

**A. Statistical Information**

	10 Yrs. Ago	5 Yrs. Ago	Today
Communicant Membership	1051	1006	997
Baptized Membership	1280	1212	1193
Infant Baptisms	18	20	16
Adult Baptisms	0	1	0
Junior Confirmations	15	13	13
Adult Confirmations	9	5	15
Transfers In	33	51	47
Transfers Out/Releases	18	13	28
Weddings	8	4	6
Funerals	12	15	15
Average Weekend Worship	520	523	521
Ave. Sunday School Attendance	75	77	80
Ave. Youth Bible Study Attendance			16
Ave. Adult Bible Study Attendance	122	130	145
Ave. Small Group Participation	138	150	165
Vacation Bible School Attendance	93	96	105
Total Operating Budget	659,866	848,204	988,760
Synod/District Mission Offerings	62,865	89,717	113,373
Average Per Household Giving	1314.00	1718.00	2044.00

**B. Community Information (from the US Census Bureau)**

1. Our community is growing, and will continue to grow for the foreseeable future.
2. We have seen significant changes in our community in recent years:
  - numerous large apartment buildings have been built,
  - the addition of Muslim mosques and a Hindu church, and
  - Mayo Clinic is predicted to show a large growth in employment.
3. a)The major ethnic groups in our community are:
 

White 77.4%	Asian 5.4%
Black 13.2%	Two or more races 2.5%

3. b) The religious affiliations of our community are:
  - Roman Catholic 23%
  - Lutheran 18%
  - Methodist 5%
  - Presbyterian 2.4%
  - Baptist 1.33%
  - Pentecostal 1.1%
  - Other Christian 9.7%
  - Islam .34%
  - Jewish .27%
3. c) 36% of our community claims no religious affiliation
3. d) The median age of our community is 37 years.
3. e) The median per household income of our community is \$53,482.
4. The greatest opportunities for outreach and service in our community would be through the POBLO ministry in reaching out to Somali, Chinese, and other ethnic groups.

5. GTO (Growth Through Outreach) report:

a. Service to you and Community

In general, the community felt that Redeemer could help in many ways. One common theme that was noted was improving involvement in the local community. Specific ideas included helping with neighborhood cleanup, and shoveling snow or otherwise assisting with elderly residents in the fall and winter months. Many neighbors noted that they enjoyed the Redeemer rummage sale and trunk-n-treat events that occur in the fall. They would like to see Redeemer continue to support to the Rochester Servant Event. Other ideas included participation in a neighborhood watch group, and to try to bring community events to the Slatterly Park area to help elevate the perception of the community. There were also recommendations to somehow slow down traffic, and avoid parking too close to corners or in front of driveways. Some others mentioned providing a type of afterschool program and affordable and non-religious daycare. Overall there is a desire for an open and welcoming community, but is reported as being difficult since the local community does not socialize or talk very much.

b. Prayers:

There were multiple prayer requests for the health and well-being of each household, family members and friends. Prayers were requested for the sick and hurting including family members with cancer, and for those grieving following recent deaths of loved ones. There were also prayer requests for upcoming moves as well as for recent moves, and being new to the neighborhood. This demonstrates the rate of change in the community. Prayers were also requested to help renew faith in both religious and non-religious, for neighbors who have had bad experiences in church, and for neighbors to interact and watch out for each other more.

### C. Congregational Culture.

#### 1. a) Interview with Pastor James Heining

##### **Strengths of Redeemer:**

Redeemer is an accepting and healing congregation. People quickly feel that they belong. Redeemer members volunteer for many and all activities. The staff is very cohesive and works extremely well together. Redeemer has strong ministry teams such as Stephen Ministry and Christ Care groups.

##### **Weaknesses of Redeemer:**

Redeemer is able to relate to people who look and act like “us”. Redeemer is relatively unknown in the surrounding neighborhood. Redeemer is more “reactive” rather than “proactive”. Redeemer is accepting of Christians that are looking for a new Church home and much of the growth is from existing Christians.

##### **Unmet Needs of Redeemer:**

Redeemer’s physical building needs continuous updating and remodeling. Enabling and expanding technology for church services, communication, and evangelism could be accelerated. Visionary leader.

##### **Staff:**

Redeemer is blessed with a very strong and cohesive staff. Staff is able to work independently and collaboratively. Very little micromanaging occurs.

Pastor: Appreciative of the love and support of the congregation.

#### 1. b) Interviews with other called staff

Summary of Interview with the Called Staff of Redeemer on 5/16/2016 (Assistant Pastor, 2 DCEs, and DPM. Note: Senior administrative Pastor was not present and his Interview is above).

**Strengths of Redeemer:** Redeemer has engaged lay leaders that are able to step forward. Redeemer is warm, friendly, welcoming, and people have a sense of family. It cares for youth and children. Redeemer has a firm foundation on the reliance on God’s Word. They engage in bible study hour, small ministry groups, and overall they like being together to share with laughter and joy. Redeemer is supportive of the called staff/staff and has a strong culture of leadership of lay people working collaboratively with the called staff. Any conflict resolutions are handled tactfully and with care. The called staff /staff work extremely well together in service.

**Weakness of Redeemer:** Space at Redeemer is limited and will hamper growth opportunities. Redeemer is “afraid” to take the initial bold step forward. Redeemer is comfortable with what they do well. Redeemer is more reactive than proactive. Redeemer has limited knowledge of the needs of the surrounding neighborhood and greater Rochester. Given the large size of the congregation, the ability to hear all opinions/voices is a challenge. Not only listening to the ones who speak up, but also to listen to those who do not speak up in public, but have great ideas. Communication and publicity to all members is a challenge. Growth/maintaining congregation membership has been largely through transfers.

**BHAG (Big Hairy Awesome Goal):** Activate our membership to be everyday missionaries. Deepen our faith walk. Caring of the community-evangelism. Community Outreach Center for the community to use. Get members connect more to ministry opportunities at Redeemer and beyond. Reaching out to all of Rochester with the Gospel.

**Opportunities:** The mission field is ripe for harvest. We need to continue to grow strong Christians. With trained and engaged called staff as educators, we have the opportunity to educate and develop our lay leaders and the rest of the congregation as disciples. Growth and interactions with activities of POBLO, use of lay leaders and the rest of the congregation to embrace a growing Rochester.

**Pastoral Expectations from the Called Staff:** See section D (Page 7) for the congregation's focus group response to pastoral traits. Below in ranked order are the called staff's Pastoral Expectations:

1. Servant Leader
2. People Skills
3. Faithful to the Scripture
4. Dynamic Pastor
5. Tie: Empowers Lay Ministry/Engaging Teacher
6. Vision Caster\*
7. Administrator

- \*Note: This trait was also commented on in the Senior Pastor exit interview, but not by the congregation

**Team Ministry:** Team ministry is crucial and an integral part of Redeemer and its called staff and staff.

- The next pastor will be the Team Lead of Redeemer's Team Ministry
- As a team lead, it would be helpful if:
  - He is supportive of team members
  - He is excited by strong leaders and not intimidated by them
  - He sees his role as encouraging and empowering their leadership
  - He uplifts the gifts of lay leaders/called staff/staff and helps them use them and thrive in them
  - He is not a micromanager

2. A representative group of members of our church listed the following areas as most important for the culture of our congregation: #5 is the number of respondents that scored that culture trait as a 5.

17						
Culture	Respondents					
			#5	#4 and 5	#3	#2 and 1
Stagnant	1 2 3 4 5	Growing	3	13	4	0
Unfriendly	1 2 3 4 5	Friendly	13	17	0	0
Timid	1 2 3 4 5	Courageous	0	9	6	1
Older	1 2 3 4 5	Younger	0	3	8	6
Limiting	1 2 3 4 5	Empowering	5	15	2	0
Conflicted	1 2 3 4 5	Unified	6	15	1	1
Self-Serving	1 2 3 4 5	Evangelistic	2	10	0	0
Stingy	1 2 3 4 5	Generous	9	16	4	1
Closed to Change	1 2 3 4 5	Open to Change	4	12	4	1
Pessimistic	1 2 3 4 5	Hopeful	5	15	0	1
Unclear Vision	1 2 3 4 5	Clear Vision	4	11	5	0
Unclear Values	1 2 3 4 5	Clear Values	11	16	1	0

3. Five of the most significant events in our church during the past five years would include:
  - Paying off the mortgage;
  - adding a second DCE;
  - replacing Pastor Rance Settle with Pastor Adam Koglin; and
  - remodeling our office areas
  
4. Other than calling a new Administrative Pastor, we have few challenges facing our congregation right now. As in almost any congregation, financing is always a potential issue, as is the aging of the congregation, as is complacency.
  
5. The administrative structure of our congregation is very basic: The Church Council represents the congregation and meets monthly to make decisions on finances, staffing, projects, and so forth. The Administrative Pastor plays a very large role in this process by counseling and advising the Council. The Elders, Trustees, and other groups and committees deal with day-to-day issues affecting the health of the congregation as well.
  
6. Some things in our congregation that work well and could be amplified include the
  - Music and Worship program,
  - the adult education program, and
  - the Youth Group.

7. We were asked to list three things in our congregation that are broken and need to be fixed. We could not come up with anything that is broken. Brainstorming included a larger parking lot, more outreach, and finding a way to get non-church attending members to be more involved.
8. We were also asked to list three things in our congregation that have died and need to be gently put to rest. We were not able to come up with any.
9. Lastly, we were asked to list three things that our church is not doing now that it should be doing. Ideas include:
  - a. Reaching out to those in the surrounding Church Neighborhood.
  - b. Being more accepting of those that do not look or act like us.
  - c. Enable more of the congregation in using their talents to serve the Lord.

**D. Pastoral Expectations:** Task force ranked the top 5 traits. Total selected were the number of respondents that ranked a trait #1-5. Total #1 were the number of respondents that ranked that trait as #1.

<b>Pastoral Traits</b>	<b>17 Respondents</b>	<b>Selected only 5 traits</b>	
<b>Up to 25 Traits</b>	<b>Total Selected</b>	<b>Total #1</b>	<b>Total #1-3</b>
Faithful to Scriptures	15	10	14
Dynamic Preacher	10	3	8
Engaging Teacher	10	0	4
Administrator	10	3	6
People Skills	7	0	3
Servant Leader	5	0	3
Humble	4	0	2
Communicator	4	0	2
Passionate	3	1	1
Empowers Lay Ministry	3	0	1
Evangilist	3	0	1
Patient	2	0	0
Pastoral Counseling	2	0	2
Reaches Younger Generation	2	0	1
Takes Initiatives	2	0	0
Intercessor	1	0	1
Flexible	1	0	0
Creative	1	0	1

Tactful

Vision Caster

Make House Visits

Family Ministry

Healer

Small Group Ministry