to make holiday cards for shut-ins. This will help teach even the youngest members of our congregation the importance of spreading God's love.

PW built, installed, filled, and monitors a Little Food Pantry on the driveway between the Sanctuary and Westminster House on the premise "take what you need, give what you can." PW also supports Meals on Wheels, the Newark Senior Center, and Goodwill.

Wider Ranging Ministries

Internationally, FPC-N supports our sister church, Dinanga Presbyterian Church, part of the Kananga Presbytery in the Democratic Republic of the Congo. Through this partnership FPC-N provided much of the needed financial resources for the construction of their school which was fully funded in 2012. A small delegation from our Presbytery has traveled to Dinanga most recently in 2015. Often, through a special collection in the fall, funding for books and school supplies is sent to their school.

Although FPC-N continues to collect donations for Dinanga through the Alternative Gift Market, in 2021-22 a concerted effort was made to raise funds specifically for their school's new computer lab and indoor classroom space for kindergarteners. This effort included donations from our Trinity Youth Group and Presbyterian Women. FPC-N also aids the Good Shepherd Hospital in Kananga through donations to the Medical Benevolence Foundation of the Presbyterian Church.

Recently (2021), PW began to support our Presbytery's Guatemala Project for women in Guatemala and Bibles for the Congo as ways of reaching out to our international neighbors. PW also runs ongoing campaigns to collect can tabs for the Ronald MacDonald House and stamps for the Stamp Alliance.

The Mission and Outreach committee manages collection of three special offerings each year: One Great Hour of Sharing collected at Easter; Peace & Global Witness collected on World Communion Sunday, and the Christmas Joy. Members also contribute generously to Presbyterian Disaster Assistance, especially at times of natural disasters. We also support our PC (USA) missionary partners in South Sudan and Israel/Palestine.

Presbyterian Women

The purpose of this self-directed women's organization is "forgiven and freed by God in Jesus Christ, and empowered by the Holy Spirit, we commit ourselves to nurture our faith through prayer and Bible study, to support the mission of the church worldwide, to work for justice and peace, and to build an inclusive, caring community of women that strengthens the Presbyterian Church (USA) and witnesses to the promise of God's kingdom."

The Presbyterian Women of First Presbyterian Church—Newark have a long tradition of serving the church and its missions with their time, talents and treasures. Sixty-four Christian women are split among 5 Circles that meet monthly. All Circles were able to continue meeting during Covid by Zoom but now have the options to meet in-person, by Zoom, or hybrid mix of the two.

As a group, Presbyterian Women provide an evening program for the congregation in October, December, and June. Most recently, the October 2022 program described the Afghan refugee program in which FPC-N participates. Thank Offering and Birthday Offering are given to the national PW organization to help those in need in the US and abroad.

This year PW started an initiative to increase its membership by reaching out to 36 mostly younger women. Using the USPS and personalized single page letters, a short devotion and message of encouragement was sent monthly to these women, followed by an invitation in August to join. This effort directly resulted in one new member and indirectly two additional. The next step may be personal phone calls to determine these women's needs and how PW can help meet them.

Coordination Ministry

This ministry oversees a number of committees that handle the administrative and financial needs of our church.

HR Committee

A group of staff and volunteers that provide support and direction for the hired staff of the church. The Head of Staff serves on this committee. They meet monthly.

Nominating Committee

A group of volunteers that is responsible for suggesting church members to positions on Session, Trustees, and Deacons, as well as for other church needs as requested by Session—e.g., Pastor Nominating Committee members. They meet as needed.

Administrative Support Committee

A group of staff and volunteers that oversees and supports the administrative operations of the church, including preparation of bulletins and reports, purchase of supplies, and monitoring office equipment needs. They meet periodically.

Communications Team

A group of staff and volunteers that maintain the church website and FaceBook page, as well as handle preparation and distribution of various communications to church members and the local community. They meet periodically.

Finance Committee

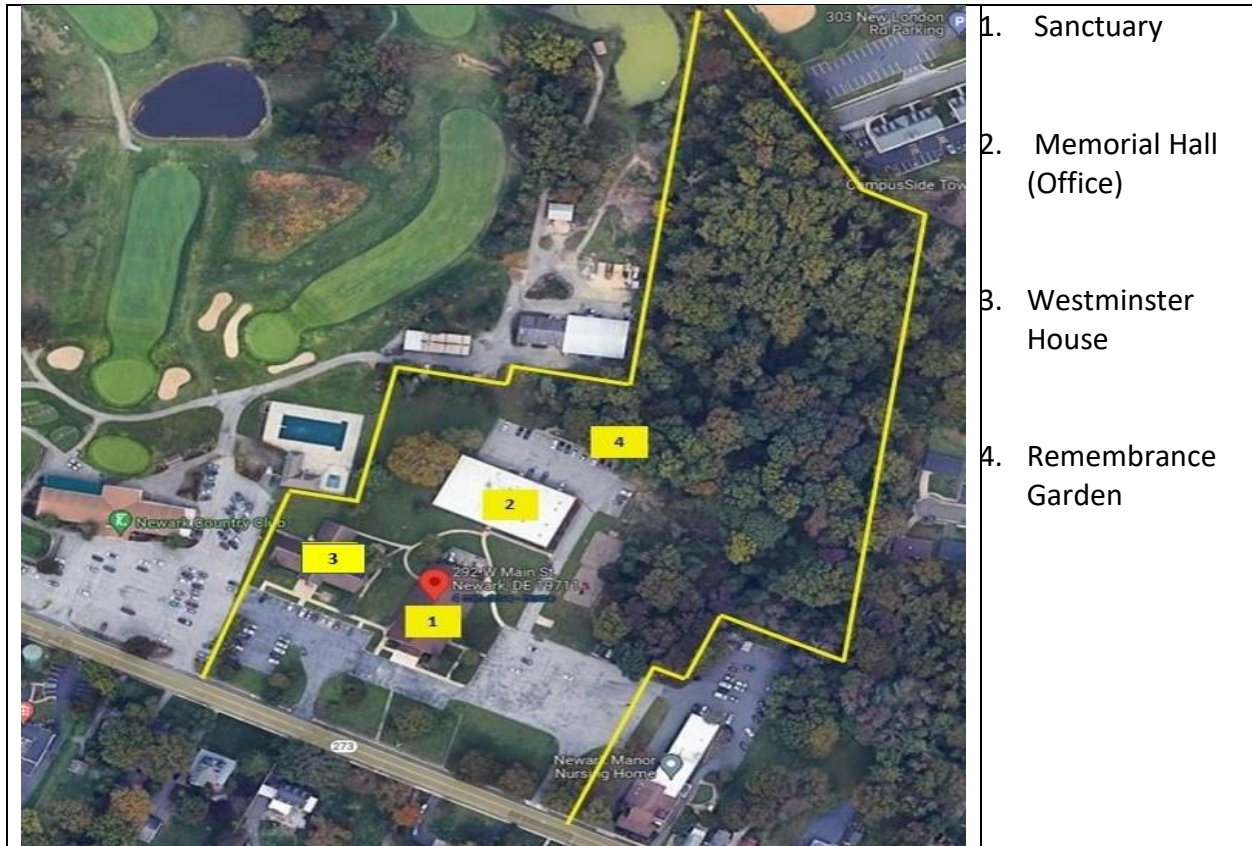
A group of volunteers that advises the Session and Ministries on all financial matters of the Church, prepare and track the budget, and evaluate project proposals for impact on the budget. They meet monthly.

Legacy Gifts and Investment Committee

A group of volunteers that provide information on creating endowments and oversee management of these investments. They meet monthly.

Church Campus and Facilities

FPCN is blessed with a beautiful, functional campus that supports our many and varied programs. There are three buildings situated on four of fourteen acres of land on the edge of downtown Newark and within walking distance of the University of Delaware.



The Sanctuary



The Sanctuary was built in 1965 and is the focus of church life. In the summer of 2022, the Sanctuary was refurbished with new flooring, refinished pews, new choir pews, an area for a Praise Band, hearing aid loops, new LED lighting, an expanded chancel area, new speakers, and a high-end audio-visual system. Many improvements were made to improve handicapped accessibility.

The Sanctuary has seating for roughly 560 people. Outside of worship services, this facility is used for weddings, memorial services, and community events such as concerts. Using the new audio-visual system, it is possible to record and live-stream events.

On the lower level of the Sanctuary, there are fifteen rooms, a kitchen, limited office space, and a storage area. This level is used for Children's Church School and Nursery on Sunday mornings. It also provides space for all of our music groups to practice.

Memorial Hall



Memorial Hall, a one-story masonry building behind the sanctuary, houses five assembly rooms (one dividable) with a capacity of 30 to 250, a parlor, a suite of offices, a library, and a well-equipped institutional kitchen. It is used for youth and adult educational activities, meetings of church organizations and fellowship events. It is also used by scouting groups as well as some community groups including the Board of Elections.

Westminster House



Westminster House, built in 1991, has four assembly rooms as well as an office and storage space. Prior to Covid, this building served as an active meeting site for numerous groups of the recovering community. During Covid, this building was not available, and since it has reopened, the number of meetings has decreased significantly. Those that remain have been moved to Memorial Hall as several maintenance issues have arisen and are being addressed by our Trustees. We are currently looking into how to best utilize Westminster House including the possibility of repurposing the facility as a rental to a non-profit organization.

The local recovery community originally met in a building on our campus that was destroyed by fire in 1987. After FPC-N committed itself to replacing the space for the sake of the recovery community, that community came forward to offer resources for the replacement effort. A corporation was formed between the recovery community and our church in a joint effort to construct a new building. This building, Westminster House, was completed in 1991, dedicated in 1992, and the mortgage paid off in 1996.

Grounds and the Remembrance Garden



There is parking on the property for 300 cars, a playground, and lawns for recreation. In addition, there is a Remembrance Garden for the interment of cremated remains. More than half of the property is natural woodland.

Technology

FPC-N is blessed to have members who embrace the capabilities of technology to support our worship, ministries, and administrative needs—as well as the abilities to implement and maintain them. Our campus was recently updated with high-speed internet cabling (Verizon FIOS), as well as major updates to our computer, network, telephone, and office equipment systems. Wireless internet access is available throughout the office building, Sanctuary, and Westminster House. A portion of this work was funded through an Ignite technology grant from our presbytery.

Our office is standardized on Microsoft office applications, with Zoom as the platform for remote meetings and adult education classes. Communications and outreach efforts are supported through our website (<https://firstpresnewark.org/>), FaceBook page

(<https://www.facebook.com/firstpresnewark.org>), and YouTube(c) channel (<https://www.youtube.com/channel/UCMgrtoyHvgOjUPphSOFgxxA>), which has recorded weekly worship services back to April 2020. Additional information is sent to our members and friends occur through our weekly bulletin and monthly newsletter (The Heartbeat).

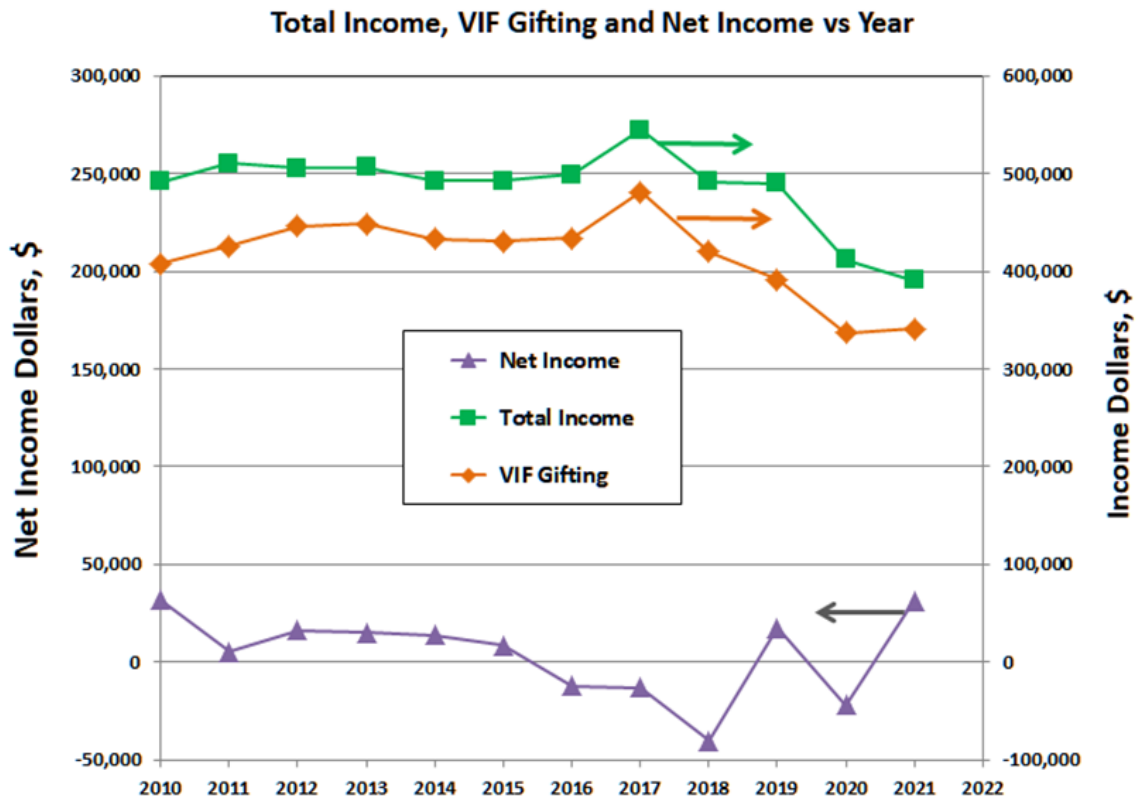
Worship services and other events in the Sanctuary may be recorded and live-streamed. We have a sophisticated audio mixer setup to support our musical team and speakers (wired and wireless mics), as well as a multi-camera video system—effectively a small TV studio run by church volunteers. Induction loops below the floor provide hearing assistance to members with T-coil enabled hearing aids. A future expansion to add a large screen video display for the congregation is under consideration.

Finance and Stewardship

For more than three decades our financial stewardship has been built upon a "Venture in Faith (VIF)," approach, focused on giving in response to God's gifts rather than giving to a budget. This program is supplemented by PC(USA) special programs and, at times, local fund raising for those in need in Newark and internationally, such as our sister church in the Democratic Republic of the Congo. Over the years these efforts have also included special fund raising at Christmas time known as the Alternative Gift Market. Donations from this market reach many places, mostly local agencies.

The recent income history of the church is shown in the graph below. From 2010-2015, membership and income were roughly consistent. Outside of a spike in 2017 for VIF gifting (possibly due to an especially strong stewardship campaign that year), both membership and income have been falling since then. VIF typically accounts for about 80% to 88% of our total income. Our VIF in 2022 is expected to be down from preceding years at roughly \$300,000 to \$310,000, roughly 75.4% of the budget.

Please note that the arrows in the graph point to the appropriate Y-axis scale for the associated trend line. The Total and Net income trend lines align with the right-side axis, while Net Income aligns with the left-side axis.



For most years total income exceeded the expenses of that year, adding funds to our equity (reserve). This was about \$91,000 at the end of 2021 (20% of our 2022 budget). This reserve allows us to overcome the need to totally readjust the operating budget if either income or expense deviates from our budget plan. The lowest line in the graph shows the history of Net Income (Total Income less Total Expenses). This has ranged from positive \$32,000 to negative \$40,000 over the past 12 years.

FPCN has been blessed to have faithful members, despite aging and a decrease in membership, who support our church in many ways. We always strive to spend our funds wisely in a “tight” fiscal environment. Our attendance and VIF were affected by the Covid pandemic starting in 2020, and that impact remains noticeable today. We have some members who attend worship services via our on-line YouTube© channel and contribute to the church via a PayPal© link that was established in 2020. Overall, however, our attendance and the number of giving entities has decreased.

Over the years, our capable Trustees have maintained the property primarily using monies from a reserve fund, receiving typically \$10,000-\$15,000 annually. Our current physical properties reserve fund for maintenance items is more than \$70,000. Additional income is received from one tenant: Westminster Management Corporation.

The smaller amount funds that come to the church as gifts in memory of passed members are monitored for usage by the Treasurer. The Treasurer also tracks any

bequest under \$10,000 and consults with the Legacy Gifts and Investments (LG&I) Committee chair as needed. The overall intent of these smaller funds is to use them for activities or items in the near term.

Legacy gifts that come to the church as bequests from church members or friends who have passed are managed by the LG&I Committee. The total value of these investments exceeded \$2,500,000 at the end of 2021.

Beyond financial stewardship, the members of First Presbyterian Church—Newark are willing to devote their time and talents to the work of the church. It seems that no matter what programs are proposed, we typically can find members who devote their willing hands and hearts to make the dreams possible.

Our Vision for the Future

Data collected from a congregational survey, our Vital Congregations discussions, and input from a series of small group discussions regarding healing and reconciliation within our church (facilitated by Rev. Dr. Leonard Hedges-Goettl) provided insights and vital information necessary to discern key pastoral characteristics we seek in our next leader, strengths and weaknesses of our church, and our collective hopes and dreams for the future. The analysis of this information led us to the conclusions below which we hope will guide the Pastor Nominating Committee in the search for our next pastor.

Pastor Characteristics

A congregational survey was done to identify the “Top Ten” pastor leadership skills for our members. The list of 33 skills and their definitions from the current (March 2016) PC(USA) Church Leadership Connection Ministry Information Form was sent to congregation members. Members were asked to select the 10 most important to them, rank them by priority, and send their lists to the Mission Study Team for analysis.

We received 49 responses—roughly a 20% return rate. These were analyzed in terms of both average priority score and the total number of votes for each skill. The analysis results are given in Appendix 2. The final list was created based on both criteria:

FPC-N Mission Study Report: 17 Jan 2023

1. Preaching and Worship Leadership
2. Pastoral Care
3. Spiritual Maturity
4. Compassionate
5. Communicator
6. Collaboration
7. Flexibility
8. Interpersonal Engagement
9. Strategy and Vision
10. Willingness to Engage Conflict

The following statements are examples of how these skills could be used at FPC-N to address some of our current needs/desires.

- Our pastor needs to preach with inspiration, relevance, and engagement. We seek a person with a gift to craft a message that is easy to understand, who enthusiastically conveys the joy and responsibilities of religious life to us, and who shares that message beyond our church. He/She should be able to work with our music team leaders to integrate a variety of music forms with the liturgy and message of worship services.
- Our pastor needs compassion. This person must have a strong gift for pastoral care, willing to work with our Deacons, Stephen Ministers, and PW to connect and visit members who are hospitalized, home bound, facing significant personal situations, etc.
- Our pastor must have a strong personal faith and spiritual foundation, serving as a Christian role model for us. Our pastor needs a thorough knowledge of holy scripture and should value Presbyterian traditions, the Book of Confessions, and the Book of Order.
- Our pastor must be a good communicator, understanding the use of traditional media, social media, and current technological tools. He/She needs to be outgoing and energized to meet people and form meaningful relationships within the congregation as well as with the local community, other churches, and our Presbytery.
- Our pastor needs to be a self-starter with organizational and leadership skills relevant to an almost all volunteer environment. He/She should be able to help discern important tasks, empower and motivate people, and promote our church's vision. We look for an advisor and coach rather than a manager.

Our Strengths and Challenges

From the inputs described above, the Mission Study team extracted comments from the congregation as to how we see our strengths and challenges. These are listed below.

Strengths

- we are a caring and compassionate congregation; many show empathy
- we take very good care of one another
- we have well-established missions to the local community and outreach to the global community
- we trust in the guidance of the Holy Spirit
- we value education at all age levels
- we recognize that growth is more than numbers
- we appreciate music in a variety of forms and genres
- we welcome newcomers—if they come

Challenges

- we lack a clear, unified identity and purpose for our church
- we are aging
- we are aware that our attendance and membership are declining
- we are an overwhelmingly elderly, white, middle-income congregation
- we are fearful due to judgment of others
- we are fearful due to change
- we are not well known in the community (give money but not ourselves)
- we are unwilling at times to take on tasks, due to many things that compete for our energy, time, and resources
- we may be less welcoming than we think
- we have pockets of individuals operating independently of each other, exerting power, competing for resources, and causing dysfunctional interactions
- we have conflicting views on handling our financial assets: “live within our means” versus spending some reserves to position FPC-N for growth

Our Objectives—Working Towards the Vision

While we lack a clear and unifying vision for our church at this time, it is clear that First Presbyterian Church—Newark sees a future that incorporates compassionate caring for our members and neighbors, growing in our faith and outreach ministries, and becoming known as a welcoming home in our community. We expect that continuing discussions through the Vital Congregations framework will lead us to understand our purpose as a church and articulate a vision statement which all members can support.

For now, the Mission Study team was able to identify a number of objectives for our church using the inputs described above. These objectives are listed below, aligned with the relevant Mark of Vital Congregations.

1. Lifelong Discipleship

We live into a right relationship with God, with all God's people, and all of creation.

- Grow our personal and spiritual development through fellowship and educational activities for members and our community, covering all age groups and using a variety of formats
- Offer practical courses and/or workshops that may benefit the community as well as members: personal finance, music, social issues, etc.
- Provide mentorship opportunities in discipleship

2. Intentional Authentic Evangelism

Through intentional spiritual practices in the faith community we meld God's story with our story, and we share that story with people in our daily lives.

- Share the Good News through personal witness and through publicity to promote the programs and work of our church to our community, especially for the unchurched and those who left their churches
- Engage in programs that speak to the life issues of the community and ministry opportunities that appeal to strangers
- Hold more family-friendly events that are open to all

3. Outward Incarnational Focus

We daily take up our cross and follow to the marginalized of society, the poor, the suffering and sick, stranger and enemy, the down-trodden and the least of these.

- We need to understand our community make-up, how it is changing, and become better aware of its needs
- Grow our hands-on community outreach efforts through short-term local mission projects and building relationships with partner organizations
- Become more visible to our community
- Provide targeted outreach to specific community groups—e.g., college students, young families, recovery community, schools and child care centers, etc.
- Continue to support our sister church in Dinanga while improving our members' awareness of its activities and needs

4. Empower Servant Leadership

All members should be equipped, nurtured, and supported to use their gifts to build up the Church and glorify God.

- Provide a program and support for our members to understand, identify, and use their spiritual gifts
- Review and revise (as needed) our organizational structure to ensure it meets our needs and vision and operates as effectively as possible
- Encourage more members to volunteer and maintain a list of opportunities to serve

5. Spirit-Inspired Worship

Worship should challenge, teach, transform, convict, and call us into deeper relationship with God and one another

- Provide worship services that gather all God's people to worship God joyfully and gratefully
- Involve more people, including children, in worship
- Encourage creativity in use of worship elements and style, including those from outside of our church
- Explore offering alternative worship services beyond Sunday morning—e.g., different day or time, on-line as well as in person, etc.

6. Caring Relationships

We walk with others in their tragedy and rejoice in their triumphs—responding to their needs and desiring their well-being.

- Reach out to and care for all church members and friends, especially for those who live alone, are home-bound, and/or are in a care facility.
- Encourage more fellowship opportunities in multiple ways: within the church, with other churches, and with our community
- Provide a complete welcome experience for newcomers and visitors

7. Ecclesial Health

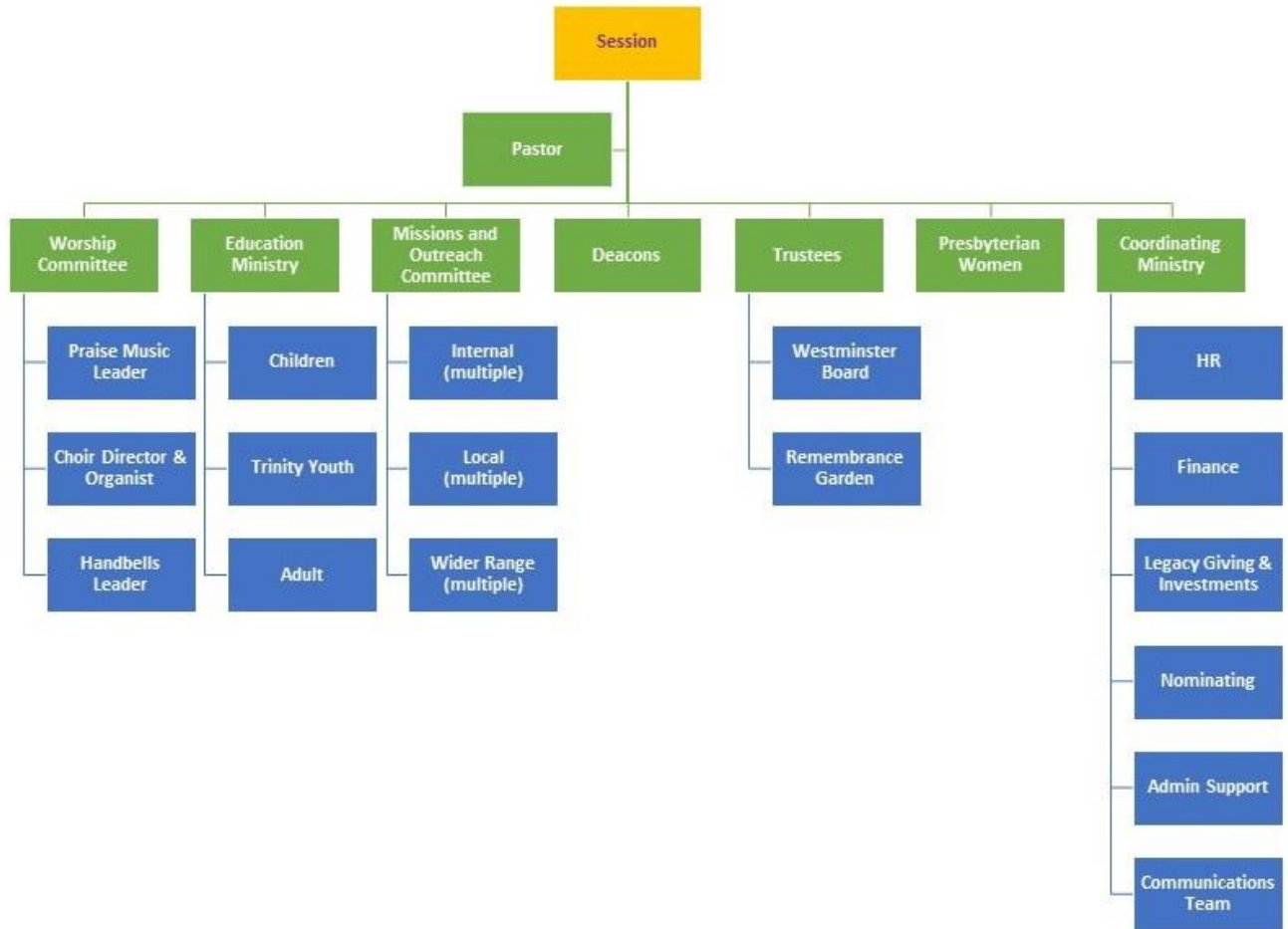
All members are stake-holders invested in being a part of this community of faith, where our mission, vision, and values match up with the ways we live together.

- Improve internal and external communications
- Hold regular listening or Q/A meetings with members featuring different church boards and committees
- Grow membership, particularly with younger families who have children and youth
- Maintain a consistent presence on social media
- Provide training on ways to improve communications and resolve conflicts

Appendixes

1. Flowchart of FPC-N Main Organizational Structure
2. Pastor Leadership Skills Survey Results
3. Sample Worship Bulletin
4. FPC-N 2021 Financial Report and 2022 Budget
5. Summary Report from Pastor Len Hedges-Goettl

Appendix 1: Flowchart of FPC-N Main Organizational Structure



Appendix 2: Pastor Leadership Skills Survey Results

Survey Process

All members of the FPC-N congregation were invited to submit their personal “Top Ten” leadership skills, prioritized as 1 = highest priority, 2 = 2nd highest priority, etc. The skills and their definitions came from the PC(USA) Church Leadership Connection Ministry Information Form (dated March 2016).

We received 49 responses—roughly a 20% return rate. These were analyzed in terms of both average priority score and the total number of votes for each skill. Skills receiving less than 5 votes (< 10% of responses) were not included in the priority score ranking to avoid inappropriate inclusion of a skill that was deemed a high priority by only very few people. The analysis results are given below.

Survey Results

Assessment By Desirability Score		Assessment By # of Votes	
Leadership Skill	SCORE	Leadership Skill	Votes
Preaching and Worship Leadership	1.3	Preaching and Worship Leadership	47
Spiritual Maturity	3.4	Pastoral Care	34
Pastoral Care	3.4	Collaboration	30
Compassionate	3.4	Communicator	27
Communicator	5.2	Flexibility	26
Teacher	5.5	Bridge Builder	25
Interpersonal Engagement	5.7	Spiritual Maturity	24
Strategy and Vision	5.8	Compassionate	23
Hopeful	5.9	Willingness to Engage Conflict	21
Change Agent	6.1	Advisor	20
Willingness to Engage Conflict	6.2	Motivator	20
Task Manager	6.2	Strategy and Vision	19
Decision Making	6.4	Change Agent	18
Contextualization	6.4	Interpersonal Engagement	18
Advisor	6.5	Decision Making	14
Collaboration	6.6	Hopeful	13
Public Communicator	6.7	Organizational Agility	12
Organizational Agility	6.8	Teacher	11
Risk Taker	6.8	Public Communicator	10
Flexibility	6.9	Contextualization	9
Bridge Builder	7.1	Culturally Proficient	9
Motivator	7.1	Lifelong Learner	8
Culturally Proficient	7.2	Externally Aware	7
Externally Aware	7.4	Risk Taker	6
Technologically Savvy	7.6	Entrepreneurial	6
Lifelong Learner	8.0	Technologically Savvy	5
Entrepreneurial	8.0	Task Manager	5
Initiative	8.5	Initiative	4
Self Differentiation	4.8	Self Differentiation	4
Financial Manager	5.7	Financial Manager	3
Personal Resilience	8.3	Personal Resilience	3
Funds Developer	9.5	Funds Developer	2
Bilingual	5.0	Bilingual	1
Media Communicator	no votes	Media Communicator	0

“Top Ten” Skills With Selection Rationale

Proposed "Top Ten" Skills (Score and # Votes Combined)	
Leadership Skill	Rationale
Preaching and Worship Leadership	highest score + # votes
Pastoral Care	2nd highest score + 2nd highest # votes
Spiritual Maturity	2nd highest score +high # votes
Compassionate	2nd highest score +high # votes
Communicator	3rd highest score +4th highest # votes
Collaboration	middle score + 3rd highest # votes
Flexibility	middle score +5th highest # votes
Interpersonal Engagement	5th highest score + mid # votes
Strategy and Vision	6th highest score + mid # votes
Willingness to Engage Conflict	9th highest score + 9th highest # votes

Survey Comments

In addition to the skills ranking, some respondents included written comments regarding desired abilities for the pastor or needs of the church to be met. These were:

1. Ability to grow church
2. The pastor must have profoundly deep, personal, biblically based, faith that is demonstrated in word and action.
3. The Pastor must recognize the role as one of a guide and an advisor with a commitment to follow the Book of Order and our bylaws. He/ She is not "in charge"
4. Sermons need to be Biblically based, with clear purpose and inspiring us to be more and more committed to following our Lord.
5. As an older congregation, our new pastor must be compassionate, gifted for pastoral care and available to and adept at dealing with those needing visitation or dealing with significant personal situations.
6. The pastor must be able to build trusting, respectful, relationships with those with whom he agrees as well as those with whom he disagrees and able to maintain appropriate confidentiality and personal boundaries.
7. The pastor must be able to facilitate getting things done via encouragement, formal and informal channels and by pulling people together to work as a team.
8. The pastor needs to be wise (see ahead and anticipate trends) and open to new ideas whose time has come while maintaining unity within the congregation.
9. The pastor will need to be energetic, enthusiastic and wanting to stay a while with us. As a result, there needs to be a willingness to build friendships and to socialize with us.
10. As a **pastor to all**, politics need to remain out of the sermon, prayers of confession etc.
11. We need a pastor who can help us change. We have demanded that things remain the same while the world changes around us, resulting in a continuing loss of membership which frustrates us—but not enough that we will consider changing.
12. Tired of being told by interim pastors that we are broken and wrong when issues not identified by previous pastors
13. Willing to do two services on Sundays if requested, i.e., Traditional and Contemporary
14. Enthusiasm, energy, dynamic
15. Pastor with young children; Pastor with specific ideas top grow our congregation

Appendix 3: Sample Worship Bulletin



First Presbyterian Church

meets at

292 West Main Street · Newark, DE 19711

302-731-5644 · firstpresnewark.org



Worship Grow Serve

October 16, 2022

For we are God's fellow workers.

You are God's field.

You are God's building.

1 Corinthians 3:9



*A nurturing community in Jesus Christ reflecting God's love for the world
as we Worship, Grow and Serve.*

October 16, 2022

*Those who are able may stand.

PRELUDE

ADAGIO

Corelli-Groves
Carillon Ringers

WELCOME

Thanks for joining us in worship today. Please sign the red Friendship Pad. If you are a visitor, please share with us your contact information, including your email address, so we can add you to our email distribution list.

* **PREPARING OUR HEARTS FOR WORSHIP**

(this is a prayer we will sing to prepare our hearts for worship)

We Are the Body of Christ

Brown/Hampton

One heart, one spirit,
One voice to praise You,
We are the body of Christ;
One goal, one vision
To see You exalted,
We are the body of Christ.
(repeat)

* **CALL TO WORSHIP (responsive)**

Psalm 84: 1-2, 4-5, 10-12

One: How lovely is your dwelling place, O Lord of hosts!

All: My soul longs, indeed it faints for the courts of the Lord; my heart and my flesh sing for joy to the living God.

One: Happy are those who live in your house, ever singing your praise. Happy are those whose strength is in you

All: For a day in your courts is better than a thousand elsewhere.

One: For the Lord God is a sun and shield; he bestows favor and honor. No good thing does the Lord withhold from those who walk uprightly.

All: O Lord of hosts, happy is everyone who trusts in you.

* **HYMN 157 st. 1,3,5**

I Danced in the Morning

LORD OF THE DANCE

PRAYER OF THE DAY

Loving and creating God, always calling us to new and wonderful places, we gather this morning to celebrate this beautiful space to worship, may we be filled with joy and raise our voices in praise to you. May its sweeping grandeur sweep our hearts to a new place of gratitude and praise. May these walls welcome in new people.

May it be a testament to the great cloud of witnesses who have gone before us and of us who gather now, and all who gather long after we are gone. Bless our worship with your presence this day, and all days that will come. Amen.

CHILDREN AND YOUTH MESSAGE

CALL TO CONFESSION

PRAYER OF CONFESSION (responsive)

Gracious God, help us to know that no matter the beauty of the building in which we gather, it is living your call for our lives that matters most. We can believe that the space in which we gather determines our dedication to you, but your son, our Lord, had no place to rest his head, moved about the countryside and brought healing and love to all that he met. Give us strength to move beyond these walls out to community around us, bring good news and love to our broken world. It is so easy to rest on our laurels and feel that our job is now done. Help us to know that it is only beginning. Fill us with the joy of this day but guide us into a life of service and grace. In Christ's name we pray, Amen.

SILENT PRAYERS OF CONFESSION

ASSURANCE OF PARDON

PASS THE PEACE

(please turn to your neighbor and greet them with the peace of Christ)

ANTHEM *10,000 Reasons (Bless the Lord)* Myrin, Redman

PRAYER FOR ILLUMINATION (sung)

HYMN 451 Open my ears that I may hear, Voices of truth Thou sendest clear;
And while the wave notes fall on my ear, everything false will disappear.
Silently now I wait for Thee, ready, my God, Thy will to see;
Open my ears, illumine me, Spirit Divine.

SCRIPTURE READING (responsive) Psalm 150

One: Praise the Lord! Praise God in his sanctuary; praise him in his mighty firmament!
All: Praise him for his mighty deeds; praise him according to his surpassing greatness!
One: Praise him with trumpet sound; praise him with lute and harp!
All: Praise him with tambourine and dance; praise him with strings and pipe!
One: Praise him with clanging cymbals; praise him with loud clashing cymbals!
All: Let everything that breathes praise the Lord! Praise the Lord!

ANTHEM *Carillon* Douglas Wagner
Carillon Ringers

SCRIPTURE READING (page 927) 1 Corinthians 3:9-11
Response after readings: This is the word of our Lord. **Thanks be to God.**

SERMON Working Together Rev. Eric Markman

*(If you have prayer concerns or joys today,
please use our Prayer Request Card and give it to an Usher during this hymn.)*

* **HYMN 305** *Come Sing, O Church, In Joy!* **DAEWALL'S 148TH**

* **AFFIRMATION OF FAITH** (responsive) Adapted from the PCUSA Confession of 1967

One: The reconciling work of Jesus was the supreme crisis in the life of humankind. Christ's cross and resurrection become personal crisis and present hope for women and men when the gospel is proclaimed and believed.

All: **In this experience, the Spirit brings God's forgiveness to all, moves people to respond in faith, repentance, and obedience, and initiates the new life in Christ.**

One: The new life takes shape in our community when we know that God loves and accepts us in spite of who we are. We therefore accept ourselves and love others, knowing that no one has any ground on which to stand, except God's grace.

All: **The new life does not release us from conflict with unbelief, pride, lust, and fear. We still have to struggle with disheartening difficulties and problems.**

One: Nevertheless, as we mature in love and faithfulness in our lives with Christ, we can live in freedom and good cheer, bearing witness on good days and evil days, confident that the new life is pleasing to God and helpful to others.

CALL FOR THE OFFERING

Offertory Anthem *Lord, I Stretch My Hands to You* **Althouse**

* **SONG OF DEDICATION** *"Praise God, from Whom All Blessings Flow"* **OLD HUNDREDTH**

HYMN 606 Praise God, from whom all blessings flow.
Praise God, all creatures here below.
Praise God above ye heavenly host
Praise Father, Son, and Holy Ghost. Amen

PRAYER OF DEDICATION

ANNOUNCEMENTS AND PRAYER CONCERNS

*Let us pray for the church, our neighbors in need and the whole world, saying:
Hear our prayer.*

PRAYER OF INTERCESSION AND LORD'S PRAYER

Our Father, who art in heaven, hallowed be thy name.

Thy kingdom come, thy will be done, on earth as it is in heaven.

Give us this day our daily bread.

Forgive us our debts, as we forgive our debtors.

Lead us not into temptation, but deliver us from evil.

For thine is the kingdom, the power, and the glory, forever. Amen.

* HYMN 634

To God Be The Glory

TO GOD BE THE GLORY

* CLOSING PRAYER (unison)

We now, the people of this congregation, surrounded by a great cloud of witnesses, grateful for our heritage, aware of the sacrifices of our all who gone before us in the faith, and confessing that apart from us their work will not continue, dedicate ourselves anew to the worship and service of almighty God; through Jesus Christ Our Lord. Amen.

* CHARGE AND BLESSING

* SONG OF SENDING

Days of Elijah

Mark

(chorus) Behold He comes, riding on the clouds,
Shining like the sun At the trumpet call;
Lift your voice, it's the year of Jubilee,
and out of Zion's hill salvation comes.

These are the days of Elijah, declaring the Word of the Lord;
And these are the days of Your servant, Moses,
righteousness being restored;
And though these are days of great trials,
of famine and darkness and sword;
Still we are the voice in the desert crying,
“prepare ye the way of the Lord.” *(chorus)*

And these are the days of Ezekiel, the dry bones becoming as flesh;
And these are the days of Your servant, David, rebuilding a temple of praise;
And these are the days of the harvest, the fields are as white in the world;
And we are the laborers in Your vineyard, Declaring the Word of the Lord. *(chorus)*

There is no God like Jehovah (15 times)

Hey!

(chorus—2 times)

Lift your voice, it's the year of Jubilee, and out of Zion's hill salvation comes.

Prayer Concerns/Praises

*If you know of someone who is hospitalized, please contact the church office and let us know. Thank you. Prayer email: prayers@firstpresnewark.org.
Prayers will remain in the bulletin for 3 weeks.*

New names are listed in bold.

Praise:

Leia Gibson-Interim Choir Director, Music Team, Children coming to Sunday School, Waqif-serving on Refugee Congress, Nancy Lewis and all helping Afghan families, Kern back in church, Successful surgery for Sandy Wenner

Healing:

Robert Doty (Christi Fox's brother) cancer, Berkebile's-Covid, Donna Dill-heart attack, Paula Berkebile-cardiac problems Ted Koser-recovering from shoulder surgery, Bill Lewis-heart procedure 10/7, Erin Challburg-positive biopsy, Lisa Boyer (Tancredi's friend) more chemo

Grief/Sympathy:

The Family of:

John Donohue, died, brother-in-law of Bill Lewis

Comfort and Protection:

Gary Landau, Pastor Tshibuabua-our Dinanga Family-food shortage, Randy Tate-malignant brain tumor, Linda Tate, Sheila and Lee Anderson, Florida Residents, Protection from Covid, Nancy Lewis

Wisdom:

Pastor Eric, Westminster House –Full Utilization, Olivet Presbyterian Church, Glasgow, DE, FPC Mission Study Committee, Children's Learning Team, Outreach to the community

Long Term Prayer:

Marian Bowen, Tom Brockenbrough, Betty Thompson, Doris Brewer, Rhetta Brighton, Lea McMurtry, Carlton and Martha Tappan, Evelyn Hayes-successful treatment of new findings, Heather Agnello, Laura Tuttle, Betty Hoagey, Margaret Catts, Betty Dalton, Crystal Norman-hearing slowly returning, Stacy Wenner-praise-tumor is shrinking, Michael Fox, Rosemarie Beron, Bill Lewis, Jim McNeely

Announcements

- ***Due to lack of response for Trunk or Treat, the Christian Ed team has cancelled the event this year.***
- **A loud hurrah and thank you** to all the women and men volunteers who helped with the 2022 PW Fall Fair and Men's Cave fundraiser. From putting up tables (and taking them down) to donating baskets for raffle, handmade crafts, baked goods, kitchen items, children's games and books, holiday decor, jewelry and attic treasures, to artfully arranging these items for sale, the Fall Fair Committee owes you a debt of gratitude. And with special thanks to pianist, Matthew Shuman for providing background music for the event. Again, we thank you all for your efforts. Blessings, Lucia Merrick, Stephanie Birdsall, Sandy Wenner and Ann Ferreira
- **Our Afghan families** will be forced to leave their homes on November 30 and find other housing in the Newark area. Newark area housing is very expensive. Our families have been in Delaware for less than a year now, and we would like to help support this transition for them by raising some money to assist with housing down payments. Please consider giving a check, addressed to the Church, with Refugee on the memo line to help assist them afford down payments. Thank you. Nancy Lewis
- **"Dropping the Weight of the Past to Move Boldly into the Future"**. With Rev. Dr. Leonard Hedges-Geotl. Workshop sign up sheets are located in the narthex. *Please sign up for one of the sessions on either Saturday or Sunday. (there is a limit of 8 people per session, please write one name per line.)* These will be in-person meetings in the office library. If you are unable to join in person, please contact the church office. We are working to provide one Zoom workshop. Date to be announced later.
- **Adult Sunday School meets Sunday mornings in the Parlors following worship.** Please join David Lovelace and/or Melody Bock to dive deeper into Pastor Eric's sermon and the scripture verses read in service.
- **Our Circle of Care** is sponsoring an Afghan friend, fluent in English, wanting to earn income by assisting older adults in need of rides, household maintenance, or yard work. To contact him, please first call Carolyn Morton.

Welcome Leia our new Choir Director!

Leia Gibson studies Choral Music Education at the University of Delaware. She wears many hats as a music director, choir member, solo performer, stage manager, and children's music teacher. She has recently sung in choirs at Cambridge University, England and in Croatia. From New Jersey, Leia loves to travel and perform, she loves her family and her two Havanese dogs. She looks forward to building a choir community at First Presbyterian Church for everyone to enjoy!

**Helping Hand
Collection October 2022
Meeting Ground**



**Bags handed out October 16th,
Collection October 23rd**

*Food for the hungry and hope for the
homeless*

Top Priority Needs Include: Coffee, Creamer, Sugar, Mayonnaise, Ketchup, Canned Meats (Tuna, Chicken, Salmon), Toddler Pull-ups (various sizes), Toddler clothes, Paper Towels, Napkins and Bathroom Tissue, 13 Gallon Trash Bags, 33 Gallon Trash Bags,

Also welcome: checks, made out to: **First Presbyterian Church, Memo line: "Meeting Ground-Wayfarer House"**

The Grief Support Group will meet next on Monday,
October 24, 2022 at 10:30am in



Memorial Hall Parlors. The video series addresses Influences Affecting Your Grief. Contact Nancy Boulden for more information.

**PRESBYTERIAN WOMEN
CIRCLE MEETINGS**

Tuesday, October 18th

Rachel Circle 1: 10 am, in person, at the home of Carol Coughenour
2 Cardigan Court, Newark 19702

Ruth Circle 2: 1 pm, in person, Gliwa

Esther Circle 3: 10 am, hybrid, Parlors

Elizabeth Circle 4: 1 pm, in person, Parlors

Lydia Circle 5: 7:30 pm, in person, Parlors

USHERS:	Joe Huggins, Jim Annett, Nancy Lewis, Faith Koser	NEXT WEEK'S WORSHIP
COUNTERS:	Ron Olson, Scott Sheldon	OCTOBER 23, 2022
LITURGIST:	Melody Bock	USHERS: Ron Olson, Wade Catts, Willee Short, Ann Lawrence
CLOSER:	Wade Catts	COUNTERS: Matt Reyne, Steve Breffitt
GREETER:	Rosemarie Beron, Anne Lewis	LITURGIST: Doris Brewer
		CLOSER: Kern Piser
		GREETER: Laura Tuttle, Rosemarie Beron
The sanctuary is equipped with T-coil hearing assistance capability.		



THE CHANCEL FLOWERS ARE DONATED BY:

Nancy Stevens
in celebration of the new Sanctuary



Chancel Flowers—Cost \$31.00

Flowers can be dedicated in honor or memory of family, friends and loved ones. You may keep or donate. Please contact the church office to order.

LIST OF OFFICERS BY CLASS

<u>SESSION</u>	CLERK OF SESSION— Nancy Lewis
	Class of 2023: Greg Hills, Mimi Lovelace, Don Tancredi
	Class of 2024: Melody Bock, Pat Nelson, Bob Wunder
	Class of 2025: Joe Kowalski, Nancy Lewis, Mark Sisk
<u>DEACONS</u>	MODERATOR: Jane Moore VICE MODERATOR: Norma Salomon
	Class of 2023: Angela Abankwa-Opoku, Nancy Boulden, Anne Lewis, Norma Salomon
	Class of 2024: Rosemarie Beron, Jane Moore, Pat Steele, Nancy Stevens
	Class of 2025: Judy Agnello, Stephanie Birdsall, Jan Huckleberry, Bob Wenner
<u>TRUSTEES</u>	PRESIDENT: Ron Olson
	Class of 2023: John Bock, Francis Kwansa, Ken Lewis, Ron Olson, Jynx Stevenson
	Class of 2024: Jim Annett, Joe Challburg, Jerry Holt, Kern Piser
	Class of 2025: Bill Lewis

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INTERIM PASTOR: Rev. Eric Markman—
Email: pastor@firstpresnewark.org;
Phone: 603-770-3239

OFFICE MANAGER: Cindy Rogers—
Email: officemanager@firstpresnewark.org

PRAISE TEAM LEADER: Larry Benson—
Email: praiseleader@firstpresnewark.org

VIDEO/MEDIA TEAM: Matthew Bowen,
Dave Evers, Jim Pierson-Perry, Jeff Rogers

WEBSITE: www.firstpresnewark.org

PHONE: 302-731-5644

EMAIL: fpchurch@firstpresnewark.org

PRAYER EMAIL:
prayers@firstpresnewark.org

ONLINE GIVING: [https://
firstpresnewark.org/giving-at-fpc-n/](https://firstpresnewark.org/giving-at-fpc-n/) (copy
link to your web browser)

LIKE US ON FACEBOOK: First Presbyterian
Church of Newark

OFFICE HOURS:

Monday-Thursday 9:00am—2:00pm

Friday 9:00am-12:30pm

This week's schedule

Sunday, October 16, 2022

Grand Reopening Celebration

8:45am Choir Practice-Sanctuary

10:00am Worship

12:30pm Confirmation Class

1:00pm Girl Scouts-LS

1:00pm JFS-Gliwa

Tuesday, October 18, 2022

PW Circles

Wednesday, October 19, 2022

9:00am Prayer Group-Zoom

7:00pm Handbells-LS

7:00pm Troop 56—MHW

Thursday, October 20, 2022

4:00pm HR -Library

7:00pm Session-Zoom

Friday, October 21, 2022

9:00am Finance/Bill Pay-Zoom

Sunday, October 23, 2022

8:45am Choir Practice-Sanctuary

10:00am Worship

12:30pm Confirmation Class

1:00pm JFS-Gliwa

Appendix 4: 2021 FPC-N Financial Report and 2022 Budget

2021 Annual Finance Report

Finance

Bob Black, Treasurer / Assisted by Jim Newsom, Assistant Treasurer

Committee Members: Bob Black, Jim Annett, Dave Berkebile, Tom Brockenbrough, Harvey Conner, Joe Huggins, Jim Newsom, and Don Tancredi. Ad Hoc member Ron Olsen, Trustee-President.

The Finance Committee advises the Session and Ministries on all financial matters of the Church. The Committee meets each month and reviews the Church's finances and operations including:

- Income and expenses
- Financial statements
- Assets and liabilities comparisons
- Asset reconciliations
- Investments
- Treasurer's reports

The Committee also has responsibility for development and monitoring of the annual Church budget. Additionally, it evaluates project proposals from other committees for impact on the budget and recommends funding sources from our assets to Session.

Overall, the financial condition of the Church is very sound. Our assets are at a record level, up 90.4% from the end of 2021. As others have mentioned, 2021 remained very unusual due to COVID-19. It was a challenging year as we moved through the church's financial year. Regarding the operating budget (see page 18), the most encouraging fact was that instead of a downturn in budgeted income from our smaller membership's giving, we had a small 1.22% upturn when compared to 2020. Unfortunately, we had significant loss of income from the recovering community that uses our Westminster House facility for their programs. To keep this loss from overwhelming us, our spending, where practical, was significantly curtailed as we did in 2020.

Shown in the chart below are our six ministries which compose the expense portion of the annual budget. As you might expect our largest percentage savings was in our Learning Ministry. About 61.5% of their budget was underspent because of that program being shut down until the Fall.

Monetarily, the Coordinating Ministry is our largest ministry budgeted at \$227,550 (55% of budget). Within Coordinating, Human Resources is our largest cost element and area of savings, largely because our Choir Director – Organist position remained unfilled. Larry Peterson filled in that role starting in March. There was some minor other position-related under-spending that led to the Coordinating Ministry underspending \$12,916.

The bottom-line in the five other operating ministries was under-budget spending of \$39,528. Belonging(\$1,004), Learning (\$3,154), Trustees (\$33,687), Witnessing (\$527) and Worshipping (\$1,157). (See chart)

Perhaps the greatest overall concern during any year is whether VIF (Venture in Faith) income, which lagged in 2020, would meet our expense budget needs. Usually, VIF accounts for about 75% of our income. Fortunately, this year VIF contributions were projected to be above budget for the last 70 % of the year (beyond mid-April). As stated

Expense	Jan - Dec 21	Budget	% of Budget Used	Under Spending	
BELONGING MINISTRY	96.00	1,100	8.73%	1,004	91.27%
COORDINATING MINISTRY	214,633.63	227,550	94.32%	12,916	5.68%
LEARNING MINISTRY	1,970.86	5,125	38.46%	3,154	61.54%
TRUSTEES	109,732.64	143,420	76.51%	33,687	23.49%
WITNESSING MINISTRY	25,766.48	26,293	98.0%	527	2.0%
WORSHIPING MINISTRY	7,528.11	8,685	86.68%	1,157	13.32%
Total Expense	359,727.72	412,173	87.28%	52,445	12.72%

we actually exceeded 2020 VIF by \$4,122.

Because of this situation of more income than expenses for 2021, we had a net income of positive \$31,428. This positive income added to our reserves (equity) by a corresponding amount. In the 2021 budget, we had planned on using \$50,708 of anticipated (85%) reserves. However, based on actual 2021 data none was used, growing reserves from \$21,741 to \$91,070. It should be noted that in 2021 the reserves benefited from the Small Business Administration's Payroll Protection Program (PPP) loan program forgiveness of \$37,900 as well as a positive net income. A small portion (22.4%) of all reserves is budgeted for use in 2022 to balance 2022 expenses.

This annualized 2022 budget (see next page 18 for more detail) totals \$452,000, with an expense budget increase of \$92,227 (25.7%) over 2021 actual expenses. The estimated income budget is higher by \$60,884 (15.6%). However, it depends on balancing expenses by usage of \$20,382 only (22%) in equity usage. This is because many of the major 2022 income items are expected to be higher in 2022.

When compared to 2021 actual, the 2022 budget provides for an overall increase of \$56,159 for the Human Resources needs, it is 50.4% of the total church budget. In comparing the 2022 budget to actual 2021, one must remember for 2021 we only had a partial restoration of church services when compared to "normal times" with the Choir Director – Organist position. The 2022 budget

has a return to "normal" for the entire year. The 2022 budget includes some upward staff pay rate adjustments, and some added part-time positions as recommended by our Human Resources Committee.

A critical part of sustaining our budget is to continue supporting our mission activities, both in our local community and abroad. This includes our long tradition of supporting the recovering community through the Westminster House ministry. Our financial support for Westminster House is for utilities, custodial services, maintenance, and insurance.

As stated above, the Finance Committee remains concerned that VIF income will not keep pace with operating expenses in the future. Balancing expenses and income have been a long-standing operating principle of our Church. Although our assets are considerable, some of these assets are restricted by donors to be used for special purposes.

Hence, restricted assets cannot be fully used to support the operating budget. This creates the situation of having to use our reserves (equity) and a portion of unrestricted assets to balance the budget. In the annualized 2022 budget about 16.9% of our income comes from those reserves and unrestricted assets. These same sources provided only about 2.5% of 2021's actual income. One can see (Page 18) that our income is still predominately controlled by our VIF giving goal of \$343,200 expected to be \$2,235 (0.66%) more than 2021's actual

increased VIF amount. When compared to 2020 the VIF giving rose in 2021 by \$4,122 or 1.22%.

Therefore, members are encouraged, if possible, to increase their level of VIF giving, so we can minimize the use of reserves (equity) and any excessive drawdown of unrestricted invested assets. This is essential as we continue to shrink in total membership.

Total assets at the end of 2021 were \$2,776,830, a yearly increase of \$1,318,493 after the usage of assets. Most of this increase in assets is due to the Church being the recipient of a very large unrestricted bequest in July. The use of these monies is to be determined by our Session. It is from that this new bequest, named the "Ralph Jones/Carolyn Smith Fund" (Father and Daughter) that earnings of \$41,400 will be systematically withdrawn to help "balance" income with 2022 expenses through the year.

The Finance Committee has been successfully working again this year with the Legacy Gift and Investment Committee (LG&I), a Committee of Session. This committee has a separate report in this annual report. Dave Berkebile is chair of LG&I and also a member of the Finance Committee. So, first-hand communication is received at our meetings on the LG&I activities related to legacy giving, investing, and utilization of the Church's invested assets.

Last, a discussion of our indebtedness. We were forgiven for the SBA COVID-19 PPP related

loan. We have paid in full the 2014 Memorial Hall Roof replacement loan. We only have one current loan. That loan from 2017 is held by the Delaware Sustainable Energy Utility at a 2.0% interest rate and is for the new Sanctuary HVAC System. The anticipated pay-off is in mid-2032 at \$13,800/yr.

The Finance Committee wants to extend its appreciation to the Congregation for continuing to

faithfully support our Church. Please remember if you want more budget detail and information to contact me **Bob Black -Treasurer**

The Finance Committee wants to extend its appreciation to Ron Olson for faithfully organizing the weekly counters and to the rest of the counting team, Steve Hardwick, Matt Reyne, Steve Breffitt, Joe Huggins, Francis Kwansa, Ann Ferreira, Kevin

Thomson, Don Tancredi and Kathy Tancredi. And to Harvey Conner for his dedicated work as the Finance Secretary.

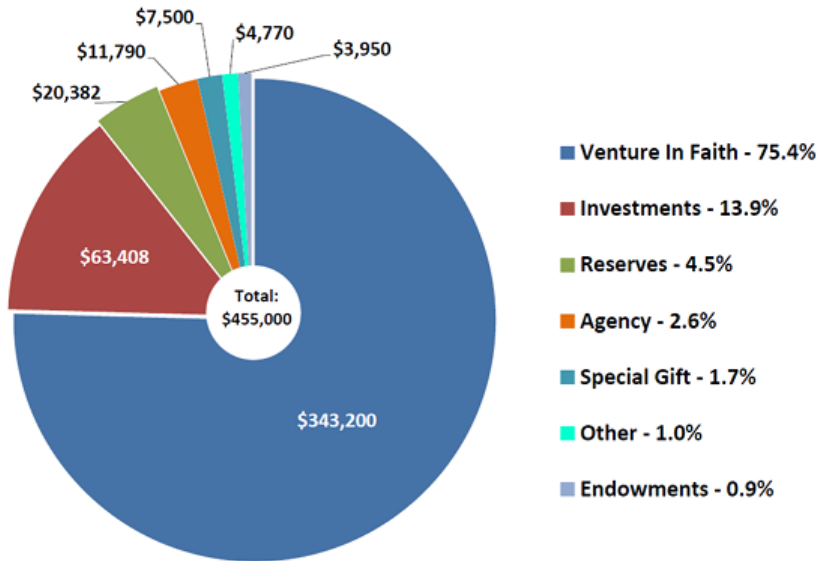
A very special thanks goes out to Centenarian **Tom Brockenbrough** who has decided to retire from the Finance Committee. Tom has served the church in many ways over his very long and productive lifetime. His wise counsel and sage advice have been greatly appreciated.

First Presbyterian Church - Newark ~ Session Budget Comparisons

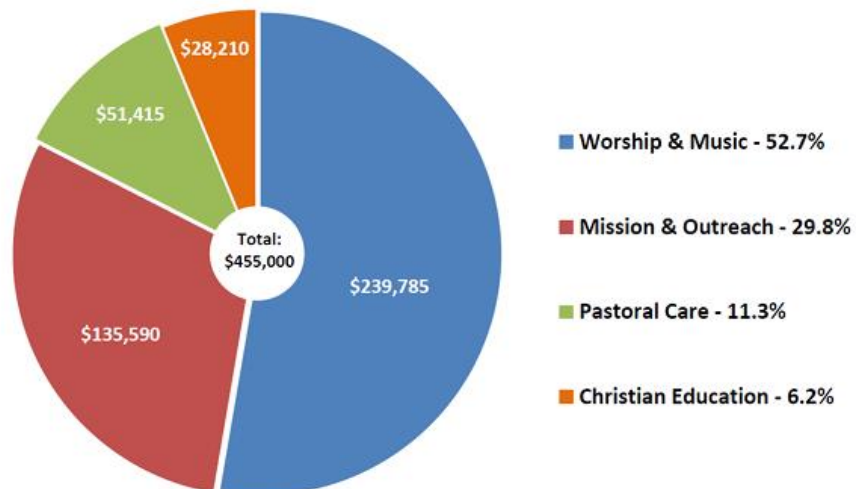
INCOME	2021	2022		Change Comments
	Actual	Annual Budget	Increase (Decrease) from Actual 2021	
VIF				
Checks-Incl. PayPal Net 2021 (\$11,416)	330,090	332,325	2,235	
Cash	10,875	10,875	0	
Total VIF	340,966	343,200	2,235	Increase 0.66% ~ 1/2 of 2021's Increase
Agency Contributions				
Westminster House	10,116	10,290	174	
Other Agencies (Sanctuary & Mem. Hall)	2,237	1,500	(737)	
Total Agency Contributions	12,353	11,790	(563)	Decreased 4.5% User Uncertainties
Equity from Prior Years	0	20,382	20,382	Amount Required To "Balance Budget"
Interest	492	280	(212)	Interest rates continue to fall
Credit Card Rewards	1,500	1,190	(310)	Less Spending = Less rewards
Designated Endowed Income	4,826	3,950	(876)	Neutral Item - Income = Expenses
Investment Funds Earnings				
Restricted ("Beds" Landscaping)	900	900	0	
Restricted ("Newark" Mission)	3,623	3,623	0	
Unrestricted Fund Earnings (Started in 2019)	9,862	55,885	46,023	Higher Total Fund Balances
Eastman Fund (LG&I Est'd. Usage Limit)	831	250	(581)	Some funding was used in 2021
Ministry Fund (LG&I Est'd. Usage Limit)	6,924	2,750	(4,174)	Some funding was used in 2021
Misc Refunds	50	0	(50)	
Special Gift	7,880	7,500	(380)	Decreased 4.8% Uncertainties
Miscellaneous Income (Recovery & Memorial Gift)	950	300	(650)	Lower "Recovery" received in 2021
TOTAL INCOME	391,156.19	452,000	60,844	Increase 15.6%
EXPENSES	Actual	Annual Budget	Increase (Decrease) from Actual 2021	Comments Change - >\$1,000
COORDINATING MINISTRY				
Stewardship	682	1,000	318	
Session & Child Safety Administration	21,746	16,992	-4,754	Lower Per Capita
Finance / Office	20,514	32,300	11,786	Extra IT cost for system upgrades
Human Resources (Personnel)	171,692	227,851	56,159	Increased Staff and Employee Rates
Total Coordinating	214,634	278,143	63,509	Increase 29.6%
BELONGING MINISTRY (Deacons)				
Bereavement & Subscriptions	96	700	604	
Emergency Fund & Fellowship	0	200	200	
Stephen Ministry - General Operational	0	0	0	
Total Belonging	96	900	804	Increase 838% Programs Restarting
LEARNING MINISTRY				
Adult Learning	603	1,500	897	
Children's Education	1,140	1,450	310	
Library	0	270	270	
Nursery	0	700	700	
Vacation Bible School	0	650	650	
Youth Council	228	1,550	1,322	Program Restarting
Total Learning	1,971	6,120	4,149	Increase 210% Programs Restarting
SUPPORTING MINISTRY (Trustees)				
Sanctuary & Memorial Hall	84,464	93,374	8,910	More Full Year Usage
Westminster House	25,269	35,670	10,401	More Full Year Usage & Upgrades
Total Trustees	109,733	129,044	19,311	Increase 17.7%
WITNESSING MINISTRY				
Church Growth	1,143	1,900	757	
Mission & Outreach	24,624	27,093	2,469	Added Dinanga School Support
Total Witnessing	25,766	28,993	3,227	Increase 12.5%
WORSHIPING MINISTRY				
Chancel Guild	839	0	(839)	
Special Services	82	350	268	
Traditional - Worship	3,037	4,450	1,413	Consolidated Two Expense Accts
Contemporary - Worship	25	0	(25)	
Worship - General	3,545	4,000	455	
Total Worshiping	7,528	8,800	1,272	Increase 16.9%
TOTAL EXPENSE	359,727.72	452,000	92,272	Increase 25.7%
NET INCOME	\$ 31,428	-		

2022 Budgets

2022 Income Budget



2022 Expense Budget



Appendix 5: Summary Report from Pastor Len Hedges-Goettl

Summary of Consult with
First Presbyterian Church – Newark, DE
November 20, 2022

Observation of Current Context

FPC is a well-positioned community in the heart of Newark and on the edge of the university campus. It has a well-maintained physical plant with a beautifully renovated traditional sanctuary and additional spaces that are available for additional use during the week.

There is a single worship service on Sunday with a blended music format benefitting from a choir, praise band, piano and, on occasion, an organ. There are bells available for a bell choir. The praise band has a leader and the choir has a director. The pastor is assisted by a lay leader every Sunday. There is a separate time in worship for young people before they are dismissed to Sunday School.

FPC has a history of ministry and outreach which included women's circles, youth group meetings and mission trips, support for overseas ministries among several other efforts.

FPC also has a significant history of multiple traumas including the conviction of a youth group leader for pedophilia, theft of tens of thousands of dollars by a past treasurer, contention between an associate pastor and a couple who assumed leadership of the youth group, disenfranchisement of former members of the youth group and their parents, the loss of church members and friends due to conflicts, the loss of separate services due to the pandemic for traditional and contemporary worship resulting in discontent among some members, and the loss of the most recent called pastor who some persons feel "took over" rather than led ministry, the daunting need to find a new pastor or pastors. Recently, the praise team and choir have worked together to provide music for the blended worship with some minor scheduling difficulties. Also recently there has been some discomfort with the use of rooms by Jewish Family Services. There is disappointment among some members that some plans for the work of the Church do not happen with no clear understanding of why it didn't happen (one small example would be the cancellation of trunk or treat). Among other trauma not enumerated, there is a divide among member over how financial assets are spent, with some believing especially since there is a decrease in giving that the church ought to "live within its means" when making a budget and should stick very closely to the budget that is approved. Others see spending financial reserves as a necessary part of positioning FPC for growth.

Healing and Reconciliation Groups

Approximately 50 members participated in small group discussions. In addition to offering an opportunity to process past trauma, the groups focused on current dysfunctional interactions and obstacles to the ministry of the Church. The following discussion is a result of participation in those groups.

The time spent in groups allowed honest discussion of feelings and frustrations about the FPC community but was more focused on identifying where things are currently getting off track and formulating a more functional pattern for dealing with discomfort and difficulties.

Following multiple traumas, I observed several persons of faith who work intently on keeping FPC going. There is, however, no clear vision of why God has FPC here in Newark. When asked to complete the sentence “The reason we are her is....” Or “FPC is the church that....” There were no members who could name a clear *unified* purpose for this church having its doors open apart from Sunday worship and pastoral care of members. Examples of churches with clear purpose elsewhere include:

- a Church called to pursue social justice
- a Church called to be a safe and welcoming community for disenfranchised persons
- a Church called to work with college students
- a Church called to spiritually and physically feed its community
- a Church called to engage and provide tangible support to its neighborhood
- a Church called to be a progressive alternative to all the strict conservative church communities in that town.

FPC does not have a clear identity so persons of faith working diligently to keep the doors open are not working together for a unified purpose and often bump heads with other faithful workers who seem to be at cross purposes. Having no clear focus of the purpose of the church invites members with divergent passions for ministry to compete for available resources. Add to the lack of unified vision the left-over anger, hurt, mistrust, or “tunnel vision” that remains after multiple traumas and dysfunction follows. Also, some members feel disillusioned by repeated past efforts at ministry and they are tired and are “fighting” to make themselves engage in ministry again.

The work on “vital congregations” can help form the needed identity for FPC, but attempting to do so without addressing and correcting dysfunctional patterns among members would likely confound any attempt at forming a unified sense of call for this part of the Body of Christ.

Current Dysfunction:

Here are some examples of current dysfunction identified by members of the groups:

1. Pockets of individuals exerting power exist often independent of other power pockets in the church.
2. Actions take place behind the scene and come to light after the fact
3. In addition to those in recognized leadership positions, there are others who work indirectly to influence choices and decisions.
4. There is an identified lack of welcome, nurture and fellowship as a community
5. The euphemism “parking lot conversations” refers to complaints, innuendo, blaming others and other expressions of discontent that are not openly addressed. Some believe it is an aversion to confrontation, others think it is an attempt to exert power “behind the scenes.”
6. Given that an individual’s perception of a situation constitutes the reality for that individual, these feelings do not have to be the objective reality of the situation but still impede ministry. Notable for some members are feelings of being intimidated by other members, feeling excluded from important decisions or excluded from groups, feeling alienated and even racially discriminated against by others.

A Process for Reconciliation

In addition to allowing members a safe place to give voice to their experiences and concerns, the objective of the healing and reconciliation groups is to provide a model for dealing with issues and activities in a more functional fashion to move more successfully into the future of FPC. These were not sessions meant to simply “vent” one’s feelings. Instead, the hope is that if 50 people, a “critical mass” of the congregation, adopt a functional process for reconciliation, then that process will eventually become the norm for how all members interact moving forward.

The Role of the Session

While there needs to be a critical mass of the congregation that adopts functional patterns for interactions, reconciliation and for moving forward, the Session must be clearly understood as the leaders and ultimate decision makers so that other individuals or groups don’t attempt to usurp or subvert the prayerful decisions that the Session makes.

First Step: Identify out loud current dysfunctional behaviors

While it is not an exhaustive list, the dysfunctions identified by members listed above establish the first step in reconciliation. That first step is to openly name when dysfunction is occurring.

- When power pockets operate independent of the church as a whole or in conflict with another power pocket... name it as dysfunction: “that behavior is not acting as a unified body of Christ.”

- When actions and decisions are made “behind the scenes” ... name it as dysfunction noting there is an established form of government for Presbyterian Churches.
- When indirect influence is being brought to bear... name it as dysfunction, encouraging open and honest discussion with sisters and brothers in Christ.
- When welcome and nurture and fellowship falls short... admit that it is lacking and actively address tangible ways to improve welcome, nurture and fellowship enlisting the active support of this whole body of Christ.
- When innuendo, blame and discontent is shared privately... name it as dysfunction that needs to be addressed even if one is “afraid of confrontation”
- When one feels intimidated, alienated, excluded or discriminated against... admit the feeling and proceed with steps for reconciliation with this body of Christ.

Second Step: Address the dysfunction without judgment, rather seeking to understand the perspective of others who engage in dysfunction

Identifying dysfunction allows the community to know the dysfunction exists so it can be addressed. The second step is perhaps the most difficult:

Remove judgment and take perspective of the persons involved. A key strategy for removing judgment and taking perspective is to be curious instead of just being angry or uncomfortable.

If a power pocket is flexing its power, be curious about what might be at stake for that person or those persons. Resist believing, they are simply clinging to power and invite them to share what is at stake for them that resulted in them exerting their power separate from the whole body of Christ. Not operating by thinking “it is easier to ask forgiveness than to ask permission” instead share honestly why the appropriate exercise of power isn’t being followed.

If actions and decisions are being made “behind the scenes” it helps current and future ministry to discover why the person or persons felt need to operate out of the public eyes: fear of confrontation or fear the action or decision would be rejected, a belief that one must muster enough support privately to overcome others perceived to be “on the other side”, a desire to move the action or decision along swiftly fearing an open process of deliberation would be an unnecessary delay. Being curious about why actions or decisions were made behind the scenes instead of just being angry can reveal what is not working well in the community and can allow the community to do things better. This same curiosity can reveal why a person or persons are working through indirect channels to force a particular action or decision by the leadership.

When lack of welcome, nurture and fellowship is admitted, it is helpful to be curious about what may be getting in the way of offering them. Are folks uncomfortable engaging folks they don’t know? Does the way the community works leave no time or space for welcome, nurture and fellowship or is it not a priority since it is not happening? Is there a lack of identifying and empowering the folks whose gift is welcome, nurture and fellowship? Is there some other reason?

When innuendo, blame and discontent is shared privately, can one be curious about what is motivating those who do so rather than just judging them to be gossips? What is keeping them from addressing the body directly? Does anyone ask them?

When one feels alienated, intimidated, excluded or discriminated against can one be curious about BOTH why others behavior is alienating, intimidating, exclusionary or discriminating AND why the person feeling that way may not be interpreting the situation entirely correctly?

Third Step: Plan reconciliation:

Identifying dysfunction and the cause of the dysfunction is not enough if the body of Christ is to move forward in wholeness. While it may allow the congregation to be more functional in the future, it does not automatically repair the hurt experienced by members. Honestly asking the slighted or injured party what can the congregation do to make things right with them, what do they need to reconcile with the body is imperative. Then taking action, if possible, to achieve reconciliation is paramount.

Worst Case Scenario:

If the person who needs to be reconciled feels reconciliation is not possible under any viable circumstances, then urging them to pursue some ongoing connection with other aspects of the ministry is one option or at worst, caring about them as they seek a different ministry apart from this congregation may be the only option.

The Challenge of Compromise

If FPC has no sense of call for being in the community, why would anyone join? What are they joining? Why would anyone contribute time, talent, money or other resources if they don't know what they are contributing to? It becomes absolutely essential for FPC to establish a sense of call, to identify the reason God has these doors open, the purpose for being a congregation in this community at this time or there will remain divergent efforts by people of good faith to do "something" to fill this void.

However, when a congregation identifies a unified sense of call, there may be members who are uncomfortable with the stated purpose or may even feel they are not called to be a part of that purpose. One example is the church that felt their call, their purpose in their community was to be a congregation of radical welcome. To actively make those different from them or those who are on the fringe of society not just tolerated in the congregation but given full voice and full membership in their congregation. The challenge is to understand the struggle of an existing member who has difficulty or discomfort adopting this sense of ministry. The attitude that says "get on board or get out" is not compassionate. Allowing the member to give voice to their objection and working with them to find a way to stay included without surrendering the direction for ministry is an effort at compassion.

FPC Newark felt it was inevitable that there would be only one service at this time and that the service would employ a blended format for music. Meeting those who object with compassion rather than judgment while not changing the agreed direction for ministry is the challenge of compromise.

In Conclusion:

I have complete faith that God has a purpose for FPC in Newark. There is energy, love and great faith among the members and untapped resources despite the advancing years of the members. Instead of the slogan “if you build it, they will come” I would say “if you have a clear sense of purpose, others will join,”

Further I believe enough people understand the value of naming dysfunction, being curious instead of judgmental, planning reconciliation, and caring for those who have trouble reconciling... that FPC can move forward doing things differently, functioning as the body of Christ rather than standing in its own way with dysfunction.

As I said in my first sermon: God must have a great ministry for FPC Newark. Why else would powers and principalities throw so many obstacles in the way of that ministry. I pray for you to earnestly pray, to deliberate together and to form a bold sense of ministry. That unified sense of purpose will attract the pastor or pastors who already have a heart for that bold ministry to join you as your next called minister or ministers.

Respectfully Submitted by Rev. Dr. Len Hedges-Goettl

Len is an honorably retired Presbyterian minister with 33 years of experience. He is a retired Licensed Clinical Psychologist with over 20 years' experience. He served as clergy representative to the U.S. Advisory Board on Abuse and Neglect, has specialized in trauma as a psychologist, published a book with Abingdon Press: Sexual Abuse – Pastoral Responses, worked with predominantly Lutheran Churches in crisis while in Wisconsin and more recently worked with Westminster Presbyterian Church in Rehoboth Beach, DE prior to coming to FPC Newark.