

Transitional Mission Study

First Presbyterian Church

Fort Collins, Colorado

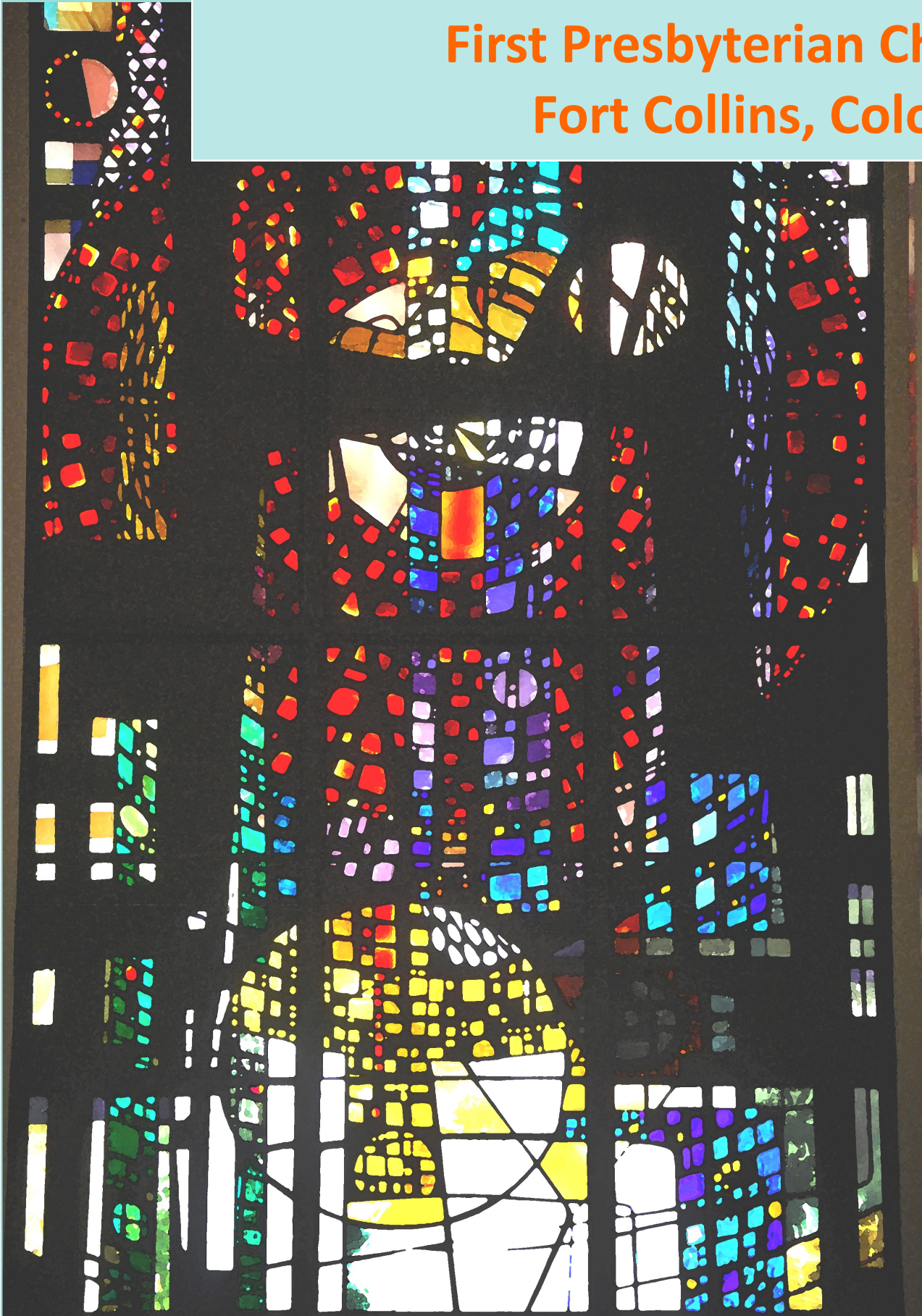


Table of Contents

Preface	2
Brief Church History	3
Community Snapshot of Fort Collins, Colorado	4
Recent Changes in the Church	6
Elements of Faith	8
Recent Program History	11
Finances and Membership	14
Hopes and Expectations	15
Appendix A: List of recent pastoral staff	17
Appendix B: Complete list of missions	18

Preface

Analyzing a church

In recent decades, First Presbyterian Church Fort Collins has analyzed its structure and programs more than any other time in its history. Because of this, there are *many* documents with which to analyze the church’s recent history, current status, and future outlook. These documents include:

- Congregational Study (2000)
- *Freedom Within Boundaries...Restructuring to Implement the “Master Plan for Ministry”* report (2007)
- Ministry Analysis Steering Team Executive Summary (2012)
- Annual Report (2012–2013)
- Manual of Operations (2013)
- *Rooted in Missions* booklet (2013–2014)
- Congregational Gathering reports (2014)
- Narrative Budget (2014)
- Session Retreat notes (2015)
- Pastor Nominating Committee questionnaire (2015)

Created from the above documents (along with information from several Fort Collins community Websites), this Transitional Mission Study provides an accurate look at where God has placed First Presbyterian Church “for such a time as this.”

The First Presbyterian Church Pastor Nominating Committee looks forward to applying the gathered data to its search for a new Senior Pastor.

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Brief Church History

Building a church with the hands of its members

After worshipping in the same building for more than 60 years, the 1975 congregation of First Presbyterian Church Fort Collins voted to demolish its beloved church and rebuild—a massive project that would become exceptionally meaningful to church history.

God had established First Presbyterian Church as a downtown church in Fort Collins 103 years earlier in 1872—even before the city itself was officially incorporated. The first members included many city and Colorado State University founders, who began meeting in a camp commissary and organized a Sunday School. First Presbyterian Church grew quickly from there, replacing its building three times in just 30 years to meet the flourishing population of the congregation.

By 1975, the church's third building was large enough to meet the growing demands of the community. And where other churches had moved away from downtown for more spacious, suburban properties, First Presbyterian Church was still conveniently located immediately between Colorado State University and historic Old Town Fort Collins. To find out it was no longer structurally sound and needed to be rebuilt was likely devastating, and church members made the difficult decision to tear down and construct a new building on the property.

Although \$500,000 had been raised for the new structure, costs were challenging and the building committee sought ways to financially support the project. God provided just a way—the Davis ranch. The Davises had been active in First Presbyterian Church for many years and often held the all-church picnic at their ranch. To help save money on the rebuild, the family donated moss rock off their property to cover the building's exterior. To further save money, congregants volunteered their time and physical energy to haul the rock nearly 14 miles from the Davis ranch to the corner of College and Myrtle—an event still referred to as *Rockfest*.

Today, First Presbyterian Church stands at that very corner covered in moss rock from the Davises' supply—all hand-delivered to the property by church members themselves. In 1976, long after industrialization and well into a time with complex development laws, God built First Presbyterian Church using the bare hands of its congregation.



Community Snapshot of Fort Collins, Colorado

Living happy and healthy

Fort Collins is a vibrant community of 148,000 set against the foothills of the Rocky Mountains. Founded in 1873, Fort Collins began as an army camp along the banks of the Poudre River. It has since grown into an active, educated, convenient, and economically sound city with vivid reminders of the past in the historic Old Town district and many other area sites.

The city is home to Colorado State University, but it can't be termed just a "university town"—there are thousands of professionals, young families, retirees, and others. Fort Collins is a regional center for employment, shopping, and health care, offering the convenience of a small town with all the amenities of a larger city. Named one of the best places to live in 2015 by *Livability.com*, the area enjoys pleasant weather year-round—easily managed snowfall and 300 days of sunshine. Residents are highly active, taking advantage of the many accessible outdoor activities.



Education

Colorado State University

CSU was founded in the 1870s as the Agricultural College of Colorado. It is considered a top-tier university by *U.S. News and World Report*, one of the nation's top public colleges and universities for educational quality and affordability by *Kiplinger's Personal Finance*, and one of the nation's most entrepreneurial universities by *Forbes*. CSU boasts an enrollment of more than 31,000 and offers more than 100 undergraduate programs. With colleges of natural sciences, veterinary medicine, engineering, human sciences, natural resources, business, liberal arts, and agricultural sciences, CSU enrolls students from all 50 states and 85 foreign countries. As an integral part of the Fort Collins community, CSU houses world-class teaching and research programs, many with special programs that reach out to the community.

Front Range Community College

The local community college offers a college curriculum, as well as programs in vocational and technical areas. Thousands attend the college in pursuit of its 22 associate of art degrees, 17 high school programs, and 25 occupational degrees. The Fort Collins campus is the second-largest and most rapidly growing community college in the state.

Community Snapshot of Fort Collins, Colorado

Living happy and healthy

Poudre School District

PSD has 27,000 students and is the ninth-largest public school district in Colorado and growing, with 13 new schools added since 1986. To create a model system, PSD implemented the International Baccalaureate program in several of its schools. The program allows students to follow a challenging curriculum with a global perspective. In addition to receiving a special IB diploma, students can earn up to a year's worth of college credits. The community also includes a number of charter schools, which many parents choose for their children's education.

Economy and Health Care

The economy of Fort Collins is diverse and resilient. Because of this—and because of the city's general desirability—the area was not economically hit as hard as other areas of the country in the 2008 recession, and real estate bounced back quickly. With a current unemployment rate at around 3.1%, Fort Collins was ranked by *Forbes* as the fifth best place for business and careers in 2014. To take advantage of the mild climate, active community, and resources of CSU research facilities, many technology companies have located large campuses in Fort Collins. These include Hewlett-Packard, Intel, AMD, Avago, LSI, Woodward, and others. Clean energy, bioscience, and agri-technology are up-and-coming industries in the area.

As a regional center for medicine, Fort Collins is home to thousands of general practitioners and specialists of every kind. University of Colorado Health is dedicated to providing patients with world-class care and service. Outside organizations recognize the hospitals as some of the best in Colorado and even the best in the nation. Banner Health recently opened a second full-service hospital in the community and plans to continue expanding, along with Kaiser Permanente.

Activities

Fort Collins residents are outside all the time. Even on the city's coldest days, joggers and dog-walkers can be found on sidewalks and in parks all over town. There are 820 acres of developed park land, 29 miles of trails, golf courses, swimming pools, and tennis courts throughout Fort Collins, most of which have scenic views of the Poudre River and the Rocky Mountains. Horsetooth Reservoir sits on the western edge of Fort Collins, overlooking the city and giving residents and visitors a place to swim, kayak, and boat in the summer.

Cultural events and festivals flourish in Fort Collins. Local performing groups include Canyon Concert Ballet, Fort Collins Symphony Orchestra, OpenStage Theatre Company, and Bas Bleu Theatre Company. In 2011, the Lincoln Center unveiled its first expansion and renovation, providing residents with a first-class performing arts center. And the Museum of Discovery and Museum of Art present exhibitions for people of all ages. There are dozens of annual festivals to enjoy, including food, art, crafts, holidays, and music. As a hub for craft beer, Fort Collins holds a concentration of breweries, such as New Belgium and Odell, all of which host family-friendly environments and activities.

Out-of town activities are also quickly accessible—Fort Collins is 65 miles from Denver, 47 miles from Cheyenne, 55 miles from Boulder, and 42 miles from Estes Park (the gateway to Rocky Mountain National Park). And the best skiing in the country is just a few hours away.

Recent Changes in the Church

Finding peace within trial and transition

In recent decades, First Presbyterian Church Fort Collins has faced challenges similar to all churches in the PC(USA) and in the Christian faith nationwide—reduced attendance, reduced giving, lack of university students and young adults, and differing opinions on theological matters. Changing conditions at First Presbyterian Church are clearly reflected in:

- Pastoral staff— changed from two to five to three to two in just over 10 years
- Church membership—decreased to 769 from 1,173 in 7 years
- Annual giving—dropped significantly in a short period of time

Subsequent anxiety has occurred within the congregation, ministry programs, and church staff, especially with the conclusion of a 23-year pastorate—the longest in church history. (To see a list of recent pastoral staff, see Appendix A.)

Ministry Analysis

2011

To assess and address these conditions, the 2011 First Presbyterian Church Session engaged the consulting firm BP Resources to review ministry programs, organization, and spending. The purpose of the analysis was to identify ways the church could become better at fulfilling its mission for Christ, study the church’s status, and help chart the course for the future.

This ministry analysis included multiple interviews, meetings with Session and other leaders, a town hall meeting, and reports from anonymous “secret shoppers.” A key component of the study was an online survey of the congregation conducted over several weeks that resulted in 245 responses. BP Resources delivered a final report in January 2012, and Session appointed six members of the congregation to a Ministry Analysis Steering Team (MAST) to review the final report and translate findings into recommendations.

Using the report from BP Resources, along with a consultant report from 2000 and a set of restructuring recommendations from 2007, MAST recognized four themes representing challenges and outlined nine key areas to address in reaching goals for the future:

Challenges

Accountability
Clarity/focus
Communication
Financial management

Areas to address

Staffing
Attitude
Attracting young families
Focus
Worship
University Ministry
Communication
Organization
Giving

Recent Changes in the Church

Finding peace within trial and transition

Challenges and Changes

2012

First Presbyterian Church began moving ahead to address the above nine areas and incorporated a number of dramatic changes:

- Reducing staff size (including the reduction to two pastors from three)
- Consolidating worship services (moving from three Sunday services to two)
- Enhancing communication internally and externally (e.g., increased informational congregational gatherings and live-streaming worship services)
- Shifting from an annual Stewardship Committee to a year-round Generosity Team to better create and monitor giving opportunities

2012 also saw dramatic changes in finances and church membership, as well as a reassessment of PC(USA) association. Because of national discussions surrounding marriage definition, First Presbyterian Church appointed a Denominational Discernment Task Force to determine the church's status relative to PC(USA), Fellowship of Presbyterians (FOP), and A Covenant Order of Evangelical Presbyterians (ECO). The Task Force's efforts revealed divisions and contentious conflict among congregants. A congregational survey reported the church's conservative nature, and Session voted to join FOP—while an Administrative Commission survey reported that more than half the congregation preferred to stay in PC(USA).

By the end of the 2012 fiscal year, Session projected a \$200,000 shortfall, resulting in a temporary 10% reduction in all staff salaries, a 15% budget reduction for all ministries, and an increased giving commitment by members of Session. Between 2011 and 2015, church membership decreased by 235. And by mid-2013, two of three pastors moved on from First Presbyterian Church in the wake of denominational disagreement.

Renewed Organization and Commitment

2014 to 2015

The last two years have brought new life and structure to First Presbyterian Church. After the departure of two pastors and many members, the remaining congregants have renewed their commitment to each other and to the church with healthy interactions and new, increased participation in ministries.

Worship attendance is stable and spirited, with devoted attendees and newcomers each week. Live streaming enables services to be viewed online—anytime, anywhere. Session and staff have turned new leaves in organization, administration, and communication. Member ownership and participation in ministries is more focused and less negative, including the restoration of giving. And young families have reappeared in the life of the church.

After 15 years of significant change and church analysis, First Presbyterian Church actively seeks and is postured for God's next steps.

Elements of Faith

Recreating an identity of core beliefs and practices

First Presbyterian Church has been made acutely aware of varying theological perspectives in recent years. Variations are found in both fine details and foundational beliefs, but there are critical common beliefs and values among congregants that make our differences acceptable.

Staff, church members, worshippers, and visitors are all encouraged that theological perspectives change over an individual's lifetime and vary depending on context. These perspectives are part of a faith journey—not one congregant has “arrived” at any “destination” or “complete” understanding of the mysteries of God. First Presbyterian Church accepts without judgment the various ways in which scriptures are understood by its members at different seasons in their lives.

The recent transition period between Senior Pastors gave First Presbyterian Church an opportunity to find commonalities and redefine some elements of its faith. Below is a collection of some of these elements, all of which have been created or refreshed since 2014—these are the critical common beliefs, values, and practices on which the church currently stands.

Vision and Mission Statements

Vision Statement

We are a Christ-centered, open, and welcoming church on the move; growing in worship and faith, growing our sharing of God's grace through mission, and growing our multigenerational church community.

Mission Statement

We joyfully serve the Lord and the world, reflecting God's infinite grace through:

- Sharing the life-transforming Word and love of Jesus Christ our Savior
- Glorifying God through worship, music, and prayer
- Showing Christ's love through caring and empowering service within the community and beyond
- Growing a diverse and multigenerational congregation
- Being loving caretakers of God's creation

Elements of Faith

Recreating an identity of core beliefs and practices

Behavioral Covenant

In July 2014 (following a season of significant disagreement and heated communication), church members adopted the following ground rules for how to talk to each other. They are used for new member classes, sermons, written literature, discipleship classes and other spiritual formation settings, mission trips, and Session and Center meetings.

I promise to seek God's heart.

Joining God in what He is doing is our common goal, individually and as a church. I will seek God's heart through ongoing prayer, listening deeply to scripture, and looking for the Lord's hand at work in unfolding circumstances. At the minimum, I believe God's heart will always lead me to love God more and more and to love my neighbor as I desire to be loved.

Where is God in this situation?

Where is God in our differences?

How might God want me to bless this group, including those with whom I disagree?

Is it possible God is after something different than I am right now?

I promise to listen thoughtfully.

I will seek to understand before I strive to be understood, and I will give others the benefit of the doubt when I hear them. I will be curious, respectful, and willing to learn something new from everyone. I will seek out the stories of those who hold different opinions, looking for our similarities rather than our differences. I will ask my leaders for information about the issues that matter to me. Most of all, I will listen to what God might be saying to me in the words of others.

What is my agenda in this conversation? Can I set it aside and just listen?

Where do I hear God's heart in what s/he is saying?

ASK: Can you tell me more about why you feel so strongly?

ASK: Where do you see God in this situation?

I promise to speak collaboratively.

Every word I say can either destroy or create. I promise to use my words to collaborate with what Christ is doing among us. I will always try to seek God's heart before I share what's on my mind. I will humbly confess that I don't have all the answers, but I will confidently share the wisdom and truth I believe God has given me right now. Then I will leave the outcome of my words to the Holy Spirit and invite others into the conversation.

Is God prompting me to say anything right now?

Are the words I want to say true? Kind? Necessary?

Will my words build up or tear down our community?

Will my silence create or destroy community? (Silence is a form of speech, too!)

Elements of Faith

Recreating an identity of core beliefs and practices

Current Directions Pursued by Church Leaders

At a 2015 retreat for Session and staff, church leaders identified the following items as important to emphasize in moving forward.

- Being Christ-centered as our highest priority. This should include regularly clarifying our identity and uniqueness; finding our unity in Jesus Christ alone; and discerning a means of measuring our growth in this area.
- Becoming more open and welcoming, both inside and outside the church, giving special attention to people “not like us” and extending care and support to people experiencing various life challenges. This should include engaging our congregation to live out their faith in winsome and inviting ways and to take seriously Christ’s call to “GO.” We live into this through missions that make an impact and into which we can invite others to join us, working toward a more synergistic relationship between discipleship, mission, and fellowship and discerning a way of measuring our growth in this area.
- Establishing the most solid, stable, and healthy financial condition possible. This should include setting a new cash-on-hand “trigger point”; discerning a way of measuring growth; educating our people on where their financial gifts are being used; and investing monies in ministries, people, events, and activities that spur measurable growth.
- Seeking the schedule that is the most optimal for adult discipleship and all age and stage ministries.
- Reviewing the worship ministry, seeking the greatest health and wellbeing.
- Developing community across all the generations.
- Enhancing communication.

Recent Program History

Making a joyful noise unto the Lord and serving His people

Programs at First Presbyterian Church are divided into Centers, placing individual programs into a larger arena and making assessment and growth more organized and efficient. Pastors, elders, and volunteers are assigned to Centers to ensure involvement of appropriate leadership. Closest to the church's heart are the Centers of Worship, Music & Arts and Missions & Outreach.

To further encourage organization and consistency in church programs, First Presbyterian Church recently implemented more rigorous training for elders and deacons. Training is designed to allow for more thoroughness and intentionality in the work performed by leaders. Additionally, a churchwide Manual of Operations was recently developed to outline how business is conducted in all facets of the church.

Center for Worship, Music & Arts

Worship at First Presbyterian Church seeks to help people live into the abundant life offered by Christ by celebrating what He has done for all people. Worship experiences are relational, relevant, scriptural, filled with grace, and developed through the diverse styles of teaching, preaching, music, prayer, and art.

The traditional Sunday morning service is vibrant and unique in the community. First Presbyterian Church houses one of the best pipe organs in all of Northern Colorado, contributing to robust, high-quality traditional worship experiences. Regulars and visitors flock to the pews on Sunday mornings and holidays to sing hymns with the talented choir, hear the remarkable organ, pray the Lord's Prayer, and learn from the pulpit. Hand-bell choirs, children's choirs, instrumentalists, soloists, and ensembles are often additions to the traditional service.

The Celebration Sunday morning service blends the rich traditions of the reformed faith and diverse music of a worship band. Congregants come to this service for its contemporary music led by piano, personal message, more laid-back style, and communion by intinction.

First Presbyterian Church is also proud of its holiday worship offerings. The church holds annual Ash Wednesday, Maundy Thursday, and Christmas Eve services, each unique to its respective story and tradition. And during Holy Week, the church invites community pastors to the pulpit for daily services, a tradition that joins Christian denominations in preparing for Easter.



Recent Program History

Making a joyful noise unto the Lord and serving His people

Center for Missions & Outreach

Mission work is a strong, deep-rooted part of First Presbyterian Church that seeks to fulfill the Great Commission of proclaiming the Gospel of Jesus Christ by encouraging the spiritual, physical, and financial participation of the congregation to become personally involved in missions and outreach locally and throughout the world. The church is very active in:

- *Project Self-Sufficiency*, a program that helps individuals gain skills and find resources to be wholly independent. Each year, congregants fill food boxes at Easter and Thanksgiving for these individuals and their families.
- *Mcbackpack*, a program that brings food to schools each Friday for children who will go without over the weekend. This program was conceived at First Presbyterian Church, with volunteers filling hundreds of “backpacks” each Thursday.
- *Realities for Children*, an organization serving at-risk children. Its primary annual fundraising event, *NightLights*, is held on the church lawn.
- *Faith Family Hospitality*, a program that houses homeless families in area churches. Volunteers make and serve food, do laundry, and engage with parents and children.
- *The Church Has Left the Building*, a churchwide project that replaces Sunday worship and sends congregants throughout the community to serve.
- *Equal Exchange*, a fair-trade coffee sold between services at the church.
- *Peanut Butter House and Transformation International*, organizations supplying nutrition and education to Liberian individuals still recovering from civil war.
- *Faith Alive Clinic and Elim Elementary School*, facilities in Nigeria providing treatment, procedures, and education to the community.
- *Plant with Purpose*, an organization teaching sustainable agricultural and economic practices to the rural poor.

(A complete list of supported organizations can be found in Appendix B.)



Recent Program History

Making a joyful noise unto the Lord and serving His people

Center for Discipleship & Spiritual Formation

The Center for Discipleship & Spiritual Formation works to proactively promote and project a pervasive culture of discipleship by:

- Facilitating a lifelong culture of discipleship from birth through adulthood
- Supporting and encouraging discipleship among the other centers
- Acting as a churchwide clearinghouse for discipleship ministry opportunities

Adult education and ministries for children, youth, university students, young adults, and seniors have varied in activities in recent years. Adult education includes some regular and long-standing small groups, but most classes and studies depend completely on an individual volunteer's time and energy to create, manage, and support a group. For a time, the church offered a weekly education night, with dinner, childcare, and classes for all ages, but decreasing finances and other factors led to its end. Congregants continue to express a desire for its return.

The Young Adult Ministry has historically had a dedicated staff member but doesn't currently. The young adult population is active in the church, but with busy schedules and many new babies among them, they have been unable to sustain a small group. Mothers of Preschoolers (MOPS) has an active chapter onsite that meets twice monthly. It serves young mothers in the community with fellowship, education programs, and support.

The Youth and University Ministries have declined in attendance significantly in recent years, and church staff assigned to them has fluctuated drastically. Youth participants are consistent, though, and meet weekly for fellowship and education. They also have lock-ins and go on mission trips. Young Life recently moved a chapter into the church building, meeting with 200+ adolescents.

The Senior and Children's Ministries both have dedicated staff members and therefore have more organized programming. Children's Sunday school is loud and highly active each week, as is the monthly Parents' Night Out. Vacation Bible School is a great production each summer and reaches out to members of the community who don't otherwise attend church. Seniors meet regularly for breakfast, movies, and trips to the mountains.

Center for Caring, Welcome & Involvement

First Presbyterian Church wants to create a warm, welcoming, caring community to church members and to reach outside the church to others in need. Each Sunday, greeters welcome congregants with a smile, handshake, or hug; volunteers drive vans to and from retirement communities to gather worshippers; bagels and coffee are offered between services for fellowship; and newcomers can grab welcome bags full of information. In times of need, friends and members of the church receive service and compassion from caring programs supported by staff and Deacon Teams, such as hospital visitation, a card/call team, a grief support group, outreach communion and visitation, prayer warriors, and meal organizers. And for those wishing to join the church, leaders host regular membership classes to educate and involve new members.

Budget constraints and flux in leadership, volunteers, and staff have made this Center's programming somewhat unstable and lacking growth, although many devoted individuals continue to contribute to its presence and outreach.

Finances and Membership

Managing reduction in people and income

Finances

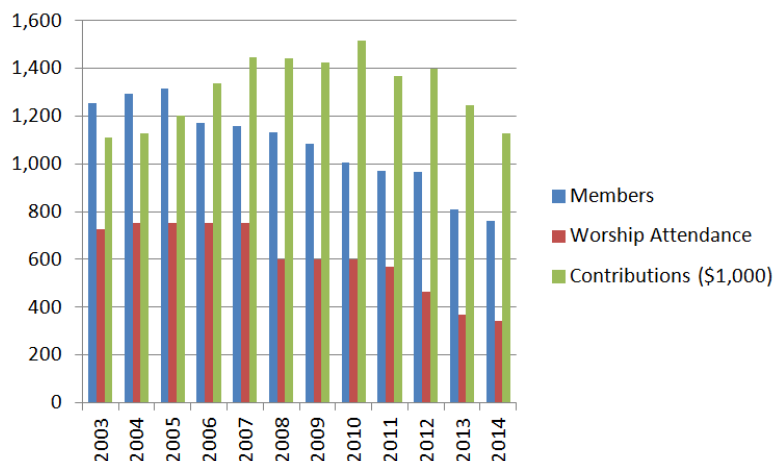
Finances at First Presbyterian Church are managed within the Center for Stewardship & Resources. Historically, the church has been financially sound, receiving stable giving from its members and appropriately funding programs. Income has dropped significantly, though, primarily due to a reduction in membership. Church leadership during this time has managed to respond with integrity and faith to the challenges revealed. Session implemented various strategies to align budgets with the church's stated mission and objectives. Major gifts, the creation of a new stewardship strategy (Generosity Team), and more effective cash flow management contribute to an optimistic financial future. Staff members have also played an important role in managing expenses with resilience and dedication to reducing spending.

First Presbyterian Church holds important assets—including the property on which it sits. The current mortgage on the facility is approximately \$400,000. Located just between Old Town Fort Collins and CSU, the site is strategic and valuable. Private developers routinely approach the church to gauge interest in partnering for future development (a congregational team is being formed to assess this situation). Another asset is found in the Foundation, which currently has a balance of more than \$1.4 million.

Last year, the congregation increased its number of pledge units, in addition to individual giving units. The congregation also contributes more than \$300,000 to nonbudgeted items during the year, most flowing to missions.

Membership

Membership at First Presbyterian Church has steadily declined since 2006. Membership losses since 2012 can primarily be attributed to denominational concerns and the exit of pastors. Like many churches today, maintaining an active and viable membership has been a challenge. More than 40% of the congregation is over the age of 65, so leaders are working hard to increase the number of children, youth, young adults, and families. Under new leadership, increased participation has been seen in youth programs, and God delivered 10 new babies in the congregation from September 2014 to May 2015—showing hope for growth in this area. Through the grace of God and the calling of a new Senior Pastor, First Presbyterian Church is confident in being dedicated to the goals of balanced/growing budgets and increased membership.



Hopes and Expectations

Spilling over in love that permeates inside and out

In the transition time between Senior Pastors, the congregants of First Presbyterian Church shared their hopes and expectations for the future:

- Congregants gathered monthly on Sunday nights to renew community and were eager to connect, converse, learn, and dream.
- In October 2014, ministry leaders published a *Narrative Budget* describing how they dared to dream of putting financial resources to work to grow their respective ministries.
- The Pastor Nominating Committee engaged both staff and congregants in a survey to express their desires and expectations for an incoming Senior Pastor and for the future of church programs.

Responses from all three sources are included in the following sections, reflecting a staff and congregation eager to nurture others, grow in strength and numbers, and warmly welcome a new pastor in partnership to reach goals. The church sees a future of “spilling over” Christian love that permeates the community and beyond. As simply stated by one congregant, “*we want to love Christ so much, it’s visible outside our walls!*”

Worship Services

- Maintain strong traditional worship style
- Maintain Music Ministry activities, including bells, choir, special programs, and *Festival Chorus*
- Assess and improve on contemporary worship offering
- Increase attendance
- Continue improvements and expansion of live streaming

Church Programs

- Strive to be an inviting, open-to-diversity, welcoming, and nonjudgmental body of Christ
- Revitalize programs for children, youth, and adults; emphasize family-focused activity
- Establish and expand the childcare ministry to better serve and involve young families
- Strengthen and encourage ongoing communication between church leaders and members
- Continue to focus on building relationships and fellowship among members
- Provide care, warmth, and welcoming to all visitors and new members
- Continue and expand partnerships with other community churches and organizations
- Inspire generosity of both financial gifts and volunteer gifts
- Maintain a focus on involving members, building relationships, and fellowship
- Take advantage of the proximity to CSU and downtown for exchange and outreach
- Embrace current and future technology as a valuable communication tool
- Promote Christian education that challenges spiritually and theologically
- Maintain a mission-directed presence in both local and international projects

Hopes and Expectations

Spilling over in love that permeates inside and out

Senior Pastor

- **Advisor**
provides counsel, guidance, and coaching
- **Bridge builder/conflict mediator**
works to connect people, steps up to/resolves conflict
- **Collaborator**
encourages working together, fosters dialogue
- **Compassion**
suffers with and cares for others
- **Communicator**
actively listens, encourages conversation, does not dismiss others
- **Decision maker**
evaluates situations wisely, makes and sticks to final determinations
- **Financial manager**
understands and respects money in/out, works for funding
- **Flexibility/resilience**
adapts with changing conditions, is open to new ideas, learns from failure
- **Hopeful outlook**
has hope/vision for the future, is focused on the larger picture
- **Motivator/initiator**
equips and inspires leaders, has personal energy and drive for goals
- **Preacher/teacher**
researches and delivers sound Biblical insight, thoroughly engages congregation, inspires personal reflection/growth
- **Risk taker/change agent**
isn't afraid of challenge, takes educated risk to accomplish goals, wisely and effectively leads the change process
- **Task manager/administrative organizer**
is a purposeful and accomplished people manager, develops and maintains processes, evaluates leaders, gets things done

Appendix A

List of recent pastoral staff

<i>2013–Present</i>	Interim Senior Pastor Paul Parsons
<i>2003–Present</i>	Associate Pastor Cindy Frost
<i>2006–2013</i>	Associate Pastor Jon Heeringa
<i>1990–2013</i>	Senior Pastor Richard McDermott
<i>2002–2008</i>	Associate Pastor Andrew Davies
<i>1999–2008</i>	Associate Pastor Scott Herr
<i>1991–1999</i>	Associate Pastor Glenn Perica
<i>1976–1990</i>	Associate Pastor Alton Goodenberger
<i>1978–1989</i>	Senior Pastor Robert Martz

Appendix B

Complete list of missions

Prevention/Emergency Assistance

Local

Alpha Center
Equal Exchange
High Park Fire Response
Project Self-Sufficiency
Catholic Charities/The Mission
Food Bank of Larimer County
Intermountain Children's Home
Realities for Children
Crossroads Safehouse
Faith Family Hospitality
Mcbackpack

International

Mwandi Mission, Zambia
Peanut Butter House, Liberia
Project Rescue, India, Nepal
One Great Hour of Sharing

Advancing the Gospel

Local

Highlands Presbyterian Camp and Retreat Center
Young Life
Gideons

International

Faith Alive Clinic, Nigeria
Navajo Nation, Arizona
Save-a-Life, Nigeria
Operation Christmas Child
Missionaries worldwide

Education

Local

Scholarleaders
Laurel Elementary
WeeKirk Conference

International

Elim Elementary, Nigeria
Transformation International, Liberia
Plant with Purpose

Partnering and Others

Local

The Matthews House
Interfaith Council and Crop Walk
Fort Collins Church Network
Habitat for Humanity
Presbytery of Plains and Peaks Nondirected Giving

International

Compassion International
Presbyterian Women Thank Offering
World Vision
Military troops



First
Presbyterian
Church