

Country & Town Baptist Church
Mechanicsburg, PA

FOCUS TEAM REPORT

November 20, 2011

TO: THE CONGREGATION OF C&TBC
FROM: THE FOCUS TEAM
DATE: NOVEMBER 20, 2011

“The Encouraging Word Blessing”

Serving you as Interim Pastor has been one of the greatest highlights of my ministry. I have enjoyed the wonderful experience of sharing my life and calling for pastoral ministry with you at a very painful time in the life of Country & Town Baptist Church. Thank you for allowing me to serve the Lord together with you. My heart and prayers are with you so it is appropriate to begin this report with a “Blessing from the Lord.”

A Congregational Blessing

*“May the Lord bless you and keep you
and make his face to shine upon you and give you peace.
And when you find your foot faltering,
May God give you firm solid ground to take the next step on!
When your face is downcast and
your shoulders are drooping from the heaviness of life’s load
may the Lord Jesus lift your chin up and let the radiance
of his face shine into your face until your face
glows with the very presence of God!
And when you’ve reached the end of your rope
and you don’t know which direction to reach out to next,
simply reach up because God is already reaching out to you
with the abundance of his love
and the tenderness of his mercy!
God bless you in Jesus Name, Amen”*

Pastor Bob Hylton

In the pages that follow you will read the report from the C&TBC Focus Team. Included in the report are **five recommendations** that will move the church forward. The church body is now ready to take the next step in the process of recovery and healing – the calling of a Senior Pastor. It is my prayer that Our Father will continue to lead and guide you as you seek His will as the people of God united together.

TABLE OF CONTENTS

<u>Informational Outline</u>	<u>Page Reference</u>
------------------------------	-----------------------

“The Encouraging Word Blessing”

I. Executive Summary	5
II. Focus Team Report	
A. Historical Journey of Our Church	6
1. Personal Sacrifice	
2. Heritage Church Startups	
3. Evangelistic Efforts	
4. Small Groups	
5. Mission Support	
6. Lay Involvement	
7. Journey Wall Highlights	
B. Transition to Current Time Point	7
C. Where We Are Now	8
1. Development of New Mission Statement - Recommendation 1	
2. Affirmation of Core Values - Recommendation 2	
3. Church Logo - Recommendation 3	
4. Ministry Model - Recommendation 4	
D. Profiles for the Future	16
1. Pastoral Leadership – Senior Pastor – Recommendation 5	
2. Organizational Structure & Staffing	
a. Current Positions and Ministries	
b. Opportunities for Realignment	
3. Documentation & Processes – under Deacons assessment	
4. Growth Potential and Future Vision	
a. Community Growth	
b. Facility & Grounds	

III. APPENDIX: REFERENCES and OTHER FOCUS RESOURCES

(Members may obtain a copy of the Appendix on CD or paper by requesting it from the church office. The full Appendix is 102 pages long.)

C&TBC Historical Highlights 1960 – 2002

Journey Wall Summary-50 years of personal and historical highlights

C&TBC Long Range Planning Committee Millennial Report

C&TBC Worship Attendance Graph 2010; 2011; Composite 1980-2010

Focus Team Survey Results - April 2011

Congregational Survey Results - May 2011

Congregational Feedback: Senior Pastor Roles and Style - May 2011

Middle American Families - 5 Mile Radius Demographic Study

C&TBC First View Report-5 Mile Demographics

Learnings & Questions from Community Demographic Study

Ministry Design and Model

What's Driving CTBC?

Congregational Life Cycles

Seven Promoters of Congregational Health

Pastoral Relations Committee 2010 - Organization Structure Model

Church Leadership Letter 2009 - Senior Pastor

Facility & Grounds Long Range Plan

I. EXECUTIVE SUMMARY

This year marks the 50th Anniversary of Country & Town Baptist Church. This Report of transition and renewed focus for the future is written with thanksgiving to God for His rich blessings, infinite love, and guidance for the future of C&TBC. At this time of celebration, we reaffirm the journey of our history: personal sacrifice during the foundation years, evangelistic efforts and church plantings, a commitment to missions, the joys of small groups, and fruitful lay involvement with strong pastoral ministries.

After several recent years of difficulties and stress, Country & Town Baptist Church has entered a time of healing, transition, and opportunity. In prayerful consideration, the Deacons presented the concept of a congregationally representative Focus Team of twenty people to assist in the development of guidelines for the future.

This Focus Team Report summarizes the carefully considered information from the three congregational summits, a demographic study of a five mile radius from the church campus, an internal congregational ministry survey with valuable written comments, and other resource documents provided in the Appendix. In the following pages are **five recommendations** this Focus Team presents to our full Church Body.

The Focus Team wishes to thank the congregation and staff of Country & Town Baptist Church for their support and input through this process. Together, we have developed a new broad-based Mission Statement, reaffirmed our Core Values, and created a more complete Ministry Design for engaging the culture around our church location in this community. During the self-discovery experience and use of the congregational survey, we received feedback and created a profile for our church and the kind of new pastor we will be looking for in the days ahead. We offer all information in this Report for consideration and use as the church moves forward with the search for a new senior pastor.

Bruce Anderson
Steve Bernhard
Ron Coleman
Jane Koppenheffer
Effie May Milfeld
Ralph Schoeller
Dan Troxell

Karen Anderson
Ken Burkholder
Jessica Gardner
Jessica McCoy
Tom Moreland
Jim Stevenson
Dan Wentz

Kat Ballou
Craig Campbell
Dan Gleib
Kent Michaelis
Laurie Schoeller
Bill Scott
Marie Williams

Working closely with the Focus Team was **Dr. Bob Hylton**, Interim Pastor, leading the church forward with a very Biblical and intentional strategy of renewal and hope for the future.

II. FOCUS TEAM REPORT

A. HISTORICAL JOURNEY OF OUR CHURCH

WHERE WE HAVE BEEN

Our church has its roots back to a small group who started in a home Bible study and quickly grew to occupy a building on Slate Hill Road in Mechanicsburg, PA. This congregation was marked by a number of individuals and families who gave sacrificially by taking out mortgages on their personal homes to underwrite the church building program. God blessed the congregation and their numbers grew to a point that they needed to look for a larger piece of real estate to build a larger building to accommodate the flock.

God led the church to its present location on South Market Street in Mechanicsburg. This piece of land can trace a heritage back to an apple orchard. An apple tree was used as our logo and a crest that identified our roots and heritage. It was also compared to being rooted in the truth of God's word that serves as a foundation for our ministry.

Since its inception, C&TBC has had a missions focus through devoting a significant portion of tithes and offerings to the Southern Baptist Cooperative Program. For decades the level of giving has led the Baptist Convention of Pennsylvania/South Jersey in contributions for missionaries on the home and foreign fields. The congregation has also supported missionaries through prayer and an annual emphasis for both Lottie Moon and Annie Armstrong memorials. A number of members have served both locally and around the world as members of individual and team efforts. Our youth group has a long standing history of mission's trips. In the fall, the congregation has sent thousands of boxes overseas to children as part of the Christmas emphasis. We are strong supporters of the local food bank and providing assistance to members of the community in need.

Another priority for C&TBC is starting new works by planting churches. They include: Williamsport Baptist Chapel, East Shore Baptist Chapel in Middletown, East Pennsboro Mission, Berkshire Baptist Church in the Reading, Memorial Baptist Church in Gettysburg, First Southern Baptist of Williamsport, Harrisburg Chapel, Red Land Baptist Church in Fairview Township, CrossPoint Fellowship, Temple Baptist Church in York, and Thompsontown Baptist Church.

Disaster Relief provided by the Baptist Convention of Pennsylvania/South Jersey was based out of the C&TBC home port for a number of years. Team members including the founding leaders of the Disaster Relief unit respond to the aftermath of tornadoes, hurricanes, and floods by feeding emergency responders and victims of the tragedy.

Small group ministry birthed from our traditional Sunday school program has expanded to over thirty groups meeting a multiple times on many days of the week. These tightly knit assemblies

study the Word and minister in the name of Jesus. Surveys of members rate their small group as the highest quality activity of C&TBC and it is a strength supporting multitudes of individuals and families.

Ministry to children and youth also ranks as a strong point of our operations. The Early Childhood Center (ECC) touches the lives of a multitude of kids and their families. These include both members of the church and the local community. This safe loving environment introduces Jesus through the tangible efforts of devoted staff. A number of times each year the church experience the beauty and wonder of the world through the eyes of a child. Our own children's ministry is teaching God's word through Sunday school, a special worship service in a specially designed facility and through an AWANA program during the week.

An equally energetic group is our youth ministry. What began under lay leadership has flourished and deepened under our staff minister. Many activities are held on a weekly basis. Regularly, the youth minister in local missions and a longer distance trip is planned annually. A capstone for our youth is the summer camp currently called ReCharge. A significant sign of the development of our youth under this education is the number who have committed to a career in ministry and ventured onto the domestic or foreign missions field.

C&TBC has been blessed with a plethora of lay leaders since its inception. All major ministry areas (Deacons, music, children, youth, adult small groups, hospitality, etc.) and administrative groups (stewardship, buildings and grounds, etc.) have been led by dedicated members devoting thousands of hours of volunteer efforts. Especially noteworthy are our treasurers through the history, who devote such a significant amount of time - it is equivalent to a part time job. The span of ministry would not be as wide and deep as it is without these unnamed heroes.

Recently in a congregational Summit the church participated in a journaling exercise of C&TBC personal and spiritual highlights. Some of the noteworthy remembrances are shared below: Many good memories, Strong roots based on congregational led church, Faithful and sacrificial lives of early members, Blessed with so many wonderful lay leaders, and Most positive comments when people worked together for events or a purpose with the focus on Christ.

B. TRANSITION TO CURRENT TIME POINT

While we've experienced challenges among many blessings over the past 50 years, the past couple of years have been especially traumatic for our church in which there was significant incongruence between the pastoral leadership and the congregation. Under the healing guidance of Interim Pastor Bob Hylton through his preaching and pastoral leadership as well as facilitating three Summits in 2011, Country & Town Baptist Church is now moving in a positive direction toward health and strength.

THEREFORE, acknowledging where we have been as a congregation, we are emerging from the trying times of our recent past, and now we're ready to affirm what God is in the midst of doing to renew us into the people He is calling us to be for His Kingdom purposes.

C. WHERE WE ARE NOW

1. Development of a New Mission Statement

During Summit #1, 16 groups of participants submitted various recommendations for a new Mission Statement of Country & Town Baptist Church. During Summit #3, all of the participants voted on the recommendations from Summit #1 in order to arrive at a consensus of one new Mission Statement for affirmation by the entire congregation.

Recommendation 1: THEREFORE, the Focus Team heartily recommends that the congregation of C&TBC adopt the following new Mission Statement:

“The Community of Believers at Country & Town Baptist Church exists to Love God, Grow in Faith, Share Christ, and Serve Others.”

As evidence of this affirmation, C&TBC will use the above new Mission Statement.

2. Affirmation of Core Values

The participants during Summit #3 expressed a desire for the congregation of Country & Town Baptist Church to live by a preferred set of values. These Core Values were discussed and consolidated by the participants according to what was of greatest importance of how we want to function as a congregation.

Recommendation 2: THEREFORE, the Focus Team highly recommends that the church adopt the following core values:

INTEGRITY: The core value of integrity is supported by mutual trust and respect, which encourages unity within the life of the congregation. Integrity also means that there is a desire for a strong commitment to God and to one another as well as being the best that God designed us to be through excellence.

RELATIONSHIP: The core value of relationship is reflected in and through us as the living Body of Christ. To be in a growing relationship, we must live by grace as we receive God's free gift of grace and as we give grace to others. Being in a relationship together means we must demonstrate humility before God and others. With Jesus as our Example, we desire to express unconditional love in all of our relationships just as God loves us unconditionally. Also, we

desire to show compassion in our relationships and to nurture fellowship with one another as God's Spirit binds us together.

CHRIST-HONORING: To honor Christ as a core value, we desire to be a church that is Bible-based in preaching and teaching. Also, we desire to honor Christ by being a Praying Church where prayer is the priority in our lives in order to be in a closer relationship with the Lord as well as to be intercessors for others. When we worship the Lord, privately and corporately, with all of our heart, soul, mind, and strength as well as when we grow in discipleship so that we may be mature and complete, we honor Christ.

UNITY: The core value of unity is very important to the life of the congregation of C&TBC, and we desire for there to be unity in the diversity among us. In order to function as a unified Body of Christ, there is a great desire for the church to trust one another as well as to trust the Lord. Also, respect for one other is vital to fostering unity. Another dynamic to encouraging unity is demonstrating compassion towards others. In addition, the church grows closer as one when we gather together in fellowship.

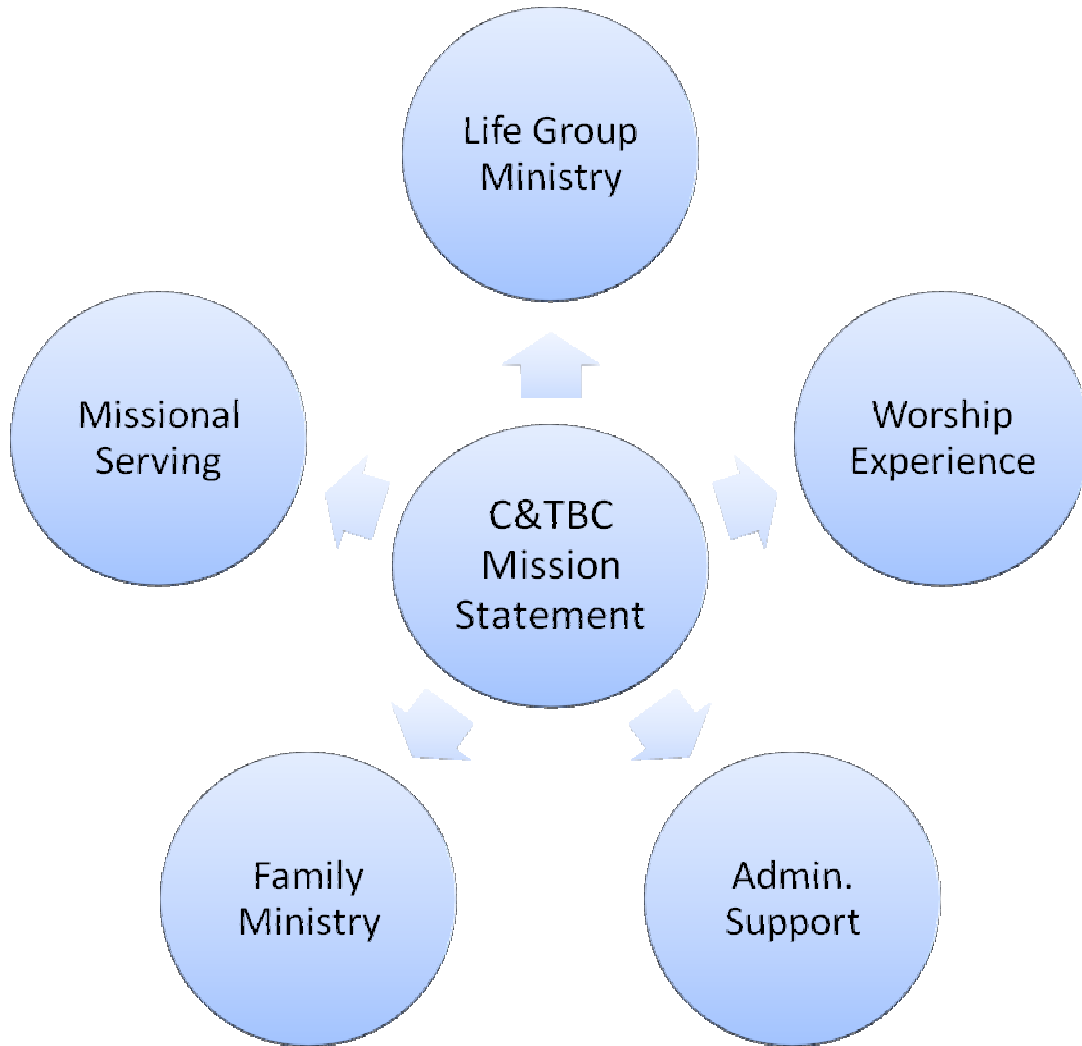
ETERNAL FOCUS: To live by the core value of eternal focus means that we keep focused on what is of value to eternity in all that we say and do as the church. We desire to see the outward and inward growth of our congregation for Kingdom purposes. The desire for outward growth is in reaching the lost for Jesus Christ as we are on mission in the world around us and in planting new churches. The desire for inward growth is in becoming more mature as disciples of Jesus Christ and in nurturing the lives of others among us with compassion. Finally, as God's Spirit empowers us, we desire excellence in doing God's will to bring Him glory!

3. Church Logo

In recent years C&TBC has used a logo as an identifier of its mission and as a useful tool which helps in giving the first impression of the church. The Focus Team considers the church logo to be important to the church and as such, should be original and unique for the identification of our Biblical mission in the community.

Recommendation 3: THEREFORE, in keeping with the forward movement, it is recommended that a new church logo be created to go with the Mission Statement and the Core Values.

4. Ministry Model



The Ministry Model illustrated above was developed by the ministry team of Pastors Bob Hylton, James McCoy, Phil Cockrell, Tom Bump and Jessica Gardner. Each person participated in all of the congregational summits. Careful attention was given to the congregational survey results where the participants evaluated and rated each of the current ministry venues of the church. In addition, the staff reviewed the demographic information for the five mile radius and identified priority ministry opportunities that Country & Town can begin meeting now. There were several items from the community demographics that expressed needs that must be deferred until the church develops its staff and resources further in the days ahead.

This new Ministry Model is very challenging and exciting for the days ahead. It can be adjusted and adapted easily for future growth and ministry expansion. It allows for the effective communication of staff and breaks down ministry silos that can be self-defeating and internally

competitive. The teamwork of the staff in creating this Ministry Model was simply amazing to observe. For one thing the staff has unified the Sunday and Midweek Children's Ministry, Youth Ministry and the weekday Education Preschool under the umbrella of Family Ministry. It is the dream and desire to focus on whole family faith development by also offering parenting and family equipping seminars and small group workshops. This one change alone has the potential for dramatic ministry to families in the church already as well as great outreach possibilities to the broader community.

You will notice at the center of the Ministry Model is the Mission Statement. The Mission Statement is guided by the Core Values. You will find these values statements in Section C-2 of this Focus Team Report so they are not repeated here.

You will also notice in the Ministry Model five clusters of high priority ministry offerings. The arrows emerging from the Mission Statement is intended to suggest that each ministry cluster is infused with the Mission Statement and guided by the Core Values adopted by the church body.

This clarity and simplicity – the alignment and movement of these ministry clusters is stunning. The teamwork, communication in ministry that this model fosters will produce the kind of synergy necessary for dramatic ministry improvements and outreach effectiveness for the days ahead. The staff ministry team is to be commended for the simplicity, alignment, movement, and focused ministry with a clear and compelling purpose. It is energizing and so needed.

Finally, while the implementation of a Ministry Model will utilize various methods and different types of touch points for people, the underlying principles for ministry are rooted in the modeling of the apostles documented in the books of Acts and later described in the epistles of Paul. From a study of the book of Acts and Epistles seven primary steps emerge for a foundational Ministry Model:

1. Developing Vision for being on Mission for God.
2. Powerful Prayer awakening to the power of God.
3. Evangelizing fueled by the desire for sharing Christ.
4. Disciple-Making that feeds on the application of God's Word.
5. Gatherings of Believers for Spirit-filled worship and expressions of Hope.
6. Develop Leaders through strategic equipping and empowerment.
7. Multiply ministry that is exponential rather than additive.

What follows now is a brief overview of each of the ministry clusters based upon a Biblical understanding from the book of Acts and the early church development and expansion cited

above. What follows are easy-to-follow descriptions for the five ministry clusters seeking to expand the Kingdom of God through the ministry of Country & Town Baptist Church - To God is the Glory!

Life Group Ministry - Formerly called Small Groups

The goal of the Life Group Ministry is connecting people, building relationships and teaching the Bible through effective small group structures for the purpose of disciple-making and spiritual growth.

“They devoted themselves to the apostles’ teaching and to the fellowship, to the breaking of bread and to prayer.” Acts 2:42

Each Life Group consists of 5-20 people who form a basic unit of Christian Community.

A Life Group functions to provide a place where members:

- **gather around the center of Christ,**
- **pray and support one another as family,**
- **reach out & evangelize to others,**
- **mentoring and releasing new leaders,**
- **train and equip new leaders for new groups.**

Included in Life Groups:

On-going Bible study groups, Divorce Care, Aging Parent, Grief Care, Finance/Budgeting, Marriage Enrichment

The ultimate goal of a Life Group is to multiply as the group grows through evangelistic outreach.

Missional Serving - Formerly called Missions Committee

The goal of the Missional Serving Ministry is expanding the Kingdom of God through giving and going.

“For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.” Mark 10:45

Missional Serving involves more than giving money to missions - it is more about a lifestyle of following Jesus example of living on mission for God.

The Missional Serving Ministry functions to engage members in a lifestyle of service by:

- **learning to serve like Jesus,**
- **equipping members to go, evangelize and serve,**
- **blessing others through giving and serving,**
- **mentoring and releasing new leaders as missionaries.**

The ultimate goal for the Missional Serving Ministry is involving more members in following Jesus by serving others.

Worship Experience - Formerly called Worship Services

The Goal of the Worship Experience is creating an atmosphere of awe, adoration and communion with God the Father thru the Sunday morning experience of worship.

*“Come, let us bow down in worship, let us kneel before the LORD our Maker;
for he is our God and we are the people of his pasture,
the flock under his care.” Psalms 95:6-7*

Our Worship Experience team of musicians, pastors, sound, lighting, and visual techs is seeking to create an atmosphere of awe, adoration and communion with God the Father where people experience the presence of God and exclaim “it was good to be in the presence of the Lord.”

The Worship Experience Ministry function is:

- **gathering people in praise and adoration of God**
- **expressing thanks,**
- **sharing the Word of God,**
- **listening to the voice of God,**
- **responding to God with joy.**

The ultimate goal of a Worship Experience Ministry is seeing lives changed through an encounter with God the Father through worship.

Administrative Support – This is a new heading including support staff and ongoing stewardship development. **The Goal of the Administrative Support Ministry is efficiently undergirding and supporting the total ministry of the church.**

*Now you are the body of Christ, and each one of you is a part of it.
And God has placed in the church first of all apostles, second prophets,
third teachers, then workers of miracles, then gifts of healing,
then those able to help others, then those with the gift of administration...”
1 Corinthians 12:27-28*

Administrative Support serves all the ministry areas and helps each function with adequate resources, equipment and financial resources for the growth of the church and the advancement of the Kingdom of God. This Support seeks to obtain and distribute adequate ministry resources through:

- **allocating resources efficiently,**
- **providing accountability for resources,**
- **facility care and cleaning,**
- **office and secretarial support personnel,**
- **effective communication tools and technology,**
- **future financial development for Kingdom growth.**

The ultimate goal of Administrative Support is to establish and maintain a growing financial foundation for ministry and to provide adequate support infrastructure for future growth and ministry expansion.

Family Ministry – This is a new heading based on community demographics. The goal of the Family Ministry is to connect and positively influence each generation for Christ.

“Hear, O Israel: The LORD our God, the LORD is one. Love the LORD your God with all your heart and with all your soul and with all your strength. These commandments that I give you today are to be on your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up. Tie them as symbols on your hands and bind them on your foreheads. Write them on the doorframes of your houses and on your gates.” Deuteronomy 6:4-9

The Family Ministry touches almost the entire church body and the community at large. The goal is exposing people to the Gospel, equipping for maturity and experiencing ministry for God.

The Family Ministry functions to engage members through:

- **weekday preschool ministry,**
- **children’s ministry,**
- **youth ministry**
- **all generations and affinity groups are incorporated in the Life Groups.**

The ultimate goal of a Family Ministry is laying a foundation for spiritual growth and life in Christ.

Future Growth Areas:

Outreach and Connection to college students,
Recreation and Community Engagement

Summary: In a recent survey of more than 80,000 people called the “*REVEAL Spiritual Life Survey*” five expectations were identified that people have for the church’s role in spiritual growth.

The results of this survey were used by the ministry team as a filter to evaluate each ministry cluster of the new Ministry Model for effectiveness in meeting basic spiritual growth and outreach needs of people. The results are as follows:

According to the survey the people said -

Spiritual Guidance - Helps me understand the Bible in greater depth; helps me develop a personal relationship with Christ; Encourages me to take personal responsibility for my own spiritual growth; Church leaders model and consistently reinforce how to grow spiritually; Challenges me to grow and take next steps; Provides a clear pathway that helps guide my spiritual growth.

Accountability and Impact - Helps me develop relationships that encourage accountability; Provides opportunities to grow spiritually through relationships with others; empowers me to go out on my own to make a significant impact in the lives of others.

Belonging - Helps me feel like I belong, Helps me in my time of emotional need; Provides compelling worship services.

Ownership - Sets clear expectations about what it means to be part of the church and inspires such a sense of ownership that the church becomes an important part of who I am.

Serving - Promotes a strong serving culture that is widely recognized by the local community; Provides opportunities to serve those in need.

Recommendation 4: THEREFORE, the Focus Team endorses the vision of the ministry team and enthusiastically recommends that the congregation of C&TBC affirm the above described Ministry Model.

The adoption of this Ministry Model may mean that specific applications would unfold in the future as the Deacons and Congregation develop plans, address By Law changes, and recommend organizational processes. All would be considered and presented to the Congregation for further discussion and ratification as called for in our policies.

D. PROFILES FOR THE FUTURE

1. Pastoral Leadership – Senior Pastor

Introduction

This section of the Report of the Summits will focus on the leadership roles of the Pastoral Staff in general with a more detailed evaluation of the characteristics and style desired in a Senior Pastor. The preferences which identify the essential strengths and style are the result of over 130 surveys completed by the congregation and tabulated by the Focus Team.

Recommendation 5: THEREFORE, it is the intent of the Focus Team and recommended that all information included herein be provided to the Pastoral Search Committee and used as the guiding framework for selection of candidates for the Senior Pastor.

Pastoral Staff - Overview

The Senior Pastor and the other Pastoral staff members have significant leadership roles to the Congregation. The Senior Pastor, together with his “Team” of Staff Pastors, is charged with the spiritual leadership and the full visionary efforts of the Church. The Senior Pastor, as the leader of the Pastoral Staff, organizes and guides each of the Pastoral Staff in their individual areas of expertise such that the Church is equipped to fulfill its Biblical mandate. The other pastors on staff have specialized ministry roles that both complement and strengthen the leadership of the Senior Pastor.

The Senior Pastor’s primary role is one of servant spiritual leadership as defined in 1 Peter 5:2-3. As such he is responsible for presenting Bible-based sermons and lessons that edify, challenge the Body, and promote worship. Additional aspects of this spiritual leadership include lessons and messages that guide the Church in discovering and using their individual spiritual gifts.

Another key role of the Senior Pastor is to seek the Holy Spirit’s direction and guide the church body in discovering and embracing God’s will and vision for the church and then guide in that direction given by our Lord in His expectations for His Church. These include evangelistic outreach to the local community, national and worldwide outreach in the form of “Great Commission” missionary efforts, programs of nurturing and feeding the flock, and guidance and instruction for individual spiritual growth.

Based on clear Biblical reference, the Senior Pastor is the Senior Shepherd of the Flock and is charged with ministry, nurturing, counseling and comforting the Church. As a servant and shepherd to the Congregation he is responsible to have a full understanding of the needs of the Congregation and to lead in meeting those needs. This may be accomplished by delegating

certain aspects of ministry to the Pastoral staff or to other elements of the congregation such as the Deacon Body or the Small Group Leadership.

The Senior Pastor is to provide leadership in administering the day to day operations of the church. This includes oversight and supervision of the Pastoral Staff, the Early Childhood Center Director and the support staff.

Senior Pastor – Essential Abilities and Strengths

The congregational survey identified nine roles which may be applicable to the Senior Pastor. Each role was rated on a five step scale with a high of “very essential” followed by “essential”, neutral (neither essential nor unessential), then unessential and concluding with a low of “very unessential.” The survey participants selected one of the five ratings for each role. To establish which roles the congregation felt was most important; we totaled the selections that were either “essential” or “very essential.” We then computed that number as a percentage of all votes for a particular role. Those percentages are listed below with each of the nine roles.

The top three roles are described as essential roles for the Senior Pastor. A second group of roles had lesser ratings and these are described as “desirable roles”. The last group of three roles had the lowest ratings and these are described as “supporting roles.”

Essential Roles and Strengths for the Senior Pastor

Spiritual Guide (Rating = 93%) - Encourages development of the spiritual life of each individual in the congregation. The Pastor exemplifies the importance of a solid Christian lifestyle in his own life.

He is a pastor who serves as a role model in his life and walk

He is a pastor who inspires confidence in others of his solid walk and deep relationship with our Lord.

Minister of the Word and Teacher of the Congregation (Rating = 93%) - Finds significant fulfillment in both preaching and teaching God’s Word to the congregation. He is a pastor who understands the importance of both preaching the Gospel and feeding the congregation on the meat of the Word.

He is a pastor who, through biblically based sermons, puts the congregation into God’s Word

He is a pastor who makes God’s scripture relevant and applicable to our daily lives in the context of today’s culture and world view.

He is a pastor who inspires the congregation to take God’s message with them as they go outside the walls of the church.

Evangelist/Witness for Christ (Rating = 86%) - A significant portion of his ministry focuses on sharing the Gospel with those inside as well as outside the church.

He is a pastor who grasps the importance of discipleship for all ages and recognizes the importance of investing in our youth and younger generations.

Desirable Roles for the Senior Pastor

Counselor/Healer (Rating = 74%) - A pastor who is gifted by the Holy Spirit in both counseling and comforting those in physical or spiritual need. He finds satisfaction in guiding men and women through trials and crisis times. He believes in Divine Healing and plays an active role in prayer and healing services.

Facilitator/ Enabler (Rating = 65%) – A pastor who is versatile in leadership – both in large and small group settings

Church Administration (Rating = 68%) – Enjoys administering and managing a productive, varied, and efficient church organization.

Supporting Roles for the Senior Pastor

Social Activities (Rating = 55%) - This is a pastor whose ministry centers on relating the Gospel in the social context. He enjoys being on the cutting edge of social concerns and involves himself in community affairs.

Celebrant/ Liturgist (Rating = 44%)- This is a pastor who enjoys leading the entire worship experience and is at ease in using ritual and ceremony in both formal and informal settings.

Community Chaplain (Rating = 30%) – This is a pastor who find significant satisfaction in serving in civic roles and leadership within the community and will volunteer for comities and task groups.

Personality and Leadership Style for the Senior Pastor

While the congregational survey did not contain numerical data for personality and leadership styles there were numerous anecdotal comments that shed significant light on desirable personality traits and leadership styles. These comments were combined with the Biblical leadership models of “servant leader” and “senior shepherd” to describe a leadership and personality profile for our next senior pastor.

The leadership style of a “servant leader” is one of both strength and clarity of vision while keeping in mind the primary role of serving the congregation. In serving the congregation, the senior pastor provides the finest of preaching and teaching to his flock. He is the link between the spiritual needs of the congregation and the divine direction for the congregation from the Father.

As a servant leader he has a sense of the “pulse” of the body and is knowledgeable and aware of areas of strength and weakness. He cares deeply for the members of the body without partiality. He is tasked with presenting God’s word with authority yet not using that authority to create an air of superiority.

As the “senior shepherd” he looks after the feeding and safety of his flock. He feeds them directly from the pulpit and also guides them into “green pastures” of small groups which offer opportunities for further edification and spiritual growth.

As the senior shepherd, he provides for loving guidance and correction as needed to keep each one on track. He treats each one fairly and impartially. He takes the time to get to know each one by name.

As the spiritual leader he has the ability to manage the diverse blend of personalities within the congregation. He has the discernment to arrive at “win – win” solutions to complex problems.

The type of personality that our congregation wants may differ from individual to individual but there are certain common themes that describe our “ideal” senior pastor.

He should appeal to the entire body as a leader who is both friendly and caring.

He should be an attentive listener so as to understand the needs of each one.

His personality should reflect a “down home” kind of comfort. We should feel that he is “just one of the guys” who can relate to our joys and sorrows and be comfortable with most of the congregation.

He is able to exhibit his authority and accomplish his responsibilities as senior pastor without drawing undue attention to himself. In every instance, the Lordship of Christ is the primary focus of the congregation.

Ministry Characteristics and Ministry Style of the Senior Pastor

The observations described below are a summary of the congregational survey results which focused on “Styles of Ministry” There were six style characteristics included in the survey and each one had two opposing style elements for comparison. The participants were asked to identify their “preferences” for one or the other. The rating scale went from “strongly prefer” or “slightly prefer” for the left style element to “neutral” in the center to “slightly prefer” or “strongly prefer” for the style element on the right.

An overall preference trend was established by comparing the left ratings (strongly prefer and slightly prefer) with the right ratings (slightly prefer and strongly prefer). The neutral rating numbers had no bearing on the results. In all but one case, the preferred style element had twice as many votes as the other style element.

Following is a narrative summary of the “preferences” derived from the survey results:

A preference for Bible expertise- He is a leader who has a thorough and extensive knowledge of the Bible and the resulting New Testament Theology

A preference for challenging and provoking messages – He is a leader who will dig deep into the sanctification aspects of the believer’s walk to spur each one to a more intimate relationship with our Lord. He may provoke the Body to revisit “sacred cows” so as to allow the Holy Spirit to fully control.

A preference for preaching emphasizing the Bible- He is a leader who uses the Bible as the framework and focus of his sermons. Contemporary issues as they apply to the congregation are presented in conjunction with the relevant scriptures.

A preference for new ideas and approaches- He is a leader who is open to new ideas and approaches while recognizing the value of Godly traditions. Change just for the sake of change is an artificial and misguided effort.

A preference for decision making by the pastoral staff and/or lay leadership - He is a leader who embraces decision making by other pastors and lay leadership while providing insight and a visionary element for future direction.

A preference for a relaxed style in worship and pulpit presence – He is a leader who provides a comfortable and friendly point of contact as he preaches and teaches.

2. Organizational Structure and Staffing

Country & Town Baptist Church has been established as a Church consistent with the tenets of the Baptist denomination and affiliated with the Southern Baptist Convention. The “Constitution” and “Bylaws” of the Country & Town Baptist Church have been duly established and approved by the body of believers who are identified as the Congregation of the Country & Town Baptist Church.

Existing Organizational Structure

The government of the Church is vested in the body of believers who compose it.

The Church was established and continues to be governed by Congregational Polity, whereby the Congregation is the highest earthly authority and is defined as the Church.

The Church has established procedures within the By-laws of the Church whereby the Church is responsible to call the Pastoral Staff which includes the Senior Pastor and supporting Pastors for various areas of leadership within the Church.

The Church has established a “covenant relationship” with the Senior Pastor whereby the responsibilities and expectations of the Senior Pastor and the congregation are defined and adopted by both the Senior Pastor and the Church. This document is known as the “Pastoral-Congregational Covenant of the Country and Town Baptist Church.”

Other pastoral staff positions have been established by the Church in accordance with the applicable By-laws. Each of these Pastors is also called by the Church and has a pastoral relationship to the Church which is defined by their individual job descriptions.

The Church has also established committees and councils as defined in the By-laws to administer and direct various aspects of church operations and ministries. In so doing the Church has given authority to the Committees and Councils to act in accordance with their proper duties and responsibilities and to report to the Church in properly called business meetings. Proper motions may be presented to the Church by the committees and councils for the Church’s consideration in accordance with Robert Rules of Order.

Coordination of Responsibilities

The Committees and Councils are to work with the Senior Pastor and Church Staff as is appropriate for the efficient and unified development of all of the Committee and Council responsibilities. This may occur directly or through action by the Church Council. However, all actions and recommendations forthcoming from this coordination are to be presented to the Church through and by the respective Committee or Council as is appropriate for their stated area of responsibility.

Current Staffing Structure

Although the support staff positions are fully staffed, the ministerial staff is presently composed of the Interim Pastor, the Worship and Arts Pastor, a Youth Pastor and a Children’s Pastor and a Director of the ECC. We are in a rebuilding phase of our church which presents the opportunity to re-evaluate the past and look to the future in support of how we want our church to grow.

We have an exceptional lay leadership team, performing many of the tasks to fill the voids created by recent challenges in our church life. We feel this has given us a time of reflecting on

how we support our church as individuals and as a church body. In our analysis, we have talked openly about past experiences and changes we see necessary to meet our leadership goals.

We offer an organizational structure in support of the C&TBC profile and core values with many of the required positions being performed by lay leaders. We see this time as inspirational and a re-commitment to our beliefs and seek a pastor that shares our goals and can work diligently and cooperatively to grow a Spirit-filled, Bible-based church.

Staffing requirements for C&TBC are directly tied to our Mission Statement and our Ministry Model (See separate Section C-3). The pastoral staff should reflect the mission of the church body as we jointly work towards toward common goals and our stated mission.

Current Ministry Staff:

We have identified the following current staff positions. This is in no way to reflect a permanent structure. Once a new Senior Pastor is identified, structures should be reviewed and evaluated.

Senior Pastor: Interim Pastor Bob Hylton

Children's Pastor: Tom Bump

Youth Pastor: James McCoy

Pastor for Worship & Arts: Phil Cockrell

Early Childhood Center Director: Jessica Gardner

Web Design: George Porterfield

Administrative Assistant for Ministries: Dawn Kleckner

Office Receptionist and Secretary: Katie Putnam

3. Documentation and Processes

This important area of Church function includes: Bylaws and Policies & Procedures. It is under review, consideration, and study by the Deacon Body. The Deacon Body is also taking the Peacemakers report under review, consideration and study to honor the recommendations set forth.

4. Growth Potential and Future Vision

“But you will receive power when the Holy Spirit comes on you, and you will be my witnesses in Jerusalem, and in Judea and all Samaria, and to the ends of the earth.”

Acts 1:8

Imagine –

Just imagine an *active, engaged, vitalized and growing* congregation. It is a congregation where *worship is a joyful experience*, holy and Christ-centered, Biblically-based, and focused on the mission and work of the Kingdom of God.

Imagine a congregation *growing in faith and the knowledge of the Lord* through Bible study, prayer and spiritual development. Imagine this same congregation being a place where members are *forming vital relationships with one another* working together on mission for God in the larger community.

Imagine a congregation where *kids are learning of God’s love* in Sunday school and weekday preschool ministry and families are being encouraged and strengthened. Imagine a congregation where the *youth are on mission for God daily* and are engaged in worship and fellowship beyond Sunday morning.

Imagine a congregation where *senior experience is valued and the elderly are cared for* with the church being extended to them when they can no longer come to the church building on their own. Imagine a congregation *anchored upon its core values and foundational heritage* of vibrant worship, caring community and service to the world.

Now imagining that congregation being known as Country & Town Baptist Church - Just Imagine!

How is it possible? Charting a future course for Country & Town Baptist Church is a merging of the people’s passion for being on mission for God and the servant-shepherd leadership of a Senior Pastor and ministry staff with a vision of equipping every member as a missionary in their sphere of influence and leading the church to become a mission-sending center.

Country & Town Baptist Church is well on its way of becoming that church. C&TBC is already a regional church drawing members from a very diverse local area. The new Ministry Model embodies a strategy of reaching families in the communities all around the current location. Equipping members to be on mission for God is the key to touching people in the local region with the Gospel.

C&TBC has a heritage of outreach through planting successful churches throughout the central Pennsylvania region. The church has been recognized for its strategic partnerships with the Baptist Convention of Pennsylvania/South Jersey and the North American Mission Board.

In keeping with its heritage, C&TBC is poised to renew its leadership commitment of expanding the Kingdom of God through a network of churches reaching the global community with the Gospel.

At the core of C&TBC is a strong discipleship philosophy of reproducing growing Christ followers. This commitment is seen in the utilization of small groups connecting people together and building supporting and encouraging relationships. A renewed commitment to equipping members for sharing the Gospel and caring for one another will continue to be a catalyst in building unity among the people and provide the means of connecting more people to the mission of God expressed through the ministry of C&TBC in the future.

Serving God through ministry-evangelism is imbedded in the DNA of Country & Town Baptist Church. Ministry-evangelism includes meeting people's needs both on and off the church campus in the community. A process of ongoing evaluation of the growing community demographic and identifying ways of engaging people with ministry-evangelism should be continued in the days ahead.

Almost 10 years ago C&TBC laid the plans for completing the dream of constructing a new multi-use building for larger fellowship gatherings, a flexible use gym, class room space, and growing children's and family activities. This dream has lain fallow for almost a decade. One of the most astonishing discoveries from the community demographic study conducted during the summits was the need for recreational outlets. Now would be an opportune time for the leaders of C&TBC to re-evaluate and re-dream the dream of creating a new multi-use building complex that could include outreach for recreation as well as increased educational and fellowship space.

A second high priority need emerged from the community demographic study. The new Ministry Model envisions a family oriented ministry design focused on strengthening and sustaining the family unit. The ministry of the Country & Town Baptist Church is poised to begin addressing that need now with its current ministry team.

The future for Country & Town Baptist Church is bright and the church should be greatly encouraged with all the hard and sometimes painful work of this past year. Further prayer, study and dialogue are needed by the church ministry leaders for evaluating the community demographic and the best fit for ministry staffing for the days ahead. May the Lord continue to bless and grow the body of Country & Town Baptist Church in faithful service to the Kingdom of God!

III. APPENDIX: REFERENCES and OTHER FOCUS RESOURCES

(Members may obtain a copy of the Appendix on CD or paper by requesting it from the church office. The full Appendix is 102 pages long.)

- 1. C&TBC Historical Highlights 1960 – 2002**
- 2. Journey Wall Summary-50 years of personal and historical highlights**
- 3. C&TBC Long Range Planning Committee Millennial Report**
- 4. C&TBC Worship Attendance Graph 2010; 2011; Composite 1980-2010**
- 5. Focus Team Survey Results - April 2011**
- 6. Congregational Survey Results - May 2011**
- 7. Congregational Feedback: Senior Pastor Roles and Style - May 2011**
- 8. Middle American Families - 5 Mile Radius Demographic Study**
- 9. C&TBC First View Report-5 Mile Demographics**
- 10. Learnings & Questions from Community Demographic Study**
- 11. Ministry Design and Model**
- 12. What's Driving CTBC?**
- 13. Congregational Life Cycles**
- 14. Seven Promoters of Congregational Health**
- 15. Pastoral Relations Committee 2010 - Organization Structure Model**
- 16. Church Leadership Letter 2009 - Senior Pastor**
- 17. Facility & Grounds Long Range Plan**