



Shelby Presbyterian Church

Growing • Praising • Serving

MISSION STUDY REPORT

APRIL 2019

The Mission Study Report examines our culture and the traditions we hope to protect. We will reflect on who we are as a church family, our unique characteristics, and our strengths and weaknesses. We will identify our mission and purpose as a church, and focus our vision for the future. This Report will help us understand who we are, clarify our mission for the future, and lead us to the Pastor called to guide us.

SHELBY PRESBYTERIAN CHURCH

We are a member of the Presbyterian Church U.S.A. We are a 472 member congregation with a strong commitment to reflecting God's love to each other, the community, and the world.

We are a well-rounded and creative congregation. Our members are diverse in age and are talented in many ways, ranging from business and community leaders to health professionals, teachers, and artists. Our congregation has a history of participation and enthusiasm for local and global missions. Following our motto "GPS", Growing, Praising and Serving, we seek to grow in our faith through participation in weekly services and Sunday school, praising our Heavenly Father who provides everything we need to serve our community, both locally and globally.

We currently have both traditional and contemporary services from September to May, then a combined service during the summer months. We offer Sunday school classes for all ages and provide a nursery for the youngest of God's creations.

Our Mission:

To Glorify God and share Christ together through Word and Deed.

Jesus Christ is our host, who loves us into his family of faith, who challenges us to become a community of service, who encourages us to welcome the stranger in His name.



The symbols of the SPC logo – including the Celtic cross, dove, fish, flame, uplifted hands, and leaves – reflect our church’s Presbyterian heritage and our place in the wider body of Christ. These symbols are also reminders of the promise and hope of our faith in Christ proclaimed in our vision statement:

Growing as disciples and serving the World’s needs for the Glory of God.

Our Expectation

To be a place where:

People come to worship
People love to give their time in mission and service
People love to share their financial resources
People love to study and proclaim the Word of God
People love to spend time together as the body of Christ
People love each other
And all are welcome.

Strategic Needs and Pastor Expectations:

Today, Shelby Presbyterian Church is a vibrant place of faith and worship that continues to transform its members, the community, and the world. By embracing the traditions of our past, we are excited about our future journey as a church, and we will faithfully follow where God leads.

We are prepared to embrace dynamic change in order to become more intentional in our worship and activities, and in sharing our vision with the community. Our challenge going forward is to embrace dynamic change in order to meet the ongoing shifts in our society and culture. Our congregation is blessed with dedicated older members, many of whom prefer to worship in a “traditional” format. We hope to develop a ministry that not only meets our existing preferences, while also attracting spiritually hungry young people in our community. This involves a close look at our styles of Sunday worship, and whether conducting two Sunday morning services is effective. These decisions must include the opinions of the majority of our membership who does not regularly attend worship services. We must provide more opportunities for our

members to be personally invested in our ministry and mission in order to more closely connect with God through Shelby Presbyterian Church.

We seek to preserve our core traditions while adapting to cultural changes in order to achieve a more engaged congregation in worship, fellowship and service. God has blessed Shelby Presbyterian Church with a history of strong pastoral and congregational leadership. In our next Pastor, we seek the next generation of leadership to support spiritual growth throughout our congregation. We pray for our next Pastor to offer inspiration in worship and intellectual growth in education. We seek a leader who can connect with the younger demographic in our community, and offer programs that are consistent with our denominational heritage while also addressing the needs of a changing culture.

Our next Pastor should display the following characteristics:

Energetic preaching and worship leadership

Spiritual depth

Ability to lead by encouraging collaboration within the congregation

Ability to listen and articulate information verbally and in writing

Ability to maintain a positive atmosphere for staff and volunteers through strong leadership

Ability to convey compassion during times of loss and grief

Develop relationships and understand the nuances of the various constituencies within the congregation.

Our next Pastor should expect the following responsibilities:

Planning worship and preaching during both Sunday services

Coordinate and participate in pastoral care and visitation, in coordination with other staff

Plan and lead new member recruitment and orientation

Offer guidance and education during Sunday school and Bible studies

Participate in programming for Wednesday night suppers

Attend (along with other staff) various Committee meetings

Serve as Moderator of Session

Serve as Head of Staff

Support and participate in Missions and Outreach

Lead Confirmation program

Participate with new officer training

Conduct funerals and weddings

Offer pastoral counselling

Participate as a Member of the Presbytery of Western North Carolina

Our History:

About 165 years ago, an inspired group of believers built a church community for their small town. Today, the congregation of Shelby Presbyterian Church continues to grow the vision and value of that dedicated group of Presbyterians shining a light for all who seek a meaningful relationship with God.

In 1849 the Presbyterian services were held in the Cleveland County Courthouse. In 1858 our church was organized by the Concord Presbytery and our first building was completed in 1875.

Shelby Presbyterian Church was officially organized in the Concord North Carolina Presbytery on September 19, 1858. The Reverend Jesse Rankin enrolled nine members, six of whom were women. The church, having no sanctuary of its own, used the Methodist church in Shelby and met there or in the Baptist church while efforts were made to construct their own building.

The Concord Presbytery Church Extension Committee was authorized to contribute \$300.00 to aid in construction of a place of worship in May 1861. There is no mention of the Shelby congregation ever receiving those funds, and the first such effort was probably stopped by the American Civil War.

The next recorded successful attempt began in 1871. A building committee was designated during a meeting of the Concord Presbytery in Shelby. Martha Beatty, a member of the church, gave a lot to the committee, which was then sold for \$225.00. In 1872, the committee received additional property from Cleveland County which had been set aside for the Presbyterians during the incorporation of the Town of Shelby. This lot was also sold in order to purchase the property where Shelby Presbyterian Church now stands. The committee reported to the Presbytery in 1875 that the building had been completed at a cost of \$1,800.00 and was dedicated on October 31, 1875.

Before completion of the first sanctuary, membership had dwindled to 5, all women. By 1883, under the Reverend R.Z. Johnston, who was known as an evangelist, membership increased to 65. During the following decades, Shelby Presbyterian Church grew slowly and steadily.

A manse was later purchased. Also, a Ladies Aid Society and a Juvenile Missionary Society were organized to complement a thriving Sunday school. This tradition of Christian benevolence and evangelism has endured throughout the church's history. Between 1883 and 1925, the church shared pastors at various times with congregations in Waco, Cherryville, Forest City, Mooresboro, Belmont Mills, and Shiloh in Grover, NC. Not until 1925 did the Shelby congregation have its first full-time minister.

As the membership grew, the size of the building had to be expanded to accommodate the increase. The original structure was remodeled and enlarged in 1893 and again in 1916. A new manse was acquired in 1917 by swapping the original manse and adding \$2,100.00. A free-standing Sunday school building was erected in 1924, but growth in the congregation continued to crowd the existing place of worship.

By the mid-1940's, the membership growth required further expansion. They began fundraising and planning for a new structure. An additional adjacent lot was acquired, and demolition of the original building occurred in 1952. Harold Wagoner of Philadelphia was hired to design the new facility and construction quickly started. The congregation continued Sunday school in the 1924 building, and regular worship services were held in the nearby State Theater. The fellowship hall was completed in December 1953 and the new sanctuary was dedicated on April 11, 1954.

During this period, a new manse was acquired. Shelby Presbyterian Church also sponsored the formation and construction of John Knox Presbyterian Church. In 1963, an educational wing and a chapel were added to the

Shelby complex. In 1978, the 1924-era Sunday school structure was demolished. On this site, new buildings were constructed thus completing the congregational facilities as they now stand.

From humble beginnings in 1858 with nine members and no sanctuary, Shelby Presbyterian Church has grown to over 472 members with a budget over \$500,000.00. It continues the Christian tradition of benevolence and evangelism, not only in Shelby but also with missionaries in Africa and in Guatemala.

SHELBY PRESBYTERIAN CHURCH MILESTONS

1849 Presbyterian services held in the Cleveland County Courthouse

1858 (Sept. 19) Shelby Presbyterian Church organized by Concord Presbytery

1875 First building completed for \$1800

1878 (April 7) First Sunday school held

1884 First mid-week prayer meeting

1885 First Manse purchased on South Washington Street for \$325

1893 Church building enlarged and remodeled

1916 Church building remodeled with stucco exterior

1923 Boy Scout Troop 1 (now Troop 100) first troop chartered in Cleveland County.

1924 Brick Sunday school building completed

1926 A.C. Miller, Jr. ordained to deaf ministry

1942 Bulletins for Sunday services first used at Shelby Presbyterian Church

1942 First meeting of the Shelby Group of Alcoholics Anonymous

1946 Girl Scouts met at Shelby Presbyterian for 44 years (until 1990)

1952 Sanctuary torn down. Services in State Theater.

1953 (Dec) Fellowship hall completed. Worship was held in the Fellowship Hall until April beginning with the Christmas Eve Candlelight Communion service.

1954 (Apr 11) First service in new sanctuary

1954 (Sept 20) First family night supper

1954 First annual Thanksgiving breakfast and worship service - meal hosted by the Men of the Church to honor the Women of the Church

1956 Sanctuary air-conditioned

1957 John Knox Presbyterian Church organized

1962-63 Chapel and Sunday school wing completed

1978-79 Brick Sunday School building torn down and rebuilt

1979 First Montreat Congregational Retreat

1979 Rainbow Connection Pre-School began

1980 Life Enrichment Center established

1985 Soup Kitchen (Food Ministry) established

1985 (Dec) Winter Night Shelter began

1986 8:45 a.m. Sunday worship services began

1988 First Joint Worship - Shelby, Ryburn Memorial, John Knox - plus Shiloh in 2008

1997 Covenant relationship established with the Monte Los Olivos Church in Las Animas, Guatemala

1999 New Years' Eve Services began at the request of Uptown Shelby Assoc. amid anxiety about Y2K

1999 Christmas Eve Puppet show began

2001 Presbyterian Samaritan Counseling Center established a satellite location at Shelby Presbyterian

2001 Mission and Renovation (campaign included a tithe for missions that funded a Habitat House, housing for nurses at Embangweni Hospital in Malawi, and a new roof for the men's homeless shelter)

2001 Worship services held at Cleveland Community College during renovations

2007 Columbarium dedicated

2008 Sunday morning Contemporary Service established by the Session

2008 Shelby Presbyterian became a Stephen Ministry Congregation

2008 College of Elders established by the Session of Shelby Presbyterian Church

2008 150th Anniversary Celebration

2010 Joint Easter Sunrise Service with First Baptist and Central United Methodist Churches begins

2010 Annual Church Stewardship Picnic begins

2011 Water Purification System installed - Monte los Olivos, Guatemala

2012 Children's Handbell Choir begins

2012 New Church Logo approved by Session

2012 Time Capsule dedicated - to be opened in 2058

2014 (September) Kirkin' O' The Tartans begins on Heritage Sunday

2018 Perry Scholarship established for SPC graduating Seniors attending college

2018 Pipe organ upgraded and modernized with new systems

2019 Dedication of Steinway grand piano in memory of Betsy Martin

OUR CONGREGATION

Shelby Presbyterian Church stands within the Reformed theological tradition and is part of the Presbyterian Church (U.S.A.). We seek to love God and our neighbors with our whole selves. We are blessed with a:

- Well-rounded and creative membership, which includes musicians, artists, teachers, and community leaders. Approximately 20 families have 3 or more generations as active members.
- Diverse music programs for all ages
- History of devoted leadership by the Session and dedicated service by the Diaconate
- Tradition of congregational leadership and participation in Sunday worship services
- Well-educated congregation that is diverse in age
- Deep rooted church with meaningful history of leadership, service, and faithfulness in our community
- Commitment and enthusiasm for local and global mission support
- Strong history of consistent stewardship, allowing our church to thrive and grow in our mission to serve
- Lineage of gifted pastors, giving Shelby Presbyterian Church a solid foundation on which to grow

Our Core Values

Teaching the Bible and the message of Jesus Christ to all ages with an emphasis on younger generations.

Worship in the tradition of the Presbyterian Church, including a powerful and stimulating presence in the pulpit and an emphasis on excellence in music.

Giving of ourselves and our resources through local and global mission work along with being responsible stewards of our time and talents.

Discipleship within our congregation and beyond by spreading and experiencing the love of Christ through our example and commitment.

Congregational support and fellowship through pastoral care and sharing life as a church family.

Providing staff and facilities that are sufficient to support the mission and vision of our church.

Our Demographics

Membership

Prior Year Active Members **469**

Average Weekly Worship Attendance 147

Gains

Certificate **10**

Youth Professions 4

Professions & Reaffirmations **0**

Total Gains **14**

Total Year End Active Members **472**

Losses

Certificate 3

Deaths 8

Other Reason 0

Total Losses **11**

Baptisms

Presented by Others	0
At Confirmation	0
All Other	0

Age Distribution of Active Members

25 & Under	65
26-40	61
41 - 55	84
56-70	141
Over 70	121
Total Age Distribution	472

Disabled Members

Hearing Impairment	5
Sight Impairment	4
Mobility Impairment	20
Other Impairment	10

Christian Education

Birth – 3	7	Grade 7	4
Age 4	1	Grade 8	6
Kindergarten	4	Grade 9	6
Grade 1	1	Grade 10	7
Grade 2	2	Grade 11	9
Grade 3	3	Grade 12	5
Grade 4	1	Young Adults	0
Grade 5	5	Over 25	50
Grade 6	4	Teachers/Officers	40
		Total Christian Education	155

Racial Ethnic

Asian/Pacific Islander/South Asian	0	Native American/Alaska Native/Indigenous	0
Black/African American/African	0	White	472
Middle Eastern/North African	0	Multiracial	0
Hispanic/Latino	0	Total Ethnic	472

Financial Data

Annual Income	\$747,529	Mission Expenses	\$25,000
Annual Expenses	\$561,158	Personnel Expenses	\$338,827
		Facilities Expenses	\$87,390

OUR WORSHIP SERVICES

The SPC family gathers to worship on Sundays at 8:30am in Ellis Hall (contemporary) and 11:00am in the Sanctuary (traditional). From Memorial Day through Labor Day we gather together for a single service at 10:00am in the Sanctuary.

Christmas Eve:

- **5:00 p.m.** - Our Family Service is the nativity story told through gospel readings, carols, and a Christmas pageant with the participation of our children and youth. One of the highlights of this service is the performance of our farm animal puppets singing "The Friendly Beasts." The service ends with the singing of "Silent Night" by candlelight. This service generally lasts forty-five minutes and is enjoyed by members of all ages, but especially our children.
- **11:00 p.m.**- The Christmas Eve Communion and Candlelight Service is a traditional service of responsive prayers and songs, hymns and carols, Old and New Testament readings, a meditation, and The Lord's Supper. The service ends with the singing of Silent Night by candlelight.

Easter Services:

- **Palm Sunday** - Palms are distributed at both the 8:30 a.m. and 11:00 a.m. services
- **Maundy Thursday Communion** - 6:30 p.m.
- **Easter morning**
 - **Sunrise Service** - at 7:00 a.m. in the church courtyard. Coffee, juice, and hot cross buns are served afterwards.
 - **Communion Services** -8:30 a.m. and 11:00 a.m. Both services are held in the sanctuary. The congregations brings fresh cut flowers and/or greenery to put on the cross outside.

Heritage Sunday and The Kirkin' of the Tartans:

- Traditionally held on the third Sunday of September at 11:00am. We celebrate our Presbyterian heritage with a special service known as the Kirkin' O' the Tartans. We recognize the sacrifices of our Scottish ancestors, and their perseverance and dedication that led to the establishment of Presbyterian congregations in North Carolina and across the country. We ask God's blessing on the families, organizations, and districts represented by the tartans and on all who share and celebrate our Presbyterian heritage. The service includes an impressive processional and display of clan tartans representing our church families and associations.

Music Ministries:

Chancel Choir and Praise Team

The Chancel Choir, directed by Amy Allen, leads worship at our 11:00 traditional service. The Chancel Choir performs traditional classic pieces weekly, and special music services during the Advent season.

SPC Praise Team

Directed by Sherry Thomas, the Praise Team leads worship during our contemporary 8:30 services in Ellis Hall. The Praise Team, through their vocal and instrumental gifts, perform contemporary praise songs, as well as contemporary offerings of traditional hymns.

SPC Ringers

Presbyterian Church is privileged to have a 6-octave set of handbells and chimes. We are currently looking for a part-time director to lead the Ringers.

Sunday School Music Makers

SSMM gives elementary school aged children an opportunity to help lead our congregation in 'Making a joyful noise unto the Lord!' Initiated in 2016 by Anne Langley, SSMM turns the end of each Sunday School hour into a time for praise and worship with percussion and sing-along songs.

Adult Ministries:

In addition to our two worship services, every Sunday morning from early September to late May, there are seven educational opportunities for adults for 45 minutes beginning at 10:00am.

Covenant Class: They use The Present Word, which consists of quarterly books that follow a theme that is relevant biblically and theologically to everyday life. These sessions are planned to refresh, strengthen, and deepen faith.

Ladies' Bible Class: They also use The Present Word as the basis for study and discussion.

Christian Issues Class: A discussion format is used based on a great variety of topics introduced by books and videos.

Joy Makers: Focus on spirituality.

Serendipity: The class usually selects a book of the Bible to study in depth.

Women in Progress: They use a variety of biblical studies and books of interest.

F3 Class: The class members are single young adults as well as young couples, but all ages are welcome. Curriculum varies. .

New and Prospective Members Class: Taught by Pastor Luke Harkey

Youth Ministries:

SPC is blessed to have Sydney Davis as our Youth Director. She is a graduate of Gardner-Webb University and teacher at Crest High School. Sydney joined our church staff in 2017 and is a vital resource to our high school and middle school youth by encouraging their personal walk with Jesus Christ. She helps with Sunday school classes, Sunday evening youth group activities and youth special projects.

Programs for Middle School (Grades 6-8):

- Sunday School, during the school year
- Middle School Youth Fellowship
- Middle School Youth Sunday
- "Souper" Bowl of Caring
- Participation as servers for Senior Celebration Day

Programs for High School (Grades 9-12):

- Sunday School, during the school year
- Mission trips, most recently to Guatemala
- Grade 9 Confirmation instruction
- High School Youth Group
- High School Youth Sunday
- Heifer Project International
- Senior Celebration Dinner and special send-off

OUR COMMITMENT TO SERVICE AND MISSION

Global Missions:

As our world becomes smaller, SPC finds ways to do God's work in places outside our local community. Examples such as:

- SPC has a sister church, Monte los Olivos, in Guatemala. Members of our church helped them with a water purification system and continue to support them through prayer.
- SPC regularly sends a mission team, which includes SPC members who are doctors, nurses, pharmacists, teens, and other hard workers to the Dominican Republic.
- SPC supports financially and through prayers, several missions throughout the world including the Guatemalan Partnership, and missionaries in Kenya-Tenwick, Taiwan, Malawi, and the Caribbean.
- SPC provides financial and spiritual support for agencies and organizations both regionally and internationally.

Local Missions:

SPC has long been a leader in developing programs that address identified local needs. Many of those programs are still administered by this church, while others have become so large, that local agencies have stepped in to help. SPC maintains strong ties to all of these programs and encourages members to find one to support.

Boy Scout Troop 100



SPC sponsored the first Boy Scout Troop in Cleveland County (founded in 1923 and still one of the most active and successful troops in the state.) Troop 100 meets on Monday nights at 7:00.

Girl Scout Brownie Troop 20032

SPC also sponsors Girl Scout Brownie Troop 20032. They meet the first and third Friday's of the month at 6:30 in the Youth Room.

Food Ministry



Founded by SPC in 1985, the Food Ministry provides free lunch in Ellis Hall twice a week (Monday and Thursday) for those in need.

Men's Winter Night Shelter

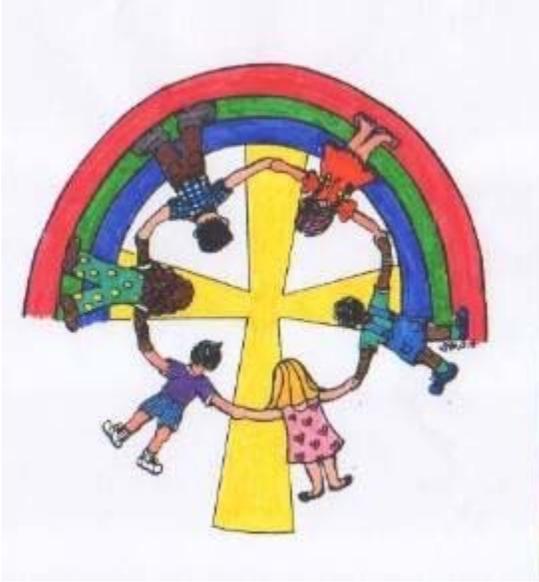
SPC established the first Men's Winter Night Shelter in 1985 and continues to support it. The shelter recently expanded to a newer, larger private facility.

American Red Cross Blood Drive



SPC sponsors and coordinates a bi-monthly American Red Cross Blood Drive. Blood drives are held the third Tuesday in the months of February, April, June, August, October, and December from 1:30-6:00 in Ellis Hall. Contact Debi McDaniel if you would like to make an appointment to donate or help on the day of the drive by providing snacks and/or man the hospitality table.

The Rainbow Connection



SPC operates The Rainbow Connection child-care program, Monday-Thursday, 9:00-1:00, during the public school year. In addition, a summer program is also offered. As we consider The Rainbow Connection important to our ministry and mission, it is not unusual for 10-15% of the children to receive full or partial scholarship.

Backpack Ministry

Each fall, The Backpack Ministry provides school supplies and backpacks for local school-age children. New items are donated, organized, and distributed by church members to those in need.

Additional Areas of Support

Shelby Presbyterian Church hosts and supports many community non-profit organizations such as Alcoholics Anonymous and Presbyterian Counseling Center and helps to financially support many other local ministries, including The Life Enrichment Center, Abuse Prevention (Women,) Young Life, Cleveland County Rescue Mission (Men's Shelter,) Greater Cleveland County Baptist Association, and Ryburn Memorial Church, to name a few.

FELLOWSHIP AND CHURCH LIFE

By building strong relationships, we open doors that often lead to opportunities for serving others in ways we never dreamed of. Our church family comes together in small groups and large to enjoy the company of fellow members and visitors. All are always welcome.

Wednesday Night Supper

Ellis Fellowship Hall from September through May. Meal is served at 6:00pm and the program starts at 6:30.

Neighborhood Groups

The congregation at SPC is divided into sixteen groups based loosely on geographical location of residency. One Deacon and one Elder serve as liaisons between group members and the church. It is not always necessary to go through the liaison when there are needs or news of members to be relayed to church staff or appropriate committees, but it is a good way to coordinate efforts to minister or celebrate with our church family. Many

neighborhood groups enjoy socializing together throughout the year. It's a great way for newcomers to get to know other families.

Annual Church Retreat to Montreat

Since 1979, members of SPC have gathered at Montreat Presbyterian Conference Center for a weekend of fellowship that includes hiking, canoeing, singing, playing softball and tennis, worshipping, creek walking, relaxing, snack sharing, Bible reading, and meditating. The weekend concludes with intergenerational Sunday school and worship with Communion.

Presbyterian Women

Every woman at SPC is automatically a member of Presbyterian Women. Presbyterian Women participate in WNC Presbytery activities and PC (USA) activities such as the Least Coin and Birthday Offerings. The women of SPC are strong supporters of our Home Work Club and the Rainbow Connection. At SPC, there are three Circles from which a woman may choose to belong. Each Circle meets once a month, usually in a member's home, between September and May, for the purposes of study and fellowship. Ladies are invited to visit and join as many Circles as they wish. The Circles are The Sarah Circle, The Mary Martha Circle, and The Deborah Circle.

Octets

Small groups, usually 7-9 people including singles and couples that meet monthly when possible to share fellowship and a meal together. This has been a wonderful way for members of the church to get to know each other better.

Men's Breakfast Group

Meets the 1st Thursday of the month, 7:00 A.M. Ken and Mary's Restaurant

Men's Lunch and Fellowship

Meets the 4th Thursday of the month, 12:30 P.M. upstairs at Joe's Place

Committees

The smooth running of SPC depends on the delegated responsibilities and work done by many committees. While most committees are chaired by an officer, any church member is welcome to serve on a committee. Many committees are permanent and ongoing, while others are formed on an ad hoc basis.

These Committees include:

- Christian Education
- Columbarium
- Communion
- Fellowship
- Finance
- Media
- Member Care
- Membership
- Memorials
- Mission and Ministry
- Nominating
- Personnel
- Presbytery Liaison
- Property
- Rainbow Connection
- Spiritual Life
- Training Oversight
- Worship and Music
- Youth Ministry

SHELBY PRESBYTERIAN CHURCH STAFF

Luke Harkey, Senior Pastor

Linda Ware, Director of Christian Education

Sydney Davis, Youth Director

Amy Allen, Director of Music

Joy Cushman, Organist

Sherry Young, Contemporary Worship Music Director

Miranda Wood, Office Administrator

June Hatfield, Bookkeeper

Tricia Butler, Nursery Director

Erica Vargas, Assistant Nursery Director

Becky Dorsey, Director of Rainbow Connection Preschool

PNEUMATRIX Jim Kitchens & Deborah Wright Principals

Program Overview and Outcomes

Across America, churches are increasingly becoming aware that we live in a post-Christendom context where there is very little cultural support for our churches' ministries. Many of us are facing a continuing decline in membership and financial resources. The challenges we face are deeper and messier than we initially understood. Adaptive Change theory helps us grasp the difference between technical (surface) and adaptive (deeper) challenges. We at PneuMatrix have developed a model that helps pastors and congregational leaders learn about Adaptive Change theory and practice. A special focus will be placed on the financial fragility congregations and their pastoral leaders face.

Program overview

- An assessment of each congregation that chooses to participate, including a review of its financial, facilities, spiritual depth, and personal energy resources
- Examination of the faithful options each congregation has, based on those resources, and discernment about the option to which the Spirit is leading them
- Three on-site visits with congregations and their pastors
- Monthly training with a group of Adaptive Change Apprentices, each of whom will work with a particular congregation
- Monthly Zoom videoconference calls with leadership teams, including the pastoral leader, selected by each congregation to lead them through a discernment process

Outcomes

- A clearer understanding of the adaptive challenges that face all of our churches
- A deeper sense of intention and missional purpose for each church, whatever faithful choice it makes about its future (including, for a few, the decision to close)
- Developing a deeper sense of connection and shared vision between churches in the region
- A deeper understanding of adaptive management, effective missional stewardship, financial literacy, financial discipleship, and developing a culture of generosity and vibrancy in the congregation.
- Creating new models for pastoral care as for smaller congregations or congregations who decide to close, e.g, finding new church homes for members, developing multiple-point parishes, inviting church planters to start a NWC in a closed church
- Developing a bench of adaptive change leaders who will work with additional groups after PneuMatrix's engagement is ended

Next Steps

Would your congregation or you (as an apprentices) want to learn more about this and/or be part of this journey in faith? If so, stay for lunch at the Presbytery meeting and talk with PneuMatrix. If you cannot talk with PneuMatrix consultants at the Presbytery meeting, then call the Presbytery (828-438-4217) and talk with Billy Robinson or Bobbi White.

What can my Congregation Expect?

ADAPTIVE CHANGE ROAD MAP

PneuMatrix is honored to begin working with Western North Carolina Presbytery to discern adaptive challenges facing their congregations. Over a 12-month period we will be working with eight congregations, first through a brief assessment process, followed by a time of framing the primary adaptive issues, then through a focused discernment process. Each of the eight congregations will be matched individually with eight Adaptive Change Apprentices (members of your Presbytery), who, together with PneuMatrix Principals the Revs. Deborah Wright and Jim Kitchens will work as teams to take this adaptive journey together. The Apprentices will be studying Adaptive Change Leadership while gaining case-in-point learning throughout the journey. At each phase it will be important to bring along the Session, and eventually the congregation.

Your church will be responsible for naming an Adaptive Change Transformation Team—your pastor(s), together with six to eight leaders from your congregation. While you may have a session member or two, the team should be a broad band of folks reflecting the diversity of your church family. Adaptive Change work is non-linear, sometimes chaotic, and can be difficult for folks who have a hard time dwelling for a while in the unknown. "Creative Disruption" is a key element of Adaptive work. The team will pick a time to meet each month, and can expect some homework/exercises to complete between meetings. Deborah or Jim will be a call-in or skype participant in the monthly team meetings, and your Apprentice will be with you at your meetings, often facilitating our exercises. On average, the team should expect to spend 2-4 hours per month total in meetings or on 'homework exercises'.

Assessment Phase - Collecting the data, learning the context

- Mission Incite report (provided by the presbytery)
- Completion of the Presbyterian Foundation Financial Health Assessment (online, free)
- Proof of Insurance of all property
- Ten-year trend report of your congregation - online at pcusa.org
- Any recent reports from past assessments like New Beginnings or Holy Cow, bring them to the table

Framing the Primary Adaptive Challenges - Peeling down the layers of the onion

Through a series of exercises, short readings, deep team discussions and practical homework, we will articulate the primary adaptive challenges facing the congregation. We will learn how NOT to default to technical solutions. We will dwell in the unknown, open to the 'Creative Disruption' period necessary to get to the heart of our issues. Eventually, 'Aha moments' will emerge! This phase can be messy and uncomfortable and chaotic, but oh, so worth it! Because Adaptive change work is so radically contextual, this phase can't be described in a linear fashion. TRUST is the key element.

Discerning the Way Forward - Options and Actions

Focus in this phase is on engaging the Session and the congregation in the process. Some of the exercises we did as a team can be used with these two groups as well. Eventually a series of options for concrete adaptive changes will emerge. Using an Energetics Tool, we will define the options, then measure the congregation's readiness for change regarding each option. We will measure the options on 3 scales: Spiritual Depth, Financial Capacity, and Commitment Energy.

SHELBY PRESBYTERIAN CHURCH

PNEUMATRIX REPORT

Submitted by David Hosick, Apprentice

Describe the congregation and its pressing issues.

Shelby PC is a strong congregation, which has been blessed by the long-term pastoral leadership of Luke Harkey. It was organized in 1849 and held its first worship services in Cleveland County Courthouse. The church building is located on prime real estate on East Graham Street in downtown Shelby. It is an impressive red brick structure that houses a traditional style sanctuary, designed for worship in the Reformed tradition. It includes a spacious Fellowship Hall (Ellis Hall), educational wing, and office suite.

During the school year the congregation offers two worship services with contemporary style worship at 8:30am in Ellis Hall and traditional worship at 11am in the sanctuary, with church school at 9:45am. Sunday's schedule changes in the summer months. In 1980 they began and continue to operate the Rainbow Connection, an "enhanced play-school" for Toddlers through Pre-Kindergarten.

They list their core values as:

Teaching the Bible and the message of Jesus Christ to all ages with an emphasis on younger generations.

Worship in the tradition of the Presbyterian Church, including a powerful and stimulating presence in the pulpit and an emphasis on excellence in music.

Giving of ourselves and our resources through local and global mission work along with being responsible stewards of our time and talents.

Discipleship within our congregation and beyond by spreading and experiencing the love of Christ through our example and commitment.

Congregational support and family of fellowship through pastoral care and sharing life as a community of believers.

Providing staff and facilities that are sufficient to support the mission and vision of our church.

Growing...Praising...Serving are the key words of their mission statement.

Shelby Presbyterian Church faces the same issues confronting most other PCUSA and mainline congregations: declining membership numbers, tightening budgetary demands, a shrinking number of young adults and children, and some division around human sexuality and the attending PCUSA issues related to it. Even so, it would be easy for this congregation to move along feeling comfortable over their present and future because they remain able to maintain programs and have excellent lay and clergy leadership. That same leadership, however, recognizes that the world around them is changing and there are harbingers of more and faster decline for all of our PCUSA. In addition, Rev. Harkey has announced his intention to retire next fall. He urged the Session and they agreed to enter the Pneumatrix program as a way to explore and address the issues they face and prepare to search for their next pastor.

1. Describe their experience with Pneumatrix Adaptive Change engagement.

Their team met on the first Thursday of the month at 5 pm. Places varied from Shelby PC to Gardner Webb University. Rev. Harkey was a regular participant and offered institutional memory and leadership. Elder Jeff Hamilton provided excellent leadership as well. He is professor of Leadership at GWU and is familiar with adaptive change. Most of the team stuck with the process and faithfully attended meetings.

Their experience would offer mixed reviews. On one hand it revealed just how the culture, even in Cleveland County, NC, had changed and was continuing to change at a rapid pace. They have recognized that their "canoe" is running out of stream in which to paddle and what is left is upstream, i.e. traditional, Presbyterian ways of doing church are not working very well, very long. It is time to adapt to changing circumstances. That message has come through.

They found Canoeing the Mountains enlightening and a useful way to understand what is happening to them. They appreciated Deborah's sharing of information about what other congregations face and are doing in response.

On the other hand, they had higher expectations for the process and often felt disappointed after a Skype meeting. What happened during those meetings did not usually resemble the Church Team lesson plans we received. The team could have gained more from their work if we had done all that was suggested in the plans at the time and in the manner it was proposed therein.

2. Describe the Pastor's role in the process.

As noted above, Rev. Harkey took an active role in the process. He shared leadership with Jeff Hamilton and encouraged me to play a leadership role when appropriate. It was Luke who brought Pneumatrix to the attention of the Session. It was his recognition of cultural change and foresight in recognizing how this process could assist in the coming work of searching for his replacement that led to his proposing it and involving SPC in it.

3. What are some primary challenges the congregation is aware of? Not aware of?

As noted above, it would be easy for this congregation to continue to move forward in time feeling comfortable and confident with their approach to ministry and mission for the reasons mentioned there. Yet, many in the congregation realize that churches are shrinking and some are closing, even in the "Bible Belt" of the South. They know that their numbers have diminished and involvement in church life has lessened. A nearby Baptist congregation has announced major changes in response to their issues. The folks of Shelby PC see the need for innovation and change. The danger is that they grasp for quick or technical fixes. The Pneumatrix team knows that is not the way forward. Their challenge is to bring the Session up to speed with what they have learned and then lead the congregation to further understanding.

The good news is that they have already begun to make adaptive change. An example is how they are approaching Rainbow Connection. In the past they had hopes that RC would be a funnel of new members into the congregation. That has not happened, at least to the degree they'd hoped. Instead, they have decided to consider RC as a mission/service opportunity. The example is their choice to find ways to assist when new babies are born into their school families. Such times are stressful for parents and siblings. SPC will provide a prayer shawl and other forms of support and encouragement. Rather than asking what RC can do for SPC, they are seeking to be of service to them.

Most in the congregation are not aware of how much attitudes toward the church and beliefs have changed in recent years. There are far more unchurched and uninterested in the faith in Cleveland County than the average SPC member realizes. Nor are they fully aware of how unchurched people view Christians and Christianity today.

4. What are some examples of "defaulting to technical fixes" that are at play?

I am hard put to come up with specific examples. Many congregations seem to think that if they just do what they've always done, but do it better than ever, they will get back to the good old days. That could be an attitude at SPC. It may be that moving to a contemporary service several years ago was a technical fix. It was for many other congregations. I fear that seeking Rev. Harkey's successor could become a technical fix of sorts, if the congregation thinks that if they just get a young, dynamic pastor they'll grow and thrive.

5. What do you see as the faithful road ahead for this congregation?

I think maximizing a sense of mission long present in the congregation is one road forward. Shelby PC members have long been involved in beginning and/or leading organizations and agencies in Shelby and Cleveland Co. which provide significant services to area residents. SPC opens its doors to groups doing "kingdom" work in order to share the congregation's resources and support the work of such groups. This kind of outward focus, if built upon, will provide a way to faithful mission, consistent with their DNA and effective to sustaining their faith community.

I also think that if the Pneumatrix team can articulate the need for adaptive change attractively and convincingly before the eventual PNC is formed and searches for a new pastor, they will be more likely to call a pastor consistent with their DNA and able to continue the long and effective leadership of Rev. Harkey.

6. What is your prognosis of their willingness/energy to take that journey forward?

I am not sure how capable I am to answer that question as I only know the members of the Pneumatrix team and Rev. Harkey. But if they are exemplary of the congregation as a whole, or even the just the Session, then I am optimistic they have both the willingness and the energy to "cross the mountains."

7. What have been the most satisfying and the most exasperating aspects of your experience as the church's apprentice?

The most satisfying aspects have been getting to know the members of the team. They are bright, engaged, committed, and faithful Christians. It is a joy to meet such and spend time with them in significant work for Christ's church. I also appreciated "reading, learning, marking, and inwardly digesting" Canoeing the Mountains. Bolsinger confirmed what I was sensing and broadened my understanding of a possible way forward.

The most exasperating aspect of my experience has been not getting as much out of our Skype meetings as I think we could have. We have returned to several of the meeting plans to do what we could have done before and that was helpful. But I think that if we had done that work and had those conversations in sequence the whole experience would have been better and more productive for our team.

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Highlights from Shelby Presbyterian Church Mission Study and Pneumatrix Review

Who we are:

- Shelby Presbyterian Church is an established community church with a 165 years of service to Shelby, NC and Cleveland County.
- We are a 472 member congregation with more than sixty five percent age fifty five or above. Our membership numbers have declined in recent years. The majority of our members do not live within three miles of the church.

Our Strengths:

- Shelby Presbyterian is a strong church family that cares for each other in good times and bad. We take pride in welcoming visitors and new members.
- Our music program is exceptional. The traditional service offers a more than twenty member choir led by a dedicated director and accompanied by our organist of more than twenty years who is also an excellent pianist. We have several other members who play organ and piano in this service. Our contemporary early service is led by a talented acoustic group.
- We have a strong fellowship group which finds many ways for our members to gather in large and small group activities.
- Our church facility is well maintained without current debt and should provide for our needs for many years to come. We have a functional sanctuary and fellowship hall, Chapel, kitchen, choir room, and storage areas. Our educational wing provides ample space for our pre-school and church offices. We have a fenced playground. We try to make our facilities available to local groups and agencies as appropriate.

Our Challenges:

Our challenge going forward is to be willing to change to meet the ongoing shifts in our society and its norms. We have a church which is top heavy with committed older members that worship in a traditional way. We must develop a ministry that not only attracts unchurched young people in our community but also energizes our current membership to get more involved and come back to church more often. We must determine if having two services is productive. We must determine how to contemporary worship fits into our mission to young people and our overall worship experience. We must provide more opportunities for our members to be involved in our church ministry in a hands on way to give them a better sense of ownership and church family.

STATISTICAL SNAPSHOT OF CLEVELAND COUNTY, NORTH CAROLINA

County Profile

Cleveland County (NC)

March 2019

Population & Growth

2016 Est Population
2010 Census Total Population
Jul2017 NC Certified Population Estimate

Population

97,113
98,078
98,427

% Annual Growth

(0.1%)
0.2%

Urban/Rural Representation

2010 Census Total Population: Urban
2010 Census Total Population: Rural

43,360
54,718

Urban/Rural Percent

44.2%
55.8%

Estimated Population by Age

2016 Est Median Age
2016 Est Total Pop 0-19
2016 Est Total Pop 20-24
2016 Est Total Pop 25-34
2016 Est Total Pop 35-44
2016 Est Total Pop 45-54
2016 Est Total Pop 55-64
2016 Est Total Pop 65+

42
24,358
6,559
10,585
11,663
14,047
13,302
16,599

% Pop by Age

25.1%
6.8%
10.9%
12.0%
14.5%
13.7%
17.1%

Commuters, Workers Age 16 and Over, 2016 ACS Est

Percent of Workers, By Travel Time

Avg Travel Time, Minutes	23.4
Workers Not Working at Home	38,498
Travel Time to Work: < 10 minutes	13.9%
Travel Time to Work: 10-14 minutes	14.4%
Travel Time to Work: 15-19 minutes	19.0%
Travel Time to Work: 20-24 minutes	15.4%
Travel Time to Work: 25-29 minutes	8.0%
Travel Time to Work: 30-34 minutes	10.5%
Travel Time to Work: 35-44 minutes	5.3%
Travel Time to Work: 45-59 minutes	7.4%
Travel Time to Work: 60+ minutes	6.1%

Workers, By Transportation

Worker Transp, Base	39,452
Work at Home	2.4%
Drove Car/Truck/Van Alone	85.2%
Carpooled Car/Truck/Van	9.6%
Public Transportation	0.2%
Walked	2.1%
Bicycle	0.0%
Taxi, Motorcycle, Other	0.4%

Place of Work

Worked in State/County of Residence
Worked in State/Outside County of Residence
Worked Outside State of Residence

Commuters

26,472
10,691
2,249

Residents

67.1%
27.1%
5.7%

Education

2017-18 Kindergarten-12th Enrollment
2018 Average SAT score (1600 new scale)
2018 Percent of Graduates taking SAT
2016-17 Higher Education Completions (Provisional)
2016-17 Higher Education Enrollment (Provisional)
2016 Est Education Attainment - At Least High School Graduate
2016 Est Education Attainment - At Least Bachelor's Degree

15,175
1,068
42.0%
3,798
9,094
55,303
10,792

Pop Age 25+

83.5%
16.3%

Housing

		% Ann Growth or % Total
2016 Est Total Housing Units	43,285	(0.0%)
2010 Census Total Housing	38,555	
2010 Census Total Households	43,373	
2010 Census Occupied Housing	33,737	87.5%
2010 Census Vacant Housing	4,818	12.5%
2016 Est Median Value of Owner Occupied Housing	\$108,100	
2016 Est Median Gross Rent	\$662	
2016 Est Owner Occupied Housing	25,015	67.3%
2016 Est Renter Occupied Housing	12,163	32.7%
2016 Est % Owner Occupied Vacancy Rate	3.4%	
2016 Est % Renter Occupied Vacancy Rate	7.9%	

Income

		% Ann Growth or % Pov
2016 Est Median Family Income	\$49,073	
2017 Median Household Income (SAIPE)	\$39,911	3.3%
2016 Est Median Worker Earnings	\$26,615	
2017 Per Capita Income (BEA)	\$36,281	
2017 Est Pop, Income Below Poverty (SAIPE)	17,958	18.8%

Employment / Unemployment

Currently 2017 Annual

Jan2019 Prelim., 2017 Employment	45,979	45,295
Jan2019 Prelim., 2017 Unemployment	2,167	2,242
Jan2019 Prelim., 2017 Unemployment Rate	4.5%	4.7%
2018Q3YTD, 2017 Announced Job Creation	114	486
2018Q3YTD, 2017 Total Announced Investments (\$mil)	\$14.5	\$356.5

Employment / Wages by		2018Q3	2017	2018Q3 Avg	2017 Avg
Industry	Employment	Employment	Weekly Wage	Weekly Wage	
Total All Industries	34,672	34,725	\$766	\$754	
Total Government	6,406	6,960	\$839	\$820	
Total Private Industry	28,266	27,765	\$749	\$738	
Agriculture Forestry Fishing & Hunting	122	126	\$584	\$666	
Mining	
Utilities	218	145	\$1,792	\$1,709	
Construction	1,700	1,670	\$1,062	\$941	
Manufacturing	6,806	6,488	\$1,046	\$1,035	
Wholesale Trade	940	1,000	\$845	\$837	
Retail Trade	3,932	4,105	\$508	\$515	
Transportation and Warehousing	2,378	2,563	\$764	\$776	
Information	401	445	\$1,486	\$1,462	
Finance and Insurance	488	523	\$947	\$937	
Real Estate and Rental and Leasing	245	232	\$670	\$616	
Professional and Technical Services	674	638	\$1,129	\$1,093	
Mgt of Companies, Enterprises	
Administrative and Waste Services	2,216	1,922	\$526	\$566	
Educational Services	3,129	.	\$759	.	
Health Care and Social Assistance	5,132	5,042	\$779	\$829	
Arts, Entertainment and Recreation	442	396	\$216	\$208	
Accommodation and Food Services	3,023	2,905	\$282	\$273	
Other Services Ex. Public Admin	700	681	\$542	\$565	
Public Administration	2,038	2,034	\$797	\$734	
Unclassified	0	0	\$0	\$0	