



**Northridge  
Presbyterian Church**

## **MISSION STUDY REPORT**

**NORTHRIDGE PRESBYTERIAN CHURCH**  
6920 Bob-O-Link Dr.  
Dallas, TX 75214

[www.northridgepc.org](http://www.northridgepc.org)

April 3, 2019

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## INTRODUCTION



After the departure of its head pastor who answered a call to another PCUSA church, the Session of Northridge Presbyterian Church appointed a task force to conduct a Mission Study to begin the process of discerning God's call for a new head pastor to lead Northridge into the future.

Informed by scripture and bathed in prayer, the task force undertook its assignment at an unprecedented and exciting time in the church's history. The entire Northridge campus has been under construction for over a year, and the congregation is eagerly anticipating the completion of a new Christian Education and Administration wing in May 2019. The process that led Northridge here began in 2013, when the church completed a six month visioning process and developed a strategic plan for the church called Vision 2020. So as a new building rises from the demolition of the old, Northridge ends one journey and begins another.

Our central task was to reaffirm who we are as a community of faith, to honestly name our challenges, to begin to identify our hopes and dreams for the future of our church as well as the particular gifts we think should be strengths of its leader. To that end, the task force used the prior work of the Vision 2020 task force, statistical reports, demographic analysis, listening sessions, and an online congregational survey to document the who, where, how, and what of congregational life.

The intended audience for this report is many fold. It has been commissioned by the Session and, subject to approval, will be submitted to Grace Presbytery's Committee on Ministry as part of the search and call process. But it is also intended to be shared with the Northridge congregation, so that they may know more about their church, and to be used as a reference for candidates to explore as they discern a potential call to Northridge.

## **NORTHRIDGE YESTERDAY<sup>1</sup>**



The story of Northridge Presbyterian Church begins in 1905. In that year, 21 members from First Presbyterian Church Dallas, along with about 50 others from East Dallas, petitioned the Dallas Presbytery to charter them as the “East Dallas Presbyterian Church.” At that time, life expectancy in the United States was 47 years. Now it is 77. In 1905, there were only 8000 cars in the whole country and only 144 miles of paved roads. Only one in seven homes in America had bathtubs in 1905, and just one in twelve had a telephone. Only 6% of Americans had earned a high school diploma. The average wage was .22 cents per hour, and at that time, 95% of all births took place at home.

114 years, three sites, five buildings, 15 pastors, and several thousand members later, and by the grace and power of God, Northridge survives and thrives. After incarnations at the intersections of Washington and Gaston, and later Swiss and

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<sup>1</sup> This history owes its origins, and in many cases its exact phrasing, to a sermon preached by pastor Emeritus Roger Quillin as part of the Northridge Centennial Celebration in 2005, and to an invaluable historical timeline prepared by member Cathey Hundley in connection with the Northridge Centennial.

Carroll, the Congregation moved to our present 6-acre site on Bob-O-Link in 1950, taking the name “Northridge Presbyterian Church.” By the mid-1990s, membership outgrew our facilities. After a capital campaign and a lot of prayer, construction began in January 2000 on the present sanctuary and fellowship hall (now “Quillin Hall”). We dedicated the new structures in March 2001. By 2018, and another capital campaign ... and more prayer ... work began on a new educational wing, scheduled for completion in May 2019.

Our survival and success were not pre-ordained. There have been tough, soul-searching times, most notably in 1956. In that year, after the Deacons discovered irregularities in the finances of the Church, the then-minister attempted to take the membership and the property away from the Presbyterian denomination over the protests of a loyal minority. The loyalists, including nonagerian members Mark and Lucille Goode and Al Topham, hired one of Texas’ finest trial attorneys, Henry Strasburger, to fight to keep the church and property in the denomination. The church custodian named the dispute the “Dumololy,” a descriptor that survives to this day. Ultimately, the Court system sustained the loyalist position, we stayed “Presbyterian,” and the lessons from that time have endured:

*When the loyalists were back in the building, we were faced with many problems - an enormous debt and missing equipment. We were young couples with small children and one income with men just beginning their careers. We found that commitment to our church and faith in our God held us together. We continued giving 10% or more of our income off the top and we paid off the church mortgage - burned it at a fellowship dinner. Many of us took on jobs we never thought we could do such as teaching, being church officers and doing maintenance work. Our faith in God's guidance and our belief that we were doing the thing that was best for the church carried us through the turmoil. It must be remembered in any such conflict, especially one in the church, that we have to differ in love.*

Don Fox from account of the Dumololy

Our heritage embraces many firsts that shed light on who we are. We have a passion for mission and devote a sizeable percentage of our operations budget, plus time and talent, to helping others. In the 1970s, Northridge youth traveled to Mexico, the first of dozens of Youth Mission Trips. In the 1980s, a group of Northridge adults inaugurated the first of the now annual adult mission trips, a trip

to the poorest country in the Western Hemisphere – Haiti. In 2010, and about a 100 years late, Northridge called its first fulltime associate pastor, Susan Systma Bratt. Susan graces us with her talents and gifts today. In 2011, Northridge launched a new mission outreach, “Northridge Without Borders,” working with the International Refugee Committee to welcome and to minister to immigrants fleeing political oppression in their home countries.

Why the history lesson? So we can remember our church DNA and the legacy bequeathed to us. The Apostle Paul in his first letter to the Thessalonians saluted the congregation in Thessalonica for their “work of faith, their labor of love, and their steadfastness of hope ....” It is with this same sense of gratitude Northridgers give thanks for our predecessors’ faith, hope and love that have brought us to this moment in our history: an exciting search for our next Senior Pastor/Head of Staff.

## **NORTHRIDGE TODAY**



Our congregation is made up of individuals and families from many backgrounds – some for whom Northridge is a first church home, and others who’ve been worshipping with us for decades. Our community is small enough that folks get to know each other well – and big enough to offer programs for varied needs, from senior fellowship and support to rich mission opportunities and a strong Christian education program for all ages and stages.

We are a community of wide-ranging political persuasions, but we unite in the belief that God calls us into communion together, that we might go out into God’s world strengthened and fortified to further God’s kingdom on Earth. Northridge



values diversity and inclusivity, and we fully embrace and welcome the gifts of LGBTQ community members through ordination.

## Core Values

Northridge is grounded in the Reformed tradition and defines itself as a community glorifying God through ministry, mission, and service.

- Worshipping together, welcoming all people, and offering meaningful spiritual experiences.
- Studying and teaching the Bible, providing a source of hope and direction for people's lives.
- Respecting individual differences and nurturing one another with prayer, support, and fellowship.
- Promoting good stewardship of God's earth and its resources, as well as our own spiritual and material gifts.
- Sharing God's love by responding to our community and world with compassion.



## Ministry Overview

### *Christian Education*

**Children/Youth Education Ministry** – For our youngest, we have a nursery staffed by loving, trained childcare professionals. They work hard to make sure church is a warm, welcoming place for infants and toddlers.

As our children grow, so do their opportunities to participate in the life of the church. Our Director of Children and Family Ministries coordinates our Sunday School programs, as well as programming throughout the year that provides children of all ages with opportunities to learn, engage and serve. Children have opportunities to participate in events ranging from **Mission Madness** service projects to church-wide gatherings like Northridge Fall Fest to annual events like our **Family Mission Trip**, **KidQuake** kids' retreat and **Vacation Bible School**.



Our 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> graders are welcomed into a **456'er Fellowship Group** for monthly gatherings and service, and our 7<sup>th</sup>-12<sup>th</sup> graders can participate in our Youth Group, with weekly fellowship during the school year and a Mission Trip each summer. All families are welcome on our annual Family Mission Trip, which provides mission opportunities appropriate for all ages.

Middle school students are invited to attend confirmation class and are guided with challenging questions as they decide whether or not to profess their faith and be confirmed in the church. Our high school youth explore biblical history and work towards a fuller understanding of the stories they were taught as younger children.

**Adult's Education Ministry** – The Adult Education program offers different options depending on interest in scripture – however all classes incorporate relevant topics and the chance to experience faith through discussion and individual thought, through the support of our ministers, members, and occasional guest teachers. New adult classes begin every six weeks.

Additional non-Sunday morning options for faith formation include the following:

**First Wednesday** - (first Wednesday of most months) welcomes everyone to gather for a simple meal, discussion and activities designed to encourage community and spiritual growth for children, adults and teens.



**L.I.F.T.** – Northridge’s new L.I.F.T. (Living in Faith Together) ministry held on selected Sunday afternoons builds relationships through cross generational Christian formation. Everyone gathers together around tables to share food, fellowship and learning

The **Northridge Child Development Center**, serving students’ age 2 years on Monday and Wednesday, and students’ age 3-5 years on Monday, Wednesday and Friday from 9:30-2:25.

### ***Congregational Care***

Much of the congregational care at Northridge is coordinated and handled by our Board of Deacons whom coordinate some key ministries, including:

**Flower Ministry** - This is one of the most appreciated NPC Deacon ministries at Northridge. People are recruited from a list of volunteers for each week when flowers are left by the family donating an arrangement for Sunday worship. Deacons make bouquets and deliver flowers either Sunday afternoon or Monday. In addition, bouquets are shared with Northridge members who are celebrating something special or needing a cheerful visit.

**Helping Hands** - At times, simple tasks around the home require assistance. NPC Deacons and other volunteers are ready to help Northridge members with basic home repair and yard work projects.

**Medical Equipment** - The NPC Deacons have medical equipment that is available to all Northridge members. The Deacons also have a list of medical equipment that other church members are willing to provide to church members.

**Transportation Ministry** - The NPC Deacons have gathered some valuable resources regarding free or low cost transportation services available Monday – Friday.

**Visitation** – A core mission of the NPC Deacons is home visitation of members for a variety of reasons. Visits are arranged as requested by contacting any Deacon and/or pastor.

**Home Communion** – On Sundays when communion is offered in worship, Deacons coordinate at-home communion and a brief liturgy service to home bound

members of Northridge. This meaningful ministry allows shut-ins to feel they are not forgotten, but still an important part of the congregation.

### ***Active Group Ministries***

A ***Men's Breakfast Group*** for men of any age and stage are invited for breakfast and fellowship on the 2<sup>nd</sup> Friday of each month.

A ***Parents Group*** invites parents of any age and stage to find a place to connect in Sunday school via the Table Talk classes offered throughout the year as well as through quarterly social outings and gatherings.

The ***Northridge Older Adults Happenings*** (NOAH) is a group for adults ages 55, and older, which provides social connection and intellectual stimulation for NPC adults, their friends and older adults in the community. Monthly program formats vary and may include lectures, book reviews, musical performances, day trips for music or art encounters, and games. NOAH meets at the church on the second Thursday of each month.

***Northridge Youth Ministry*** is a community of 7<sup>th</sup> – 12<sup>th</sup> graders and adult sponsors who offer support and guidance for the youth as they navigate their middle school and high school years. As a community shaped by the spirit of Jesus Christ, we are committed to working for justice, cultivating spiritual growth, and building loving relationships in everything that we do. At Northridge, we seek to offer a safe and brave space for all youth. No matter your gender identity, sexual orientation, race, ethnicity, political, or religious views, you are welcome to be a part of our community. We believe that God is experienced most fully through diversity, so your presence is a gift to us.



***Presbyterian Women in Northridge*** (PWIN) is a group for women of any age and stage. Bible Study groups meet monthly, and women also gather for service and fellowship throughout the year.

- A **Morning Circle** meets on the second Tuesday of every month from September through May at the church. Circle meetings include Bible Study, prayer time, and a light snack. The Bible Study leadership rotates among the members.
- An **Evening Circle** meets on the first Tuesday of the month from September through December and from February through May. Meetings are held in members' homes.
- Additional PWIN activities **include a Service Day**, 3rd Tuesday of each month September through May and a **Purls of Wisdom Knitting Group**.

## **Music Ministry**

Northridge offers something for everyone. We believe that God calls us all to use our gifts to glorify God and to spread God's love in the world. Below is a list of our musical ensembles:

***Chancel Choir*** – Wednesday evenings from 7 - 8:30 in the Music Room. Music is prepared and rehearsed for the Sunday 11 AM worship service, as well as special presentations during the year.

***Chancel Bells*** – Sunday evenings from 6:30-7:30 in room 203. Music is prepared for the 8:30 & 11 AM worship services during the year, as well as special presentations during the year.



***One & Done Choir*** – During the last Sunday of the month (with the exception of December and May) this special choir gathers at 10:30 AM in the Music Room. All are welcome to come and join this choir. *Our motto is "no robes, no commitment...just worship!"*

**Northridge Youth Music Ensemble (NYME)** – This group of 7<sup>th</sup>-12<sup>th</sup> grade musicians gathers for practice before youth group, playing music of varied instruments during youth events as well as in worship.

**Children's Choirs** – Sunday evenings from 4-5 PM

- **The Cherubs** (grades 1-3)
- **The Seraphs** (grades 4-6)



## Commitment to Mission

*Northridge Presbyterian Church responds to God's grace as revealed in Holy Scripture and in the living example of Jesus Christ. Through worship, teaching, service, and fellowship, we demonstrate the good news of the Gospel and minister to the spiritual and physical needs of others. We recognize a responsibility beyond ourselves to live and serve with love and to seek peace and justice in God's world.*

### Northridge Mission Statement

Northridge has a long tradition that emphasizes benevolence and mission as central to the meaning of "church." We are Christ's body in the neighborhood, the community, and the world. We share a strong commitment to being Christ's body in widening circles of witness, and Northridge has always committed a significant amount of its financial resources towards its commitment to local and world-wide missions.





We seek engagement with our neighbors as we offer a place of welcome to newly arrive refugees through our Northridge Without Borders ministry, teaching English as a second language through Literacy Achieves, and many other hands-on missions through our 22 mission partners. We offer the meeting spaces of our building for community groups, including Boy Scouts of America Troop 64 and the Northridge Child Development Center, and we hope to host more of our neighbors once we occupy our new space. We reach further out by means of mission trips for families, youth, and adults, and the mission co-workers we support in Mexico and the Philippines.

Throughout the year, we offer members of Northridge “special giving projects” through our gift bags of toiletries and necessities to the residents of the VA Hospital. Members have the opportunity to honor friends and family through our 2 Pencils alternative gifting project. The 2 Pencils project allows members to make additional monetary gifts to selected mission partners.

Northridge helped to establish Seeds of Hope Community Garden for new refugee families, and we have bi-annual work days to help these families make repairs and prepare the gardens for a new season of growing.





Each year on Martin Luther King Day, our congregation delivers Meals-on-Wheels. (We also have a group of volunteers who deliver meals throughout the year.) Each month we serve dinner at The Bridge, a facility that serves the homeless in our community.

Our denominational and Presbytery ministry shares support outreach to our world as we seek justice for all of God's children. Other mission ministries include:

- Annual mission trips for families, youth and adults
- Northridge Child Development Center
- Veterans Day Project
- Serving dinner at The Bridge
- Financial support and leadership with 22 partners
- Support of two mission co-workers, Rev. Mark Adams in Mexico and Rev. Cathy Chang in the Philippines
- Ministry shares through Grace Presbytery and PCUSA



## Officers and Staff

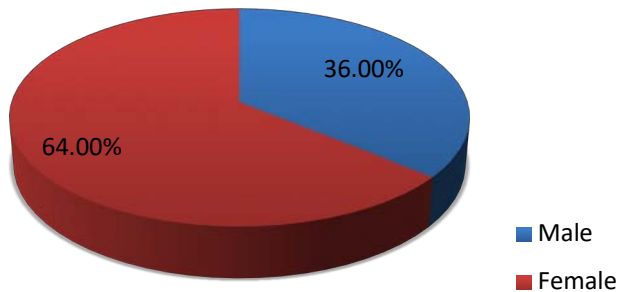
**Session:** 18 Elders serve 3 year terms in classes of 6.

**Diaconate:** 10 Deacons serve 2 year terms in classes of 5, plus 1 youth Deacon.

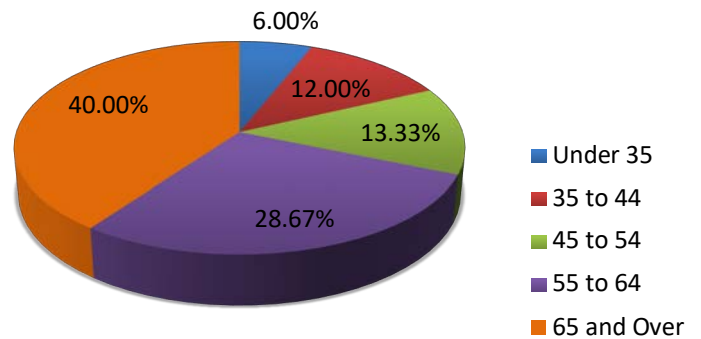
**Staff:** Northridge has a full-time staff comprised of a Senior Pastor (Interim at this time), an Associate Pastor, a Director of Children and Family Ministries, a Music Director, and an Office Administrator. Part-time staff includes a Youth Director (currently unfilled), Organist, Custodian, and two nursery attendants.

## Church Demographics

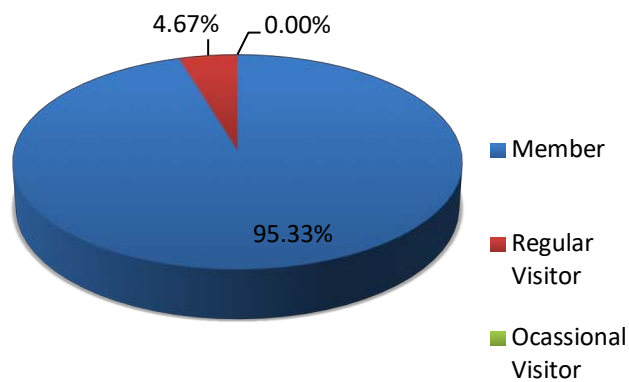
### Gender



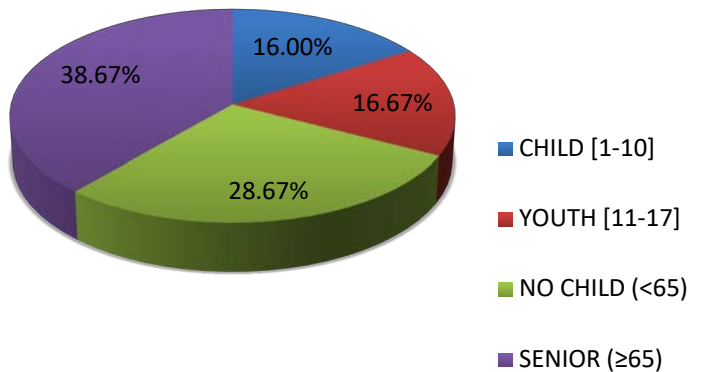
### Age



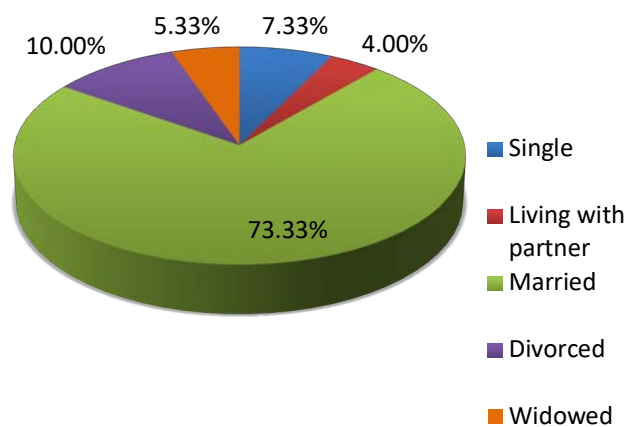
### Membership Status



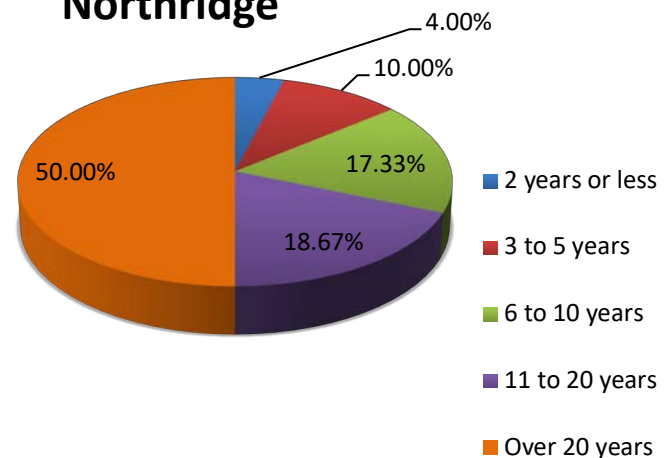
### Children Living at Home



### Marital Status



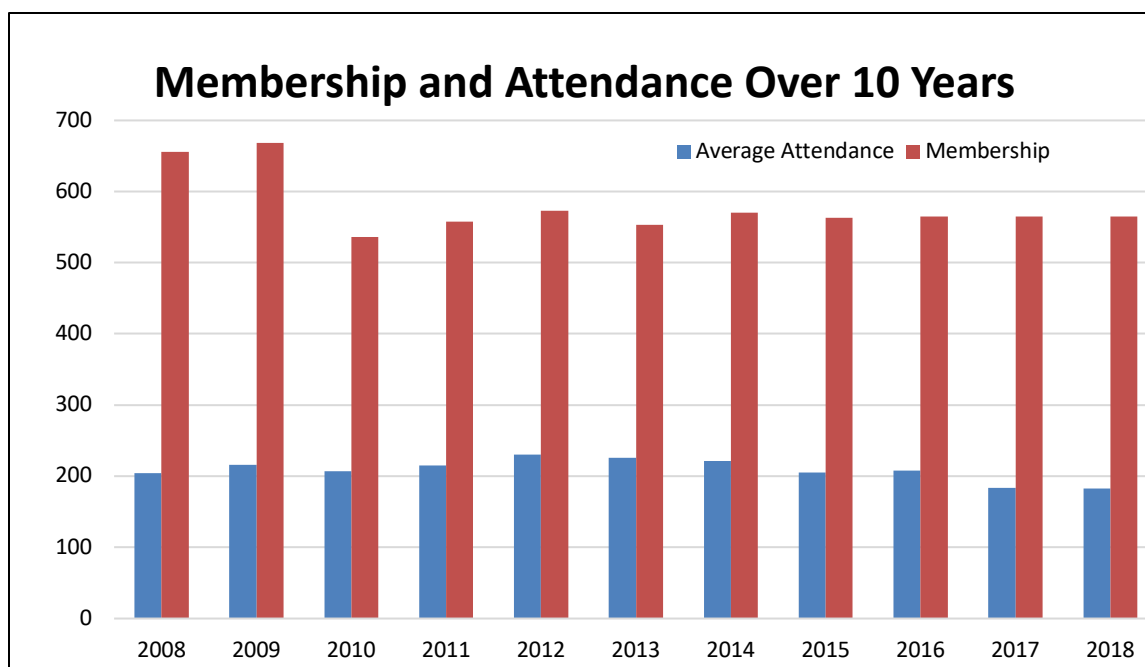
### Length of Time at Northridge



## Membership and Attendance

With a current membership of 565, Northridge is a unique multi-generational congregation, with some third and fourth generation members in our midst. The current average attendance is 184 worshipers a week, a decline over its peak of 230 worshipers a week 2012.

There are likely various reasons contributing to the attendance decline, including a six-year process leading to the construction of our new CE wing, the limits placed on programming space during this time, the departure of our senior pastor, and a continuing societal shift in changing definitions of what constitutes regular attendance. The slow decline in attendance and a desire to increase it was a consistent theme in our surveys and focus groups.

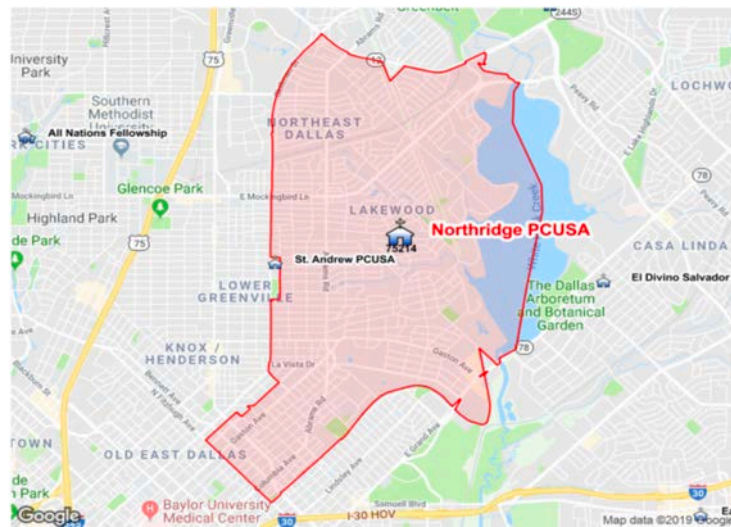


While attendance has declined, reported membership has remained relatively stable. The 2010 “drop” in membership above was the result of a review of Northridge’s membership roles and the removal of inactive members. The data suggests that a new review of the membership roles may be appropriate.

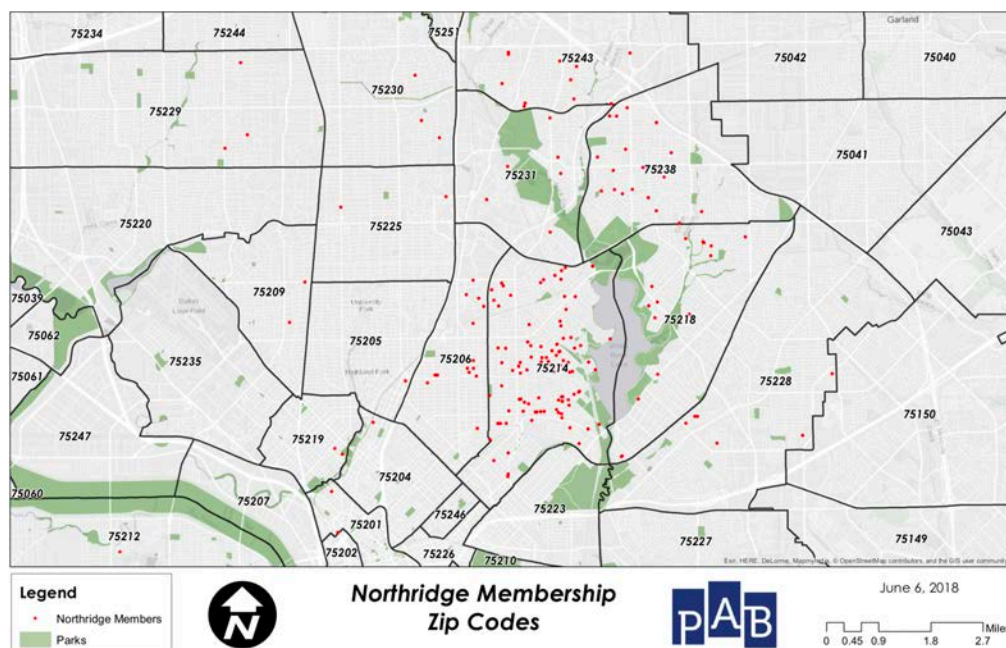
## Annual Budget

Northridge Presbyterian's December 31, 2018, unaudited Year End Financial Statement is attached to this report as Appendix 1.

## Neighborhood Demographics



Northridge is located in East Dallas, surrounded by a neighborhood known as Lakewood. Not surprisingly, the vast majority of Northridge's members reside in Lakewood (75214) with a significant number coming from Casa Linda (75218), Lake Highlands (75238 and 75231), and Lower Greenville (75206).





Additional demographic information was obtained from Mission Insite, which provides neighborhood based demographic information for churches and non-profits. The Mission Insite report for Northridge, is attached as Appendix 2. According to the report, the neighborhood surrounding Northridge, Lakewood, is affluent, with educational attainment that is significantly higher than average. The population in the area is growing at a moderate pace, with continued moderate increases expected in numbers of those moving to the area, as well as school-aged children.

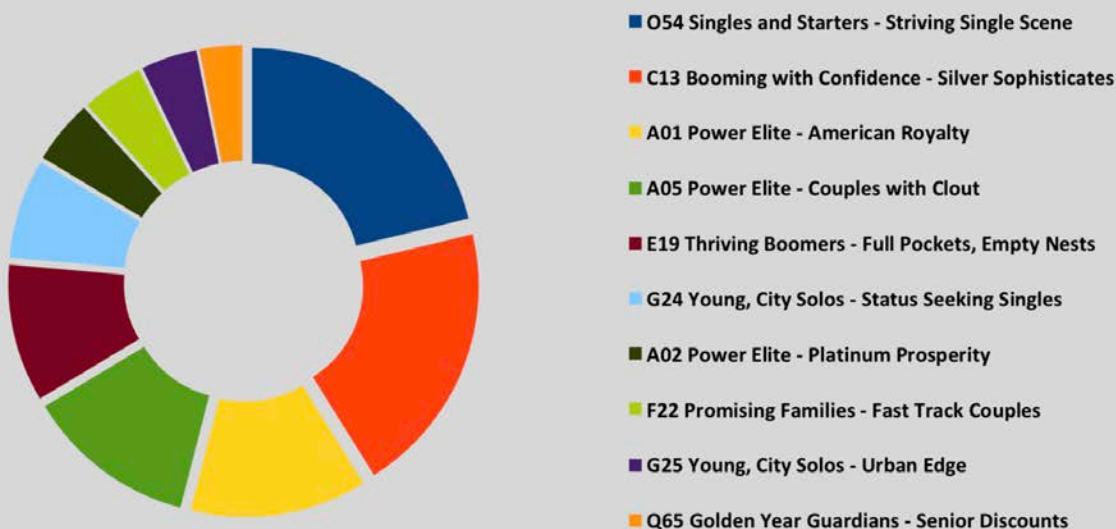
Lakewood is characterized as moderately racially and ethnically diverse. Spanish is spoken in 15% of homes, while more than 80% of homes report English as the only language spoken at home. Caucasians comprise the majority of the population. White-collar professions dominate in the neighborhood, with only 20% of residents reporting blue-collar employment.

### Community Diversity Theme

#### ***Mosaic Lifestyle Segmentation Types***

Mosaic Lifestyle Types provides insight into the behaviors, attitudes and preferences of the households within the Study Area. The result is a fuller multidimensional understanding of a community, neighborhood, zip code or other geography.

**Top 10 Mosaic Segments**



For more information on Mosaic Lifestyle segmentation types and what they mean, visit: <https://missioninsite.com/missionimpact-guide/>



According to Insite, key mood and value indicators for the neighborhood are:

- Drive for Influence – very important
- Devotion to family – somewhat weak
- Concern for the environment – extremely strong
- Practice of altruism and giving – very strong
- Importance of religious faith – important
- Desire to broaden horizons – significant energy
- Pursuit of personal growth – very likely
- Sense of wellbeing – low

Thus, although our neighborhood is affluent, it is no stranger to spiritual poverty, and Northridge is surrounded with opportunities to bring the presence of Christ into the neighborhood by spreading the message that nothing can separate us from the love of God.

## **Vision 2020**

In 2013, Northridge hired consultants from Prismatic Solutions to guide the Session through a planning initiative called “Vision 2020” to develop a strategic plan and vision for Northridge’s future. To start the processes, the Vision 2020 task force commissioned a comprehensive congregational survey, and the response from the congregation was overwhelming. At that time, more than 40% of that membership completed a survey, a result rate that surprised our consultants. Over several months, multiple focus groups were also held to give the Vision 2020 task force the opportunity to hear what others in our church were thinking about our future. An Executive Summary of the Vision 2020 Survey can be found in Appendix 3. A Summary of the Vision 2020 strategic plan can be found in Appendix 4.

The Vision 2020 process was enlightening. It revealed the differing perspectives and needs that are found in a multi-generational congregation, and it provided a framework for the congregation to move forward. Through the Vision 2020 process, it became clear that an overwhelming majority of the congregation supported investing in our Christian Education facilities, which had become badly outdated, and there was a consensus that the investment was essential for Northridge to continue with its core ministries and thrive.

## Called to Grow

In 2015, the Session hired consultants to assess for us various options for upgrading our facilities, from renovation to new construction. Given the uncertainties inherent in a renovation project and existing issues with our aging building, the Session opted to pursue construction of a new \$6 million Christian Education and Administrative wing.



In 2016, we conducted our “Called to Grow” campaign, which raised \$3,157,000 in financial commitments. Members made pledges over three years ending December 31, 2019. Through December 31, 2018, we have received offerings totaling \$2,252,000 and estimate that we will receive \$671,000 in offerings by December 31, 2019. We intend to conduct a second capital campaign in the near future to raise funds to pay down the loan that helped finance the project.





We began construction in 2018 and expect to complete construction of our new CE Wing (CEW) in May 2019. Our new CEW will contain classrooms, meeting rooms, a café/gathering space, an administrative suite and storage rooms, totaling approximately 21,000 square feet and featuring an inviting, finally-above-ground youth suite.

We brought the congregation into the construction site in February 2019 to celebrate progress to date, inviting everyone to write their names, favorite scripture, verses of hymns or remembrances on the unfinished walls and floors. We will be occupying the completed space in mid-2019 and are prayerfully considering how we can use our new space to do more of God's work in our community.



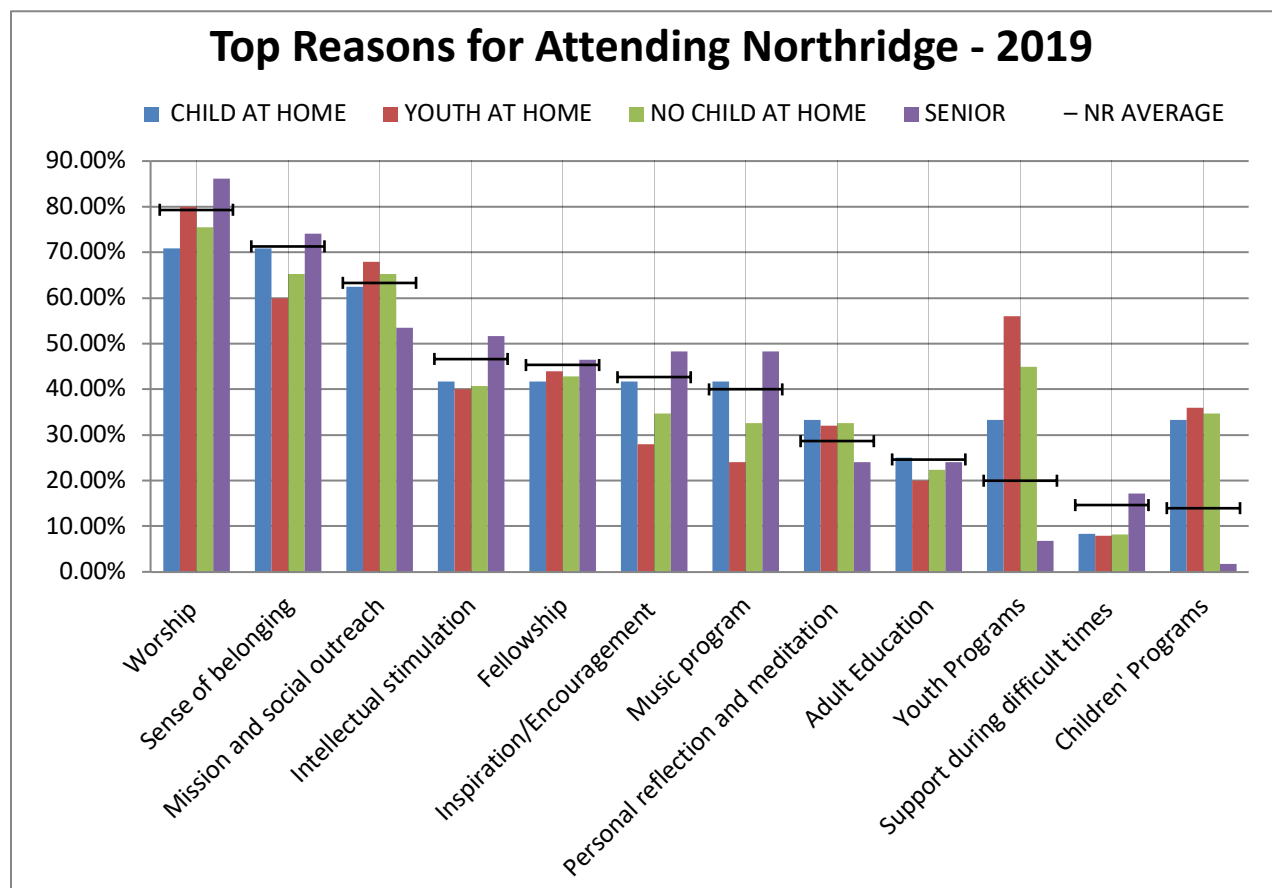
## 2019 Congregational Survey

In February 2019, the Mission Study task force conducted a follow-up survey to assist in its preparation of this report. The 2019 survey incorporated many (but not all) of the same questions from the 2013 Vision 2020 survey and then asked several questions to assist the pastor nominating committee in the search for a new pastor. In March 2019, the Mission Study task force conducted a focus group as an augment to the survey.

The following is a summary of the results of the survey and the focus group. For some questions, responses were divided into groups based on the different phases of life that members are in - Children at Home, Youth at Home, No Children (ie. empty nesters), and Seniors.

Both total responses and sub-group responses were lower for 2019 when compared to 2013. Given that the 2019 survey was taken during construction of the new education wing, a lower response rate was expected. The task force received 150 responses for a total response rate of 26.5%.

### ***What are the top 5 reasons for attending Northridge?***



Across the entire congregation, Worship and a Sense of Belonging remain, far and away, the most common reasons given for attending Northridge with Mission and Social Outreach being listed a very close third – a notable increase from 2013.

The following charts ranks the reasons different demographic groups gave for attending Northridge. Those reasons cited by more than 50% of respondents are highlighted in yellow.

#### TOP REASONS FOR ATTENDING NORTHRIDGE BY DEMOGRAPHIC GROUP

#	CHILD AT HOME	YOUTH AT HOME	NO CHILD AT HOME	SENIOR
1	Worship	Worship	Worship	Worship
2	Sense of belonging	Mission and social outreach	Mission and social outreach	Sense of belonging
3	Mission and social outreach	Sense of belonging	Sense of belonging	Mission and social outreach
4	Fellowship	Youth Programs	Fellowship	Intellectual stimulation
5	Intellectual stimulation	Fellowship	Intellectual stimulation	Inspiration Encouragement
6	Inspiration Encouragement	Intellectual stimulation	Inspiration Encouragement	Music program
7	Music program	Children' Programs	Music program	Fellowship
8	Youth Programs	Personal reflection and meditation	Personal reflection and meditation	Personal reflection and meditation
9	Children' Programs	Inspiration Encouragement	Adult Education	Adult Education
10	Personal reflection and meditation	Music program	Support during difficult times	Support during difficult times
11	Adult Education	Adult Education	Youth Programs	Youth Programs
12	Support during difficult times	Support during difficult times	Children' Programs	Children' Programs



### ***What are Northridge's greatest strengths?***

*Community--hands down. The feeling of family that I have always had at Northridge is why I decided to come as an adult, and why my fiancé joined the church. The people are what make Northridge.*

Survey respondents were asked to answer this question in their own words. Prominent themes include:

- The strong preaching and thoughtful sermons.
- The inviting, open, and welcoming congregation.
- The strong and very dedicated core members.
- A strong sense of community and devotion to mission work.
- Diversity of thought and openness to new ideas.
- Strong and diverse music program.

This Word-Cloud created summary provides a visual representation of all responses received, with larger words reflecting terms more frequently used.



### ***What are Northridge's greatest challenges?***

*We are smart and educated so sometimes we think too much rather than acting with passion. We rely greatly on lay leadership (small staff) and this leads to membership burn out. We need to nurture members and not just in their times of grief or illness. Finally, we need creative ideas for how to meet the needs of the younger generation.*

Survey respondents were asked to answer this question in their own words. Prominent themes include:

- The need to attract more younger members and families.
- The negative impacts of construction and the departure of the head pastor.
- Perceived increased competition with other churches.
- Increased competition with other Sunday activities, increased secularism, and fighting the general trend in decreasing church attendance.

This Word-Cloud created summary provides a visual representation of all responses received, with larger words reflecting terms more frequently used.



### ***What are the 10 leadership qualities you most desire in a pastor?***

Survey respondents were provided with a complete list (and definitions) of the 33 potential pastoral leadership qualities identified by the Presbytery and asked to identify the 10 most important to them. The survey revealed a strong consensus for many of them. First, very strong majorities of the survey respondents and across all demographic groups desire the following in a pastor:

- 1. Preaching and Worship Leadership** – is a consistently effective preacher and worship leader; is able to inspire from the pulpit; communicates a clear and consistent message through sermons that are carefully prepared and artfully delivered; projects the identity and character of the congregation through worship leadership presence.
- 2. Spiritual Maturity** - shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk and by responding with faithfulness of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology.
- 3. Compassionate** – having the ability to suffer with others; being motivated by others pain and is called into action as advocate; is motivated by caring for others while concurrently keeping the organizational goals clearly in focus.

Second, while not as strong as the three above, the following four leadership characteristics were identified by the entire congregation and by every demographic group as desirable in a pastor:

- 4. Interpersonal Engagement** - displays a consistent ability to build solid relationships of trust and respect inside and outside of the organization; engage people, organizations, and partners in developing goals, executing plans, and delivering results; use negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes.
- 5. Collaboration** - has a natural orientation toward getting people to work together; shares wins and successes; fosters open dialogue; lets

people finish and be responsible for their work; creates strong feelings of belonging among group members; is a good judge of talent and can accurately assess the strengths and limitations of others.

6. **Motivator** - creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well; and influences others toward a spirit of service and meaningful contributions to mission accomplishment.
7. **Communicator** - advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.

Third, a majority of all respondents and a majority of each demographic group *except Seniors* identified the following as a desirable leadership trait:

8. **Strategy and Vision** - sees ahead clearly, keeping focused on the larger picture; can anticipate future consequences and trends accurately; is future oriented; casts a compelling and inspired vision for a preferred future; sees possibility; crafts breakthrough strategies.

Finally, there are seven additional leadership traits that stand out in the survey results as significant, with some demographic groups valuing them more than others. In no particular order, they are:

**Decision Making** - makes effective decisions, balancing analysis, wisdom, experience, and judgment; is aware of the long term implications of choices made; is generally regarded as offering solutions and suggestions that are correct and effective.

**Hopeful** – maintains stability in the moment and hope for the future; provides direction, guidance, and faith when describing basic needs; and helps followers to see a way through chaos and complexity.

**Bridge Builder** – possessing a certain responsibility for the unity of the congregation and or organization; works to connect people of different cultures, worldviews, and theological positions.

**Flexibility** - adapts behavior and work methods in response to new information, changing conditions, unexpected obstacles, or ambiguity; remains open to new ideas and approaches; and works concurrently on related and conflicting priorities without losing focus or attention.

**Lifelong Learner** – individuals who use every experience in life as a potential tool for growth; one who pursues continuing education; and those who build on strengths and seek assistance to improve weaknesses.

**Teacher** – creates learning environments where students are active participants as individuals and as members of collaborative groups; designs lesson plans that teach concepts, facts, and theology; effectively uses multiple learning tools to reach a wide variety of learners; revises instructional strategies based upon ministry/organization context.

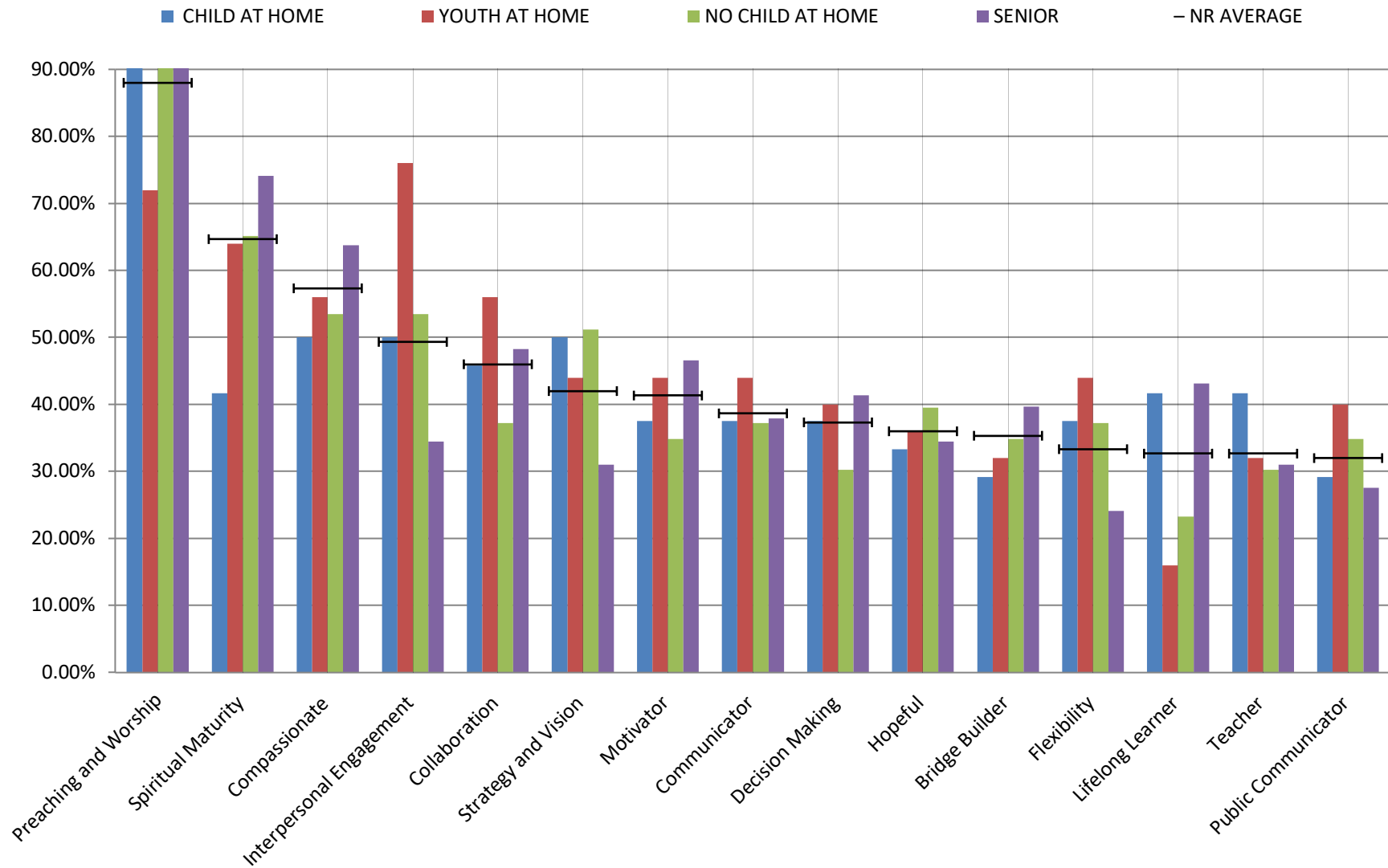
**Public Communicator** – demonstrates a comfortable ease when speaking in a variety of settings (both small and large groups); is effective at addressing a variety of topics; can get messages across with the desired effect.

#### TOP DESIRED LEADERSHIP QUALITIES BY DEMOGRAPHIC GROUP

#	CHILD AT HOME	YOUTH AT HOME	NO CHILD AT HOME	SENIOR
1	Preaching and Worship Leadership	Interpersonal Engagement	Preaching and Worship Leadership	Preaching and Worship Leadership
2	Compassionate	Preaching and Worship Leadership	Spiritual Maturity	Spiritual Maturity
3	Interpersonal Engagement	Spiritual Maturity	Interpersonal Engagement	Compassionate
4	Strategy and Vision	Compassionate	Compassionate	Collaboration
5	Collaboration	Collaboration	Strategy and Vision	Motivator
6	Spiritual Maturity	Strategy and Vision	Hopeful	Lifelong Learner
7	Lifelong Learner	Motivator	Collaboration	Decision Making
8	Teacher	Communicator	Communicator	Bridge Builder
9	Motivator	Flexibility	Flexibility	Communicator
10	Communicator	Decision Making	Motivator	Interpersonal Engagement



## Most Desired Leadership Traits



***In your own words, what traits are you looking for in a pastor?***

*A truly exceptional preacher, who is spiritually mature, has a strategy and vision to make NRPC grow, and is outgoing and energetic.*

Not surprisingly, the characteristics identified in the open-ended response are consistent with the top traits and characteristics identified above. Prominent themes include:

- Repeated, strong and consistent comments for a pastor with very strong preaching skills and spiritual maturity.
- Compassion and ability to empathize is a repeated theme.
- Many comments emphasize relatability and extroversion as desirable personality traits.
- Some comments expressed a desire for a pastor with a strategic vision that could help the church grow.
- Other comments expressed a desire for a pastor who would “be here a long time” or not use Northridge as a “stepping stone.”



## Listening Session

A Listening Session augmented the Survey, providing an additional opportunity for participants to add their voices to the conversation and listen to others. Forty-seven people participated in the structured conversation, and an additional dozen submitted written responses to the questions. The conversations were energized, respectful and lifted up many common themes as well as respectfully received differences of opinion.

Among blessings identified there is deep appreciation for:

- the authentic care for one another (including multiple mentions of deep friendships and family support)
- theological depth in teaching and preaching that encourages spiritual growth
- commitment to inclusion and acceptance of all
- commitment to mission

There is concern that:

- we are increasingly an aging congregation
- we are not seen as relevant to a larger/younger community
- we will be facing declining financial resources that negatively impact our ability to do mission
- we can be caught up in nostalgia for the past

There seems to be a recognition that we need to:

- better communicate both within and beyond our walls
- use our new space as a community asset rather than simply for our own use
- move toward the addition of small group ministries
- try new things and widen the circle of leadership
- move to a culture of invitation and not just welcome
- continue to live out our charge as we continue to expand our outreach.

Finally, there were many who raised concern about the absent voices of younger members and a puzzlement why what had been so valuable to them and to their families no longer seemed to hold true for a younger generation. In some cases, this was expressed with bewilderment and in others with a sense of frustration.

## NORTHRIDGE TOMORROW



According to Pew Research Center surveys, the percentage of adults in the United States who self-identify as “Christian” is on the decline and the percentage of those who self-identify as “nones” is on the rise. Attendance, participation, and financial support of church congregations is on the decline across all mainline Protestant denominations. The trend is particularly acute among Millennials. Fewer than 6 in 10 of Millennials identify with any branch of Christianity.

Northridge is neither immune from nor unaware of these trends. But what others might see as challenges, Northridge sees as opportunities. Our facilities and acreage are nestled in a beautiful residential neighborhood populated by young families. We open a magnificent new Educational Wing in May 2019, permitting us to celebrate the return of the temporarily displaced Northridge Child Development Center, and to throw open our doors to ministries—old and new. Our mission is to grow in faith and to boldly chart ways to serve those who need our help.

At the rear of our Sanctuary—above the exit doors—a phrase reminds all who depart to “Go out into God’s world in peace.” The quoted phrase is an excerpt from the “Northridge Charge,” a challenge Northridgers recite in unison at the end of every worship service. The “Northridge Charge” is the best encapsulation of who we strive to be as a faith community:

Go out into God’s world in peace. Have courage. Hold onto what is good. Return to no one evil for evil. Strengthen the faint-hearted, support the weak, help the suffering. Honor all persons, rejoicing in the power of the Holy Spirit.

With the faith embodied in the Charge, Northridge sets the course for an exciting future and looks forward to welcoming.....and loving.....our next Senior Pastor.

**Northridge Presbyterian Church**  
**Financial Statements for the Year Ended**  
**December 31, 2018**  
**With Comparative Data for Prior Years**  
**(Unaudited)**

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**Appendix 1****Northridge 2019 Mission Study Report****Northridge Presbyterian Church****Statement of Financial Position**

As of December 31, 2018

	<b>12/31/2018</b>	<b>12/31/2017</b>
<b>Assets</b>		
Current Assets		
Cash, Equivalents and Investments		
Cash and Equivalents	\$ 841,895	\$ 0
Securities Donated and Held for Sale	0	70,563
Texas Presbyterian Foundation Balanced Fund	235,884	287,739
Texas Presbyterian Foundation Fixed Income Fund	346,635	661,699
Beneficial Interest in Assets Held by Others	74,505	0
Total	1,498,919	1,020,001
Accounts Receivable	4,441	0
Total Current Assets	1,503,360	1,020,001
Cash, Equivalents and Investments Restricted Long-Term by Donors or the Session		
Called to Grow Fund	274,766	1,056,266
Northridge Endowment Fund	117,354	122,306
Columbarium Fund	49,646	51,815
Music Endowment Fund	34,168	31,387
Beneficial Interest in Assets held by Others	373,776	367,343
Total	849,710	1,629,117
Prepaid Loan Fees	21,820	22,333
Fixed Assets		
Land	10,500	10,500
Building	3,231,570	3,231,570
Furniture, Fixtures & Equipment	272,084	19,237
Construction in Progress	4,238,449	727,101
Accumulated Depreciation	(1,469,500)	(1,378,682)
Total Fixed Assets, net of Accumulated Depreciation	6,283,103	2,609,726
<b>Total Assets</b>	<b>\$ 8,657,993</b>	<b>\$ 5,281,177</b>
<b>Liabilities</b>		
Current Liabilities		
Accounts Payable	\$ 413,030	\$ 161,387
Construction Retainage	300,221	0
Total Current Liabilities	713,251	161,387
Construction Loan from PILP, to be refinanced as long-term	1,405,813	0
<b>Total Liabilities</b>	<b>2,119,064</b>	<b>161,387</b>
Net Assets Not Subject to Donor Restrictions	5,649,242	3,426,884
Net Assets Subject to Donor Restrictions	889,687	1,692,906
<b>Total Net Assets</b>	<b>6,538,929</b>	<b>5,119,790</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 8,657,993</b>	<b>\$ 5,281,177</b>

**Appendix 1**  
**Northridge 2019 Mission Study Report**

**Northridge Presbyterian Church**  
**Statement of Activities**  
**Year Ended December 31, 2018**

	Stewardship	Net Investment in Fixed Assets	Total Not Subject to Donor Restrictions	Called to Grow	Total Subject to Donor Restrictions	2018 All Funds	2017 All Funds
Offerings, Gains, and Other Revenue							
Offerings							
Offerings Made to Fulfill Pledges	\$ 630,617	\$ 0	\$ 630,617	\$ 641,584	\$ 704,684	\$ 1,335,301	\$ 1,538,725
Offerings Released from Restrictions	85,980	0	85,980	0	(85,980)	0	0
Bequests	554,751	0	554,751	0	9,500	564,251	637,229
Offerings Made Outside of Pledges	83,990	0	84,390	48,385	62,815	147,206	121,929
One Dollar Offerings	1,762	0	1,762	0	0	1,762	0
Memorial & Honoraria Offerings	0	0	11,700	0	100	11,800	5,795
Donations for Flowers	440	0	440	0	0	440	0
In-Kind Offerings	109	429,880	429,989	0	0	429,989	28,182
Total Offerings	1,357,649	429,880	1,799,629	689,969	691,119	2,490,749	2,331,860
Other Revenue	4,119	0	4,251	0	600	4,850	18,604
Payments by Program Participants	0	0	0	0	5,925	5,925	11,085
Investment Return	(4,864)	0	(9,816)	0	12,441	2,624	81,903
Total Offerings, Gains, and Other Revenue	1,356,904	429,880	1,794,064	689,969	710,085	2,504,148	2,443,452
Expenses							
Ministries							
Pastoral Care and Leadership	225,960	0	231,395	0	0	231,394	250,293
Worship	131,691	7,240	140,044	0	2,716	142,760	139,306
Mission	132,242	0	133,217	30,000	66,757	199,974	194,366
Spiritual Formation	119,000	0	119,001	0	0	119,001	117,766
Congregational Care and Fellowship	10,881	1,222	13,131	0	269	13,400	18,751
Total Ministries	619,774	8,462	636,788	30,000	69,742	706,529	720,482
General, Administrative, and Fundraising	134,683	0	134,682	0	0	134,682	111,232
Staff Indirect Costs	20,386	0	20,387	0	0	20,387	18,680
Property	136,401	82,357	218,757	4,655	4,654	223,411	634,618
Total Expenses	911,244	90,819	1,010,614	34,655	74,396	1,085,009	1,485,012
Net Transfers	6,654	1,427,507	1,438,907	(1,436,814)	(1,438,908)	0	0
Change in Net Assets	\$ 452,314	\$ 1,766,568	\$ 2,222,357	\$ (781,500)	\$ (803,219)	\$ 1,419,139	\$ 958,440

**Appendix 1**

**Northridge 2019 Mission Study Report**

**Northridge Presbyterian Church  
Statement of Changes in Net Assets  
Year Ended December 31, 2018**

	Net Assets as of	Offerings, Gains and Other			Net Assets as of
	12/31/2018	Revenue	Expenses	Net Transfers	12/31/2017
<b>Not Subject to Donor Restrictions (NSDR)</b>					
Net Investment in Fixed Assets	\$ 4,376,179	\$ 429,880	\$ (90,819)	\$ 1,427,507	\$ 2,609,611
Stewardship NSDR	782,398	1,356,904	(911,243)	6,654	330,083
Christian Education Reserve	645	0	0	0	645
Grady Coyle Anthem Commission	2,000	0	(1,000)	3,000	0
Manse Sale Proceeds	222,694	0	0	0	222,695
Membership Reserve (closed)	0	132	(1,028)	0	896
Memorial & Honoraria Funds NSDR	34,572	11,700	(5,532)	746	27,657
Northridge Endowment Fund	117,354	(4,952)	0	0	122,306
Oil Lease Proceeds	53,106	0	0	0	53,106
Pastor C.E. Reserve	578	0	(16)	0	594
Property Reserve	25,158	0	0	1,000	24,158
Refugee Ministry Reserve	1,558	400	(976)	0	2,133
Undesignated Gifts	33,000	0	0	0	33,000
<b>Total Not Subject to Donor Restrictions</b>	<b>5,649,242</b>	<b>1,794,064</b>	<b>(1,010,614)</b>	<b>1,438,907</b>	<b>3,426,884</b>
<b>Subject to Donor Restrictions (SDR)</b>					
Adult Mission Trip	872	875	(1,714)	0	1,712
Called to Grow Building Fund	274,766	689,969	(34,654)	(1,436,814)	1,056,266
Caring Fund	5,624	400	(2,466)	1,000	6,689
Columbarium Fund	49,646	(1,900)	(269)	0	51,815
Community Garden	294	600	(752)	0	446
Instrument Purchase & Maintenance	755	0	0	0	756
Kitchen Renovation	25,325	0	0	0	25,325
Memorial & Honoraria Funds SDR	9,113	0	0	(6,593)	15,706
Minister's Discretionary Fund	5,394	0	0	1,000	4,394
Music Endowment Fund	34,168	(1,339)	0	4,119	31,387
Music Reserve (Concerts)	8,657	9,900	(150)	(13,619)	12,527
One Great Hour of Sharing	0	4,611	(4,611)	0	0
Presbyterian Disaster Relief	0	0	(100)	0	100
Stewardship Gifts Prepaid for Subsqt Yr	63,100	(22,880)	0	0	85,980
Two Pencils	8,870	9,119	(8,495)	0	8,245
Youth Mission Trip	15,460	5,050	(21,185)	12,000	19,595
Jeanne & Ben Young Benevolent Fund Prin.	373,776	6,433	0	0	367,343
Jeanne & Ben Young Benevolent Fund Dist.	13,867	9,246	0	0	4,620
<b>Total Net Assets Subject to Donor Restrictions</b>	<b>889,687</b>	<b>710,084</b>	<b>(74,396)</b>	<b>(1,438,907)</b>	<b>1,692,906</b>
<b>Total Net Assets</b>	<b>\$ 6,538,929</b>	<b>\$ 2,504,148</b>	<b>\$ (1,085,010)</b>	<b>\$ 0</b>	<b>\$ 5,119,790</b>

Northridge Presbyterian Church  
Statement of Expenses  
Year Ended December 31, 2018

	Pastoral Care and Leadership	Worship	Mission	Spiritual Formation	Congregational Care and Fellowship	Total Ministries	General, Administrative and Fundraising	Staff Indirect Costs	Property	Totals, 2018	Totals, 2017
Expenses											
Employee Compensation and Benefits	\$ 225,210	\$ 115,762	\$ 0	\$ 102,253	\$ 0	\$ 443,225	\$ 70,030	\$ 16,646	\$ 0	\$ 529,901	\$ 542,625
Donations to Mission Partners	0	0	130,629	0	0	130,629	0	0	0	130,629	149,817
Duplication and Printing	0	136	0	517	162	814	7,925	0	0	8,739	9,013
Insurance	0	0	0	0	0	0	0	1,958	28,072	30,030	28,188
Professional Services	0	6,786	112	3,054	100	10,052	30,539	0	0	40,591	30,252
Repairs & Maintenance	765	2,349	0	0	0	3,115	0	0	71,583	74,697	69,800
Supplies	0	5,881	19,910	10,664	10,836	47,291	3,668	0	286	51,245	50,717
Telecommunications and Technology	0	0	0	0	0	0	16,533	0	0	16,533	17,683
Transportation, Lodging and Meals	0	0	19,323	1,207	0	20,530	0	0	0	20,530	18,598
Utilities	0	0	0	0	0	0	0	0	38,283	38,282	48,938
Other Operations	0	4,455	0	0	0	4,455	4,817	1,783	0	11,056	10,955
Other	5,420	150	0	1,305	1,081	7,956	1,170	0	0	9,127	8,957
Rent	0	0	30,000	0	0	30,000	0	0	2,831	32,831	15,551
Depreciation Expense	0	7,241	0	0	1,222	8,463	0	0	82,356	90,819	100,216
Abandonment of Fixed Assets	0	0	0	0	0	0	0	0	0	0	383,703
Total Expenses	<u>\$ 231,395</u>	<u>\$ 142,760</u>	<u>\$ 199,974</u>	<u>\$ 119,000</u>	<u>\$ 13,401</u>	<u>\$ 706,530</u>	<u>\$ 134,682</u>	<u>\$ 20,387</u>	<u>\$ 223,411</u>	<u>\$ 1,085,010</u>	<u>\$ 1,485,013</u>

# Appendix 1

## Northridge 2019 Mission Statement Northridge Presbyterian Church

### Statement of Changes in Cash

Year Ended December 31, 2018

	2018	2017
<b>Cash Flows from Operating Activities (a)</b>		
Cash Collected as Offerings	\$ 1,295,554	\$ 1,047,785
Cash Collected as Other Revenue	11,215	17,689
Dividend and Interest Revenue	26,622	16,108
Cash Paid for Employee Compensation and Benefits	(534,342)	(542,626)
Cash Paid to Vendors	(333,552)	(308,652)
Cash Paid to Mission Partners	(130,629)	(149,817)
<b>Net Cash Provided by Operating Activities</b>	<b>334,868</b>	<b>80,488</b>
<b>Cash Flows from Investing Activities</b>		
Purchases of Investments	(12,073)	(965,862)
Proceeds from Sales of Investments	502,088	2,092
Transfers from Funds Restricted for Long-Term Purposes	1,393,137	601,636
Payments for Construction of Christian Education Wing	(2,761,708)	(322,090)
Payments for Equipment	(12,847)	-
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(891,403)</b>	<b>(684,224)</b>
<b>Cash Flows from Financing Activities</b>		
Borrowings from PILP	1,405,813	-
Cash Paid for Interest and Loan Fees	(7,383)	(22,333)
<b>Net Cash Provided by Financing Activities</b>	<b>1,398,430</b>	<b>(22,333)</b>
<b>Net Change in Cash and Equivalents</b>	<b>841,895</b>	<b>(626,068)</b>
<b>Cash and Equivalents, beginning of year</b>	<b>-</b>	<b>626,068</b>
<b>Cash and Equivalents, end of year</b>	<b>\$ 841,895</b>	<b>\$ (0)</b>
<b>Supplemental Disclosures:</b>		
Contribution of Beneficial Interest in Assets Held by Texas Presbyterian Foundation	\$ -	\$ 367,343
Contribution of Tallis Organ	240,000	-
In-kind Offerings of Professional Services for Construction Oversight	189,880	28,182
<b>Reconciliation to Changes in Net Assets</b>		
<b>Changes in Net Assets</b>	<b>\$ 1,419,139</b>	<b>\$ 958,440</b>
Offerings, Gains and Other Revenue Designated or Restricted for Long-Term Purposes	(697,458)	(1,231,931)
Donated Securities	(74,797)	(70,565)
In-kind Offerings Capitalized as Assets	(429,880)	(28,182)
Realized and Unrealized Gains and Losses on Investments	31,487	(31,193)
Depreciation Expense	90,818	100,216
Increase in Accounts Receivable	(4,441)	-
Abandonment Charge for Demolition of Administrative Suite	-	383,703
<b>Net Cash Provided by Operating Activities</b>	<b>\$ 334,868</b>	<b>\$ 80,488</b>

(a) Cash Flows from Operating Activities excludes cash flows to or from assets restricted by donors or the Session for long-term use; i.e.,

- Called to Grow Fund
- Northridge Endowment Fund
- Columbarium Fund
- Music Endowment Fund
- Beneficial Interest in Jeanne and Ben Young Benevolent Fund



**Appendix 1**  
**Northridge 2019 Mission Study Report**  
**Northridge Presbyterian Church**  
**Notes to the Financial Statements**  
**Year Ended December 31, 2018**  
**(Unaudited)**

**1. Northridge Presbyterian Church (the “Church”, “we”, “us” and “our”) is a member of the Presbyterian Church (U.S.A.) (“PCUSA”) and its Grace Presbytery.**

We are governed by our Session of Elders, elected by the congregation from our members for staggered three-year terms. Governance of the Church is subject to PCUSA's Constitution and oversight by Grace Presbytery. Ministries of the Church are:

**Worship**, which is the centerpiece of discipleship. Our pastors, music staff, ensembles and Worship Committee prepare and lead worship twice every Sunday (once on Sunday during the summer). They also create special services such as Lessons and Carols, Longest Night, Ash Wednesday, Maundy Thursday, and other special times of worship. We celebrate communion with homebound members. We celebrate baptisms and marriages and we witness to the resurrection at the end of life. Our Worship ministries include:

<ul style="list-style-type: none"> <li>• Handbell Choir</li> <li>• Chancel Choir</li> </ul>	<ul style="list-style-type: none"> <li>• Northridge Youth Music Ensemble</li> <li>• Seraph &amp; Cherubim Children's Choirs</li> </ul>
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**A Story of Mission.** We are Christ's body in our neighborhood, community and our world. We seek engagement with our neighbors as we offer a place of welcome to newly arrive refugees through our Northridge Without Borders ministry, teaching English as a second language through Literacy Achieves, and many other hands-on missions through our 22 mission partners. We offer the meeting spaces of our building for community groups, including Boy Scouts of America Troop 64 and the Northridge Child Development Center. We reach further out by means of mission trips for families, youth, and adults, and the mission co-workers we support in Mexico and the Philippines. Our denominational and Presbytery ministry shares support outreach to our world as we seek justice for all of God's children. Our Mission ministries include:

<ul style="list-style-type: none"> <li>• Northridge Without Borders</li> <li>• Seeds of Hope Community Garden</li> <li>• Annual mission trips for families, youth and adults</li> <li>• Northridge Child Development Center</li> <li>• Veterans Day Project</li> <li>• Serving dinner at The Bridge</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support and leadership with 22 partners</li> <li>• Support of two mission co-workers, Rev. Mark Adams in Mexico and Rev. Cathy Chang in the Philippines</li> <li>• Ministry shares through Grace Presbytery and PCUSA</li> </ul>
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Through **Spiritual Formation**, our members grow in knowledge and practices of what it means to be in the people of God in our world. We provide church school and youth groups for over 100 children and youth. Adult formation takes place in Bible Studies, Sunday School, and book studies. Our Spiritual Formation ministries include:

<ul style="list-style-type: none"> <li>• Church school for all ages</li> <li>• Parents of Little Ones</li> <li>• Presbyterian Women</li> <li>• Friday Men's Breakfast</li> </ul>	<ul style="list-style-type: none"> <li>• First Wednesday</li> <li>• 4,5,6ers</li> <li>• Tuesday Bible Study</li> <li>• Youth Group</li> </ul>
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**Appendix 1**  
**Northridge 2019 Mission Study Report**  
**Northridge Presbyterian Church**  
**Notes to the Financial Statements**  
**Year Ended December 31, 2018**  
**(Unaudited)**

**A Story of Congregational Care and Fellowship.** We welcome and care for one another just as Christ welcomes and cares for us. Our Board of Deacons engages in meal coordination for members in need, home communion, Helping Hands, Flower Ministry and visiting the sick and homebound. Our Congregational Care and Fellowship ministries include:

<ul style="list-style-type: none"><li>• Board of Deacons</li><li>• Fellowship Committee</li><li>• Membership Committee</li></ul>	<ul style="list-style-type: none"><li>• All Church Meals</li><li>• Nonagenarian celebrations</li><li>• Dine In &amp; Out Groups</li></ul>
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General and administrative activities include the functions necessary to provide support for the Church's program activities. They include activities that provide governance (Session), oversight, business management, financial recordkeeping, budgeting, human resource management, communication and similar functions that ensure an adequate working environment and an equitable employment program.

Fundraising activities include publicizing and conducting the Stewardship and Called to Grow campaigns, maintaining donor lists and other activities involved with soliciting financial offerings from our members.

**2. The Church's property is held in trust for the use and benefit of the PCUSA.**

The Church is responsible for maintaining, repairing and improving its property. We may receive loans and guarantees from agencies of the PCUSA in order to acquire and improve property (see Note 8). If property ceases to be used by our congregation as a congregation of the PCUSA in accordance with the Constitution of the PCUSA, or if our congregation is formally dissolved by Grace Presbytery or becomes extinct, our property will be held, used, applied, transferred or sold as provided by Grace Presbytery. We may not sell, mortgage, or otherwise encumber any real property and we may not acquire real property subject to an encumbrance or condition without the written permission of Grace Presbytery. We may not lease real property used for purposes of worship, or lease for more than five years any other real property, without the permission of Grace Presbytery. The Presbytery may determine which faction is entitled to the property of a congregation in schism.

**3. The Church prepares its financial statements on an accrual basis in accordance with generally accepted accounting principles promulgated in the United States of America ("GAAP") for not-for-profit entities, except as noted herein.**

Our significant accounting and reporting policies are described herein to enhance the usefulness and understandability of the financial statements.

For comparative purposes, these financial statements include condensed financial information for the year ended December 31, 2017. Such information does not include all of the disclosures required by GAAP.

These financial statements are the responsibility of the Church's Treasurer, who prepared them under the oversight of the Administration Committee. These financial statements have not been

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subject of examination, audit, limited review or any other form of independent assurance as those terms are defined by the American Institute of Certified Public Accountants.

***We make estimates in order to prepare our financial statements.***

Preparing financial statements requires us to make estimates and assumptions that affect the reported amounts of revenues and expenses during the reporting period and the reported amounts of assets and liabilities at the date of the financial statements. On an ongoing basis, we evaluate estimates and assumptions based upon historical experience and various other factors and circumstances. We believe that our estimates and assumptions are reasonable in the circumstances; however, actual results could differ from those estimates.

***The financial statements report net assets and changes in net assets in two classes that are based upon the existence or absence of restrictions on use that are placed by its donors, as follows:***

***Net Assets Not Subject to Donor Restrictions***

Net assets not subject to donor restrictions are resources available to support operations as approved by the Session through the Church's annual budget and other resolutions. The only limits on the use of these net assets are the ministries of the Church, the purposes specified in our corporate documents and our application for tax-exempt status, and any limits resulting from contractual agreements with creditors and others that are entered into in the course of operations. Offerings not subject to donor restrictions are recorded primarily in the Stewardship fund, for which many members make annual statements of intent. The Church pays most of its operating expenses from the Stewardship fund. The Session has designated for specific purposes several other funds not subject to donor restriction. The Session may change those designations at any time, although expenditures from the Northridge Endowment Fund beyond certain parameters require a super-majority vote of the Session.

***Net Assets Subject to Donor Restrictions***

Net assets subject to donor restrictions are resources that are restricted by a donor for use for a particular purpose or in a particular future period. Some donor-imposed restrictions are temporary in nature, and the restriction will expire when the resources are used in accordance with the donor's instructions or when the stipulated time has passed. Other donor-imposed restrictions are perpetual in nature; the Church must continue to use the resources in accordance with the donor's instructions. Net assets restricted for acquisition of buildings or equipment are reported as net assets with donor restrictions until the specified asset is placed in service by the Church, unless the donor provides more specific directions about the period of its use.

All revenues and net gains are reported as increases in net assets not subject to donor restrictions in the statement of activities unless the donor specified the use of the related resources for a particular purpose or in a future period. All expenses and net losses other than losses on endowment investments are reported as decreases in net assets subject, or not, to donor restrictions, depending on whether donor-restricted funds have been expended. This represents a departure from GAAP, under which all such expenses and net losses are reported

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as decreases in net assets not subject to donor restrictions. Net gains on endowment investments increase net assets subject to donor restrictions, and net losses on endowment investments reduce that net asset class.

***We account for financial offerings as follows:***

An unconditional promise to give an amount certain is recognized as a contribution receivable and revenue when the Church receives the promise. We typically issue solicitations that state that the donor's response represents an intention to give rather than a promise, and that donors may rescind or modify their intentions. Under these conditions, the Church recognizes gifts committed in Stewardship and capital campaigns when the donor pays the commitment.

All offerings are reported as increases in net assets not subject to donor restrictions unless use of the contributed assets is specifically restricted by the donor. Amounts received that are restricted by the donor to use in future periods or for specific purposes are reported as increases in net assets subject to donor restrictions. Therefore, offerings received toward each subsequent year's Stewardship campaign have been recorded as subject to donor restrictions. In the year that such offerings are intended for use, they are reported as offerings released from restrictions.

The Church is a beneficiary under several donors' wills. Contributions from bequests are recognized as contributions receivable when the probate court declares that the will is valid and the Church has an irrevocable right to the bequest. We are aware of one bequest of \$100,000 that is before the probate court. We expect a ruling from the probate court and distribution of the bequest, if any, during 2019.

***The Church benefits from offerings of time and talent by a substantial number of members.***

Our members and other volunteers have donated significant amounts of time and talent in the Church's ministries, management and fund-raising campaigns. GAAP allow recognition of contributed services in the financial statements if (a) the services create or enhance nonfinancial assets or (b) the services would have been purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing those skills. However, the majority of the contributed services do not meet these criteria. Donated services with an estimated fair value of \$189,880 met those criteria and are included in in-kind contributions in the statement of activities and the cost of construction in progress for our new Christian Education Wing ("CEW"). These represent professional architectural and construction project oversight services donated by the chair of the Building Committee.

***The costs of providing the Church's ministries and supporting services are summarized on a functional basis in the statement of activities and statement of expenses.***

Expenses that can be identified with a specific program or supporting service are charged directly to that program or support service. Under GAAP, costs common to multiple functions should be allocated among the various functions benefited using a reasonable allocation method that is consistently applied. Due to a lack of information, we have not done so for 2018

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or prior years. Therefore, these financial statements contain the following departures from GAAP:

- Salaries, benefits, and other expenses for our pastors are reported as a category of ministry expenses. GAAP require us to allocate those expenses to individual ministries and supporting services.
- Staff indirect payroll expenses, such as payroll taxes, workers' compensation insurance, and payroll administration, and property expenses are reported as separate categories under supporting activities. GAAP require us to allocate those expenses to individual ministries and supporting services.

We have conducted a study of how pastors and staff use their time and how we expect to use all of our property in 2019. Based on this information, beginning in 2019 we expect to allocate all costs to ministries and supporting functions benefited using reasonable allocation methods and to report our expenses on that basis.

General and administrative expenses include those costs that are not directly identifiable with any specific program, but which provide for the overall support and direction of the Church.

Fundraising costs are expensed as incurred, even though they may result in contributions received in future years. The Church generally does not conduct its fundraising activities in conjunction with its other activities. Additionally, advertising costs are expensed as incurred.

***Prepaid expenses represent fees that the Church paid to obtain construction financing.***

The Church has obtained construction financing from the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. ("PILP" - see Note 8). Fees paid by the Church to obtain construction financing are amortized over the estimated life of the financing arrangement using the level yield method.

***Land, buildings and equipment are reported in the statement of financial position at cost.***

All land and buildings are capitalized. Equipment is capitalized if it has a cost of \$1,000 or more and a useful life when acquired of more than one year. Costs of the CEW include the estimated fair value of donated professional architectural and oversight services as disclosed above and interest and amortization of loan fees on construction financing from PILP (see Note 8). Interest and loan fees capitalized in 2018 totaled \$7,896. We will continue to capitalize interest and loan fees until the CEW is completed and ready for use. Repairs and maintenance that do not significantly increase the useful life of the asset are expensed as incurred. We depreciate buildings and equipment using the straight-line method over the estimated useful lives of the assets, as follows:

- (a) Buildings and improvements, 40 years
- (b) Furnishings and equipment, 5 to 10 years
- (c) Tallis Organ, 20 years



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Land, buildings and equipment are reviewed for impairment when a significant change in the asset's use or another indicator of possible impairment is present. No impairment losses were recognized in the financial statements in 2018. In 2017, the Church decided to commence construction of the CEW, which required demolition of the old CEW and the old administrative suite. The remaining undepreciated cost associated with those assets was expensed as abandoned property in 2017.

***The Church is exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code ("IRC").***

However, the Church would be subject to tax on income unrelated to its exempt purposes (unless that income is otherwise excluded by the IRC). Contributions to the Church are tax deductible to donors under Section 170 of the IRC, except to the extent of the fair market value of benefits received by the donor. The Church is not classified as a private foundation. The Church is exempt from franchise, sales and use and ad valorem taxes levied by the State of Texas and its subdivisions.

**3. Cash and equivalents are short term, interest bearing, highly liquid investments with original maturities of three months or less, unless the investments are held for meeting restrictions of a capital or endowment nature.**

The Church holds cash and equivalents in the following accounts:

- The Church maintains a checking account at JPMorgan Chase Bank, N.A. The account is insured by the Federal Deposit Insurance Corporation ("FDIC") up to \$250,000. The account balance occasionally exceeds the insured limit.
- Cash equivalents, donated securities held for sale, and limited amounts of cash all held in a brokerage account at Charles Schwab are protected by the Securities Investor Protection Corporation ("SIPC") in the event of broker-dealer failure, up to \$500,000 of protection for each brokerage account, with a limit of \$250,000 for claims of uninvested cash balances. SIPC insurance does not protect against market losses on investments.
- Cash equivalents are invested primarily in the Money Market Fund managed by the Texas Presbyterian Foundation ("TPF"). Investments through TPF are not insured, except indirectly to the extent that TPF's assets are protected by the FDIC and SIPC. Such insurance does not protect against market losses on investments.

**4. The Church has \$1,341,588 in financial assets available for general expenditure within the next year.**

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of December 31, 2018, are:

Cash and equivalents and investments classified as current assets	\$ 1,498,919
Less amounts held subject to donor restrictions	<u>(157,331)</u>
Amounts available for general expenditure within one year	<u>\$ 1,341,588</u>

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The above table excludes endowment funds as unavailable because it is the Session's intent to invest those resources for the long-term support of the Church. However, in the case of need, the Session by super-majority vote could appropriate resources from the Northridge Endowment Fund. Note 6 provides more information about those funds and about the spending policies for all endowment funds.

**5. Investments consist of the following as of December 31, 2018:**

<b>Description</b>	<b>Classified as Current Assets</b>	<b>Classified as Restricted by Donors or Session for Long-Term Use</b>	<b>Totals</b>
Money market funds managed by TPF	\$ 501,221	\$ 274,766	\$ 775,987
Money market funds managed by Schwab	7,532	-0-	7,532
TPF Fixed Income Fund	346,635	-0-	346,635
TPF Balanced Fund	235,884	201,168	437,052
TIAA Traditional	52,067	-0-	52,067
TIAA Real Estate	6,772	-0-	6,772
Managed by CREF, investment not specified	15,666	-0-	15,666
Managed by TPF, investment not specified	-0-	373,776	373,776
<b>Totals</b>	<b>\$1,165,777</b>	<b>\$ 849,710</b>	<b>\$2,015,487</b>

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We report investments at fair value with changes to fair value reported as investment return in the statement of activities. Purchases and sales of investments are reported on the trade date. The Session has appointed an Investment Committee of three members with staggered three-year terms to manage the Church's investments under the supervision of the Session. The Investment Committee operates under the Investment Policy adopted by the Session on June 27, 1995, and amended on February 25, 1997, and March 24, 1998. Currently, the Church's investments are deployed as follows:

- Cash and money market funds include the equivalent of to three to six months of budgeted operating expenses and funds restricted for use by donors and designated by the Session that are expected to be spent within twelve months.
- Cash and money market funds also include the equivalent of twelve months of principal and interest payments estimated under the terms of our loan from the Presbyterian Investment and Loan Program (see Note 8), or approximately \$275,000.
- We target approximately 25% of investable funds for TPF's Fixed Income Fund.
- All remaining funds and endowment funds managed by our Investment Committee (see Note 6) have been placed in TPF's Balanced Fund, which the Investment Committee believes includes a mix of TPF funds that is appropriate for long-term investment.

Under GAAP, the Church is required to report its fair value measurements in one of three levels, which are based on the ability to observe in the marketplace the inputs to the Church's valuation techniques. Level 1, the most observable level of inputs, is for investments measured at quoted prices in active markets for identical investments as of the December 31, 2018, including investments measured at net asset value ("NAV") if the net asset value is determined as the fair value per share (unit) is published, and is the basis for current transactions. Level 2 is for investments measured using inputs such as quoted prices for similar assets or quoted prices for the identical asset in inactive markets. Level 3 is for investments measured using inputs that are unobservable, and is used in situations for which there is little, if any, market activity for the investment.

The Church determines the fair value of its investments in the following ways:

*Funds managed by the Texas Presbyterian Foundation and others:* NAV per unit at the end of the last trading day of the calendar year, as valued by the asset manager using a combination of inputs from Levels 1, 2 and 3. At this time, we have not received from asset managers the relative weight of inputs used to perform valuations as of December 31, 2018.

*Money market funds:* published NAV per unit at the end of the last trading day of the calendar year, which is the basis for transactions at that date.

*Equity securities traded on national securities exchanges:* closing price on the last business day of the calendar year.

*Equity securities traded on the over-the-counter market:* last reported bid price, if actively traded.

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*Open-end mutual funds:* published NAV per unit at the end of the last trading day of the calendar year, which is the basis for transactions at that date.

*Exchange-traded funds:* published closing price on the last business day of the calendar year.

**6. The Church has the following endowments or beneficial interests in assets held by others:**

- The ***Northridge Endowment Fund*** was established by the Session with \$100,000 from funds not subject to donor restrictions. The fund is governed by the Endowment Policy, adopted by the Session on March 24, 2015. According to the Endowment Policy, the Church's budget for each fiscal year includes an amount from the fund up to 5% of the average fund balance as of December 31 for the trailing three years to be expended for the operations and mission of the Church. For 2019, this amount is \$5,700. The Session may vote to include in the budget more than the 5% average upon a finding that extraordinary circumstances warrant such an expenditure. Expenditures of any amount in excess of accumulated earnings must be authorized by a vote of at least two-thirds of the Session upon a finding that extraordinary circumstances warrant such an expenditure. As of December 31, 2018, no funds have been spent from the fund, nor has the Session authorized any expenditures.
- The ***Columbarium Fund*** is funded by sales of crypts in the Church's columbarium. Expenditures are made for maintenance of the columbarium and to purchase urns and nameplates. This fund is classified as subject to donor restrictions.
- The ***Music Endowment Fund*** was established by a gift. Under the terms of the gift, earnings from the fund are made available for the Church's music program. Each quarter, dividends and interest earned on the fund's assets are transferred to the Music Reserve Fund. Both funds are classified as subject to donor restrictions. Realized and unrealized gains are retained in the Music Endowment Fund.

Under the direction of the Investment Committee, the Church has invested the funds of each endowment in TPF's Balanced Fund. TPF designed its Balanced Fund to meet the needs of endowment funds to generate consistent annual income in perpetuity. Endowment investments also include investments purchased with unspent investment income and net gains on these resources. Endowment investments are reported at fair value with changes to fair value reported as investment return in the statement of activities.

Effective July 1, 2017, the Church became a beneficiary of a one-third interest in the distributions of the Jeanne and Ben Young Benevolent Fund (the "Fund"), which is managed by TPF. The Church recorded its interest as a bequest at \$367,343, equal to one-third of the fair value of Fund assets as valued by TPF. We record changes in the value of our interest annually, based upon valuation by TPF, as increases or decreases in principal. The Fund is intended to make distributions in perpetuity. The Church does not have access to fund principal. Accordingly, our beneficial interest is classified in the statement of financial position as restricted for long-term purposes. TPF makes quarterly distributions to the Church from the Fund's assets. Distributions are designated by the Fund for the education of needy students. Accordingly,

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principal and distributions are segregated as net assets subject to donor restrictions. We have not yet disbursed any funds for the restricted purpose.

On December 14, 2018, we were notified by TIAA-CREF, an investment manager, that a deceased member named the Church as beneficiary of assets in retirement accounts. In 2018, we recognized a bequest at \$74,797, equal to the fair value of the assets at the date of death as valued by TIAA-CREF. We recognized the change in value of the assets as of December 31, 2018, based upon valuations by TIAA-CREF. We are aware of no restrictions on the use of this bequest. We may leave the assets in the accounts under management by TIAA-CREF, re-invest some or all of the assets elsewhere or spend the assets to further the Church's ministries. Accordingly, the assets are classified in the statement of financial position as current.

**7. We are building a new Christian Education Wing with a total cost estimated at \$6,174,000.**

We began construction in 2018 and expect to complete construction in March 2019. The new CEW will replace our old CEW and administrative suite, which were demolished in 2018. Our new CEW will contain classrooms, meeting rooms, a café/gathering space, an administrative suite and storage rooms, totaling approximately 21,000 square feet. Effective January 30, 2018, we entered into an agreement with our general contractor, Tegrity Contractors, Inc., with a guaranteed maximum price of \$4,507,037. We have also entered into contracts for architectural, project management advisory and other goods and services necessary for construction. The above estimate of total cost includes furniture, fixtures, equipment, audiovisual equipment and data connections.

In 2016, we conducted our Called to Grow campaign, towards which our members have made financial commitments totaling \$3,157,000. We asked members pay their financial commitments over three years ending December 31, 2019. Through December 31, 2018, we have received offerings totaling \$2,252,000. We estimate that we will receive \$671,000 in offerings by December 31, 2019. As disclosed in Note 11, we intend to conduct a second capital campaign to raise funds to pay down the loan that is helping to finance the project.

**8. We are liable to the PILP under a note payable to finance construction of our new Christian Education Wing.**

The Church has entered into a Promissory Note and with the PILP for up to \$4,500,000 upon which we may draw for costs of building our new CEW. Payment of the note is secured by a Deed of Trust, Assignment of Rents, Security Agreement and Financing Statement mortgaging all of our land and buildings (the "Property"). The note is guaranteed by Grace Presbytery, Inc. As of December 31, 2018, the outstanding principal balance is \$1,405,813.

The note is currently in its Construction Loan Phase, which may not exceed 24 months from the execution of the note (October 31, 2017). During the Construction Loan Phase, we make monthly payments to PILP consisting of interest only at the base construction interest rate of 3.95% per annum. We expect to draw approximately \$3,857,000 during the Construction Loan Phase.



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The Permanent Loan Phase will begin with provision of evidence satisfactory to PIP that the Construction Loan Phase is complete. We expect that to occur in or around May 2019. During the Permanent Loan Phase, our monthly payments to PILP will consist of principal and interest at an initial base amortizing interest rate of 3.95% per annum. Monthly payments of \$23,628 will begin on the first day of the second month after commencement of the Permanent Loan Phase. On the fifth anniversary date of the note, and every fifth anniversary date thereafter, the interest rate will be adjusted to a new base interest rate reflecting PILP's then-current cost of funds plus a margin that is generally, but can be greater or smaller than, 3% per annum, as determined by PILP on a consistent basis with respect to loans to other borrowers. The monthly payments will then be adjusted to reflect the new interest rate based upon the re-amortization of the then current outstanding balance of the note over the remaining term of the note at the new interest rate. We may make without penalty, and we intend to make, principal prepayments as we receive offerings for the Called to Grow campaign or a second capital campaign, or from other unrestricted funds. PILP will re-amortize monthly payments during the Permanent Loan Phase in the event that we make a principal payment exceeding \$100,000.

The term of the note is 300 months (25 years) from the commencement of the Permanent Loan Phase. The note will accelerate and all principal and interest will become immediately due and payable in the event of:

- A. Default, defined to mean, among other things, failure to make payment of principal or interest within ten days of the date when due, and such failure continues for ten days following notification to the Church;
- B. Termination of use of the Property in accordance with the Constitution of the PCUSA, or transfer sale or lease of the Property without the written approval of PILP and Grace Presbytery; or
- C. Any material events that occur that adversely affect the Church's ability to fulfill its obligations to PILP, including but not limited to 1) fire loss in excess of \$100,000, 2) 10% decrease in the Church's membership that continues for three calendar years; or 3) casualty damage in excess of \$100,000 that is not substantially covered by insurance or financial pledges from the Church's members.

Should payments on the note be 90 days or more past due, interest will be calculated at the Loan Delinquency Rate, defined as 2% above the base construction interest rate or base amortizing interest rate, but no less than 9% per annum.

In order to fulfill a condition for obtaining the loan, a member of the Church has made a Designated Participating Investment with PILP for the minimum required level of \$200,000. If this investment is not maintained, PILP may, at its option, increase the then-current base interest rate under the note by 1% per annum.

**9. The Church is lessee under the following arrangements:**

- Space leased from St. Andrew's Presbyterian Church at \$2,500 monthly for use by Northridge Child Development Center until the new CEW is ready for use;

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- Storage space for records and other materials until the new CEW is ready for use; and
- The office photocopier.

Following is a schedule of future minimum lease payments assuming that the new CEW is ready for use beginning May 1, 2019:

Year ending December 31:	
2019	\$15,578
2020	4,578
2021	4,578
2022	4,578
2023	2,671
Total future minimum lease payments	\$31,983

Lease expense was \$40,729 for the year ended December 31, 2018, part of which is classified within Duplication and Printing in the Statement of Expenses. The Church accounts for the above leases as operating.

**10. We provide health, disability and life insurance and retirement benefits to the Church's full-time employees through the Board of Pensions ("BOP") of the PCUSA.**

The Church makes contributions to the BOP, which are determined based on a percentage of the participating employee's salary and the amount of an employee's elective contributions. The Church's contributions, which are included in employee benefits in the statement of functional expenses, totaled \$129,830 for the year ended December 31, 2018.

**11. The Church is subject to concentrations of risk.**

The Church depends upon offerings by our members. A relatively small proportion of our members give a significant proportion of our offerings. Should our members reduce or cease their offerings because of death, economic circumstances, moving away or leaving our congregation, our ability to fund our ministries could be diminished. Over each of the three years ended December 31, 2018, but for the receipt of bequests, our annual Stewardship offerings, investment returns and other income would have been less than our operating expenses. We have improved the frequency and content of communications to encourage financial stewardship by all members. If necessary, the Session can address operating deficits by decreasing expenses and using unrestricted funds built up in prior years.

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In the United States, membership in the PCUSA and other “mainline” Protestant denominations have declined for decades. Several PCUSA churches have closed in Dallas and in Grace Presbytery in recent years. If PCUSA membership continues to decline, the size of our membership may also be at risk. Our pastors and Membership Committee welcome new members and work to build strong relationships with all members. We believe that upon its completion our new Christian Education Wing will help our Church to continue to attract and retain members.

Construction of our new Christian Education Wing is a significant commitment relative to the financial resources of the Church. We will be obliged to make monthly payments of principal and interest to PILP upon completion of construction, currently expected in March 2019. We hold as cash and equivalents an amount that approximates twelve monthly payments. We estimate that those funds plus collection of remaining commitments under the Called to Grow campaign will fund debt payments through December 2020. We have begun planning a capital campaign to solicit offerings from our members to pay down debt to PILP. We will request sufficient offerings from our members in order to make debt payments without reducing resources available to our Ministries and supporting services.

The Church’s investments are subject to various risks, such as interest rate, credit, and overall market volatility risks. Further, because of the significance of the investments to the Church’s financial position and the level of risk inherent in most investments, it is reasonably possible that changes in the values of these investments could occur in the near term and such changes could materially affect the amounts reported in the financial statements. The Investment Committee is of the opinion that the diversification of our invested assets among various asset classes (see note 5) will mitigate the impact of changes in any one class.

**12. We are unaware of any subsequent events that should be disclosed in order for these financial statements to be meaningful.**

**13. Following these financial statements are exhibits of supplementary information for current and prior periods to facilitate the reader’s understanding of the Church’s historical activities.**

The following exhibits of supplementary information are:

1. Stewardship Fund, Comparison of Budgeted and Actual Amounts for the Year Ended December 31, 2018
2. Statement of Activities for the Five Years Ended December 31, 2018
3. Statement of Expenses for the Five Years Ended December 31, 2018

These exhibits are presented as supplementary information and are not required parts of the financial statements. In order to condense Exhibits 2 and 3, these exhibits do not distinguish changes in net assets subject to and not subject to donor restrictions.

## Appendix 1

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Exhibit 1

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Stewardship Fund  
Comparison of Budgeted and Actual Amounts  
Year Ended December 31, 2018

			Differences	
	Budget	Actual	Amount	Percentage of Budget
Offerings, Gains, and Other Revenue				
Offerings				
4010 · OFFERINGS MADE TO FULFILL PLEDGES	\$ 722,000	\$ 716,597	\$ (5,403)	-1%
4030 · OFFERINGS MADE OUTSIDE OF PLEDGES	100,000	83,990	(16,010)	-16%
4031 · PLATE INKIND DONATIONS	-	109	109	NM
4032 · PLATE OFFERING - \$1 OFFERING	-	1,762	1,762	NM
4033 · DONATIONS BY BEQUEST	-	554,751	554,751	NM
DONATIONS FOR FLOWERS	-	440	440	NM
Total Offerings	822,000	1,357,649	535,649	65%
4040 · DIVIDENDS AND INTEREST	12,000	26,622	14,622	122%
REALIZED/UNREALIZED GAINS (LOSSES) INVESTMENTS	-	(31,486)	(31,486)	NM
Total Investment Return	12,000	(4,864)	(16,864)	-141%
4045 · OTHER REVENUE	4,000	4,119	119	3%
Total Offerings, Gains and Other Revenue	838,000	1,356,904	518,904	62%
Expenses				
ADMINISTRATION COMMITTEE				
A5603 · PASTOR				
A5603.1 · PASTOR SALARY	63,969	46,797	(17,172)	-27%
A5603.3 · PASTOR PENSION	11,476	9,671	(1,805)	-16%
A5603.4 · PASTOR MEDICAL INSURANCE	26,082	19,547	(6,535)	-25%
A5603.6 · PASTOR DEATH/DISABILITY	1,043	1,437	394	38%
A5603.8 · PASTOR CONTINUING EDUCATION	2,000	192	(1,808)	-90%
A5603.9 · PASTOR HOUSING ALLOWANCE	38,110	27,868	(10,242)	-27%
A5603.10 · PASTOR BUSINESS/PROF EXPENSE	5,250	2,971	(2,279)	-43%
A5603.11 · PASTOR MEDICAL REIMBURSEMENT	2,250	1,170	(1,080)	-48%
A5603.12 · VACANCY DUES	-	3,025	3,025	NM
Total A5603 · PASTOR	150,180	112,680	(37,500)	-25%
A5610 · ASSOCIATE PASTOR				
A5610.1 · ASSOCIATE PASTOR SALARY	39,180	44,180	5,000	13%
A5610.3 · ASSOCIATE PASTOR PENSION	8,058	8,195	137	2%
A5610.4 · ASSOCIATE PASTOR MEDICAL INS.	18,313	18,625	312	2%
A5610.6 · ASSOCIATE PASTOR DEATH/DISAB.	732	745	13	2%
A5610.8 · ASSOCIATE PASTOR CONTIN. EDU.	2,000	2,003	3	0%
A5610.9 · ASSOCIATE PASTOR HOUSING ALLOW.	31,820	31,820	(0)	0%
A5610.10 · ASSOCIATE PASTOR BUSINESS/PROF	4,800	4,697	(103)	-2%
A5610.11 · ASSOCIATE PASTOR MEDICAL REIMB.	2,250	2,250	-	0%
Total A5610 · ASSOCIATE PASTOR	107,153	112,515	5,362	5%
A5604 · DIR CH & FAM MINISTRIES				
A5604.1 · DCFM SALARY	46,441	46,441	(0)	0%
A5604.3 · DCFM PENSION	5,108	5,188	80	2%
A5604.4 · DCFM MEDICAL INSURANCE	16,744	13,110	(3,634)	-22%
A5604.6 · DCFM DEATH/DISABILITY	464	472	8	2%
A5604.8 · DCFM CONTINUING EDUCATION	1,700	758	(942)	-55%
A5604.13 · DCFM ONE-TIME BONUS	720	686	(34)	-5%
Total A5604 · DIR CH & FAM MINISTRIES	71,177	66,655	(4,522)	-6%
A5605 · DIRECTOR OF MUSIC				
A5605.1 · DIR MUSIC SALARY	72,100	72,100	0	0%
A5605.3 · DIR MUSIC PENSION	7,931	7,986	55	1%
A5605.4 · DIR MUSIC MEDICAL INSURANCE	16,744	16,744	(0)	0%
A5605.6 · DIR MUSIC DEATH/DISABILITY	721	726	5	1%
A5605.7 · DIR MUSIC CONTINUING EDUCATION	2,000	1,619	(381)	-19%
A5605.8 · DIR MUSIC PROFESSIONAL EXPENSE	600	516	(84)	-14%
A5605.13 · DIR MUSIC ONE-TIME BONUS	504	504	-	0%
Total A5605 · DIRECTOR OF MUSIC	100,600	100,194	(406)	0%
A5606 · EXECUTIVE ASSISTANT				
A5606.1 · EXECUTIVE ASSISTANT SALARY	42,770	42,770	(0)	0%

Stewardship Fund  
Comparison of Budgeted and Actual Amounts  
Year Ended December 31, 2018

	Budget	Actual	Differences	
			Amount	Percentage of Budget
A5606.3 · EXECUTIVE ASST. PENSION	4,705	4,766	61	1%
A5606.4 · EXEC. ASST. MEDICAL INSURANCE	14,352	16,159	1,807	13%
A5606.6 · EXEC. ASST. DEATH/DISABILITY	428	433	5	1%
A560613 · EXEC. ASST. ONE-TIME BONUS	561	1,696	1,135	202%
<b>Total A5606 · EXECUTIVE ASSISTANT</b>	<b>62,816</b>	<b>65,825</b>	<b>3,009</b>	<b>5%</b>
A5607 · YOUTH DIRECTOR				
A5607.1 · YOUTH DIRECTOR SALARY	24,000	24,000	-	0%
A560713 · YOUTH DIRECTOR YOUTH EVENTS	250	-	(250)	-100%
<b>Total A5607 · YOUTH DIRECTOR</b>	<b>24,250</b>	<b>24,000</b>	<b>(250)</b>	<b>-1%</b>
A5628 · ACCOUNTING/BOOKKEEPING				
A562800 · ACCOUNTING/BOOKKEEPING SERVICES	21,600	30,540	8,940	41%
<b>Total A5628 · ACCOUNTING/BOOKKEEPING</b>	<b>21,600</b>	<b>30,540</b>	<b>8,940</b>	<b>41%</b>
ADMINISTRATION OTHER				
A5575 · PART-TIME ORGANIST	16,500	15,633	(867)	-5%
A5608.1 · NURSERY PERSONNEL WAGES	19,046	11,598	(7,448)	-39%
A5640 · TELEPHONE	3,900	3,771	(129)	-3%
A5641 · BANK SERVICE CHARGE	50	1,121	1,071	2143%
A5642 · COMMUNICATIONS SERVICES	2,700	3,722	1,022	38%
A5643 · CREDIT CARD PROCESSING FEES	150	12	(138)	-92%
A5645 · POSTAGE	5,229	3,162	(2,067)	-40%
A5649 · COMPUTER TECH SUPPT & SOFTWARE	8,120	8,759	639	8%
A5650 · COMPUTER MAINTENANCE		30	30	NM
A5653 · INTERNET	750	361	(389)	-52%
A5655 · OFFICE SUPPLIES	3,654	3,635	(19)	-1%
A5660 · COPIER RENTAL & MAINTENANCE	9,000	7,898	(1,102)	-12%
A5665 · WORKERS COMP/ADM UMBRELLA	1,400	1,957	557	40%
A5678 · PROPERTY INSURANCE	26,898	28,072	1,174	4%
A60030 · EMPLOYER FICA TAX EXPENSE	13,816	13,491	(325)	-2%
A60040 · EMPLOYER MEDICARE TAX EXPENSE	3,231	3,155	(76)	-2%
A60050 · PAYROLL PROCESSING FEES	1,800	2,151	351	20%
A60060 · OTHER EXPENSES	-	5,691	5,691	NM
<b>Total ADMINISTRATION OTHER</b>	<b>116,244</b>	<b>114,220</b>	<b>(2,024)</b>	<b>-2%</b>
<b>Total ADMINISTRATION COMMITTEE</b>	<b>654,020</b>	<b>626,629</b>	<b>(27,391)</b>	<b>-4%</b>
CHRISTIAN EDUCATION COMMITTEE				
CE5301 · TRANSPORTATION EXPENSE	2,500	936	(1,564)	-63%
CE5302 · CAMPS & CONFERENCES	6,000	270	(5,730)	-96%
CE5305 · OUTSIDE PROFESSIONAL LEADERS	4,000	2,454	(1,546)	-39%
CE5313 · VACATION CHURCH SCHOOL	2,000	895	(1,105)	-55%
CE5315 · LITERATURE/SUPPLIES	3,000	5,487	2,487	83%
CE5325 · FOOD & JUICE	900	3,551	2,651	295%
CE5330 · YOUTH FELLOWSHIP	2,500	1,636	(864)	-35%
CE5331 · ELEMENTARY FELLOWSHIP	1,000	543	(457)	-46%
CE5358 · CLASSROOM ENHANCEMENT	500	361	(139)	-28%
CE5360 · EQUIPMENT	500	14	(486)	-97%
CE5362 · CE CONTRIBUTION YOUTH MISS TRIP	6,000	6,000	-	0%
<b>Total CHRISTIAN EDUCATION COMMITTEE</b>	<b>28,900</b>	<b>22,147</b>	<b>(6,753)</b>	<b>-23%</b>
DEACONS				
D7000 · CELEBRATION EVENTS	625	383	(242)	-39%
D7020 · STEPHEN MINISTRIES	300	277	(23)	-8%
D7040 · DEACON HELPING HANDS	150	-	(150)	-100%
D7050 · DEACON NEW MINISTRIES	60	-	(60)	-100%
D7060 · HOME COMMUNION	35	-	(35)	-100%
D7070 · MEAL MINISTRY	250	37	(213)	-85%
<b>Total DEACONS</b>	<b>1,420</b>	<b>696</b>	<b>(724)</b>	<b>-51%</b>
FELLOWSHIP COMMITTEE				
F5109 · NOAH	250	100	(150)	-60%

Stewardship Fund  
Comparison of Budgeted and Actual Amounts  
Year Ended December 31, 2018

	Budget	Actual	Differences	
			Amount	Percentage of Budget
F5115 · CHILDREN'S CHOIR DINNER	250	(178)	(428)	-171%
F5120 · DRINKS/COFFEE	-	759	759	NM
F5125 · PANTRY SUPPLIES	-	32	32	NM
F5138 · SUMMER FELLOWSHIP	-	57	57	NM
F5160 · SPECIAL EVENTS	6,142	6,009	(133)	-2%
<b>Total FELLOWSHIP COMMITTEE</b>	<b>6,642</b>	<b>6,779</b>	<b>137</b>	<b>2%</b>
HUMAN RESOURCES COMMITTEE				
HR5200 · RECRUITING	755	384	(371)	-49%
HR5300 · BACKGROUND CHECKS	270	76	(194)	-72%
HR5400 · STAFF APPRECIATION	500	-	(500)	-100%
<b>Total HUMAN RESOURCES COMMITTEE</b>	<b>1,525</b>	<b>460</b>	<b>(1,065)</b>	<b>-70%</b>
MEMBERSHIP COMMITTEE				
MB5203 · OUTREACH	3,648	3,224	(424)	-12%
MB5205 · SUPPLIES	310	577	267	86%
MB5207 · HOSPITALITY	74	111	37	50%
MB5210 · DIRECTORIES	20	-	(20)	-100%
<b>Total MEMBERSHIP COMMITTEE</b>	<b>4,052</b>	<b>3,911</b>	<b>(141)</b>	<b>-3%</b>
MISSION				
MS5805 · PRESBYTERIAN CHURCH USA	35,000	35,000	-	0%
MS5814 · CHANG MINISTRY	2,000	2,000	-	0%
MS5815 · COMMITTEE EXPENSE	500	-	(500)	-100%
MS5816 · THE CARING FUND	1,000	3,000	2,000	200%
MS5817 · PASTORS DISCRETIONARY FUND	1,000	1,000	-	0%
MS5820 · PRES CHILDRENS HOM/SERV AGENCY	11,700	11,700	-	0%
MS5830 · EVERGREEN HOMES	500	500	-	0%
MS5833 · The ARC	2,000	500	(1,500)	-75%
MS5835 · E. DALLAS CLUSTER PRESBY CHURCH	100	100	-	0%
MS5850 · GRACE PRES VILLAGE CARING FUND	2,000	-	(2,000)	-100%
MS5855 · YOUTH MISSION TRIP-001	6,000	6,000	-	0%
MS5865 · MEALS ON WHEELS	1,000	1,179	179	18%
MS5870 · WILKINSON CENTER	3,000	3,000	-	0%
MS5872 · LITERACY ACHIEVES	28,000	28,000	-	0%
MS5900 · AUSTIN SEMINARY - STRASBURGER	1,500	1,500	-	0%
MS5905 · AUSTIN SEMINARY - COLHOUN	600	600	-	0%
MS5921 · FATHER ALBERT SCHOOLS IN HAITI	2,500	2,500	-	0%
MS5925 · ST. CROIX HOSPITAL IN HAITI	9,000	9,000	-	0%
MS5928 · THE STEWPOT	1,000	1,000	-	0%
MS5930 · ADULT MISSION TRIP	2,000	2,145	145	7%
MS5931 · ARROW OUTREACH / JUAREZ	8,000	8,000	-	0%
MS5932 · VETERANS PROJECT	5,000	3,441	(1,559)	-31%
MS5933 · FAMILY MISSION TRIP	1,500	1,033	(467)	-31%
MS5935 · EMERGENCY NEEDS	1,000	-	(1,000)	-100%
MS5936 · NORTHRIDGE WITHOUT BORDERS	3,740	4,153	413	11%
MS5942 · WHITE ROCK CENTER OF HOPE	4,000	3,569	(431)	-11%
MS5950 · PRESBY CHURCH USA -WORLD MISSI	2,000	2,000	-	0%
MS5952 · DISD ELEMENTARY SUPPLIES	6,000	6,000	-	0%
MS5954 · THE COFFEE TRUST	2,000	2,000	-	0%
MS5955 · FAITH & GRIEF MINISTRIES	3,000	3,000	-	0%
MS5960 · UNALLOCATED MISSION FUNDS	458	-	(458)	-100%
<b>Total MISSION COMMITTEE</b>	<b>147,098</b>	<b>141,921</b>	<b>(5,177)</b>	<b>-259%</b>
PROPERTY COMMITTEE				
P6020 · GROUNDS MAINTENANCE	6,000	7,442	1,442	24%
P6020.1 · SPRINKLER SYSTEM REPAIR	691	485	(206)	-30%
P6022 · LANDSCAPING	3,350	7,351	4,001	119%
P6030 · UTILITIES	32,511	38,283	5,772	18%
P6040 · CHURCH SUPPORT SERVICES	35	-	(35)	-100%
P6035 · GENERAL BUILDING MAINTENANCE	16,496	21,441	4,945	30%

## Appendix 1

## Northridge 2019 Mission Study Report Northridge Presbyterian Church

Exhibit 1

4 of 4

Stewardship Fund  
Comparison of Budgeted and Actual Amounts  
Year Ended December 31, 2018

	Budget	Actual	Differences	
			Amount	Percentage of Budget
P6045 · PROPERTY DURABLE GOODS	820	250	(570)	-70%
P6060 · PROPERTY RESERVE-001	1,000	1,000	-	0%
P6065 · DAY PORTER SERVICE	28,757	28,757	0	0%
P6065.1 · DAY PORTER BONUS-EXTRA WORK	200	-	(200)	-100%
P6071 · RECURRING INSP/MAINT CONTR	5,485	3,522	(1,963)	-36%
<b>Total PROPERTY</b>	<b>95,345</b>	<b>108,531</b>	<b>13,186</b>	<b>14%</b>
<b>WORSHIP</b>				
W55151 · CONTINUING EDUCATION ORGANIST	225	-	(225)	-100%
W5520 · CANTOR SERVICES	1,500	1,086	(414)	-28%
W5540 · MUSIC	1,250	1,290	40	3%
W5545 · HONORARIA - PREACHER/ORGANIST	-	450	450	NM
W55451 · HONORARIA - SUB PREACHER	1,000	601	(399)	-40%
W55452 · HONORARIA - SUB ORGANIST	900	2,225	1,325	147%
W55453 · HONORARIA - GUEST MUSICIANS	2,100	1,425	(675)	-32%
W5550 · EQUIPMENT MAINTENANCE	2,000	2,349	349	17%
W5555 · COMMUNION SUPPLIES	300	19	(281)	-94%
W5560 · FLOWERS	200	356	156	78%
W5561 · DECORATIONS/FOOD	1,500	842	(658)	-44%
W5565 · FUNERAL DECORATIONS / FOOD	200	358	158	79%
W5570 · PUBLICATIONS/BULLETINS	400	136	(264)	-66%
W5580 · SOUND BOARD OPERATIONS	5,000	4,455	(545)	-11%
<b>Total WORSHIP</b>	<b>16,575</b>	<b>15,591</b>	<b>(984)</b>	<b>-6%</b>
<b>Total Expenses</b>	<b>955,577</b>	<b>926,666</b>	<b>(28,911)</b>	<b>-3%</b>
<b>Excess of Revenues Over (Under) Expenses</b>	<b>\$ (117,577)</b>	<b>430,238</b>	<b>\$ 547,815</b>	
<b>Reconciliation to Statement of Activities:</b>				
Funds Transferred In		28,180		
Funds Transferred Out	(21,527)			
Less Funds Transferred Out Reported as Committee Expenses				
CE5362 · CE CONTRIBUTION YOUTH MISS TRIP	6,000			
MS5816 · THE CARING FUND	1,000			
MS5817 · PASTORS DISCRETIONARY FUND	1,000			
MS5855 · YOUTH MISSION TRIP-001	6,000			
P6060 · PROPERTY RESERVE-001	1,000			
Other Funds Transferred Out		(6,527)		
Other Reconciling Items		423		
<b>Total Change in Net Assets</b>		<b>\$ 452,314</b>		



**Appendix 1**

**Northridge 2019 Mission Study Report**

**Northridge Presbyterian Church  
Statement of Activities  
Five Years Ended December 31, 2018**

	2018	2017	2016	2015	2014
Offerings, Gains, and Other Revenue					
Offerings					
Offerings Made to Fulfill Pledges	\$ 1,335,301	\$ 1,538,725	\$ 1,524,531	\$ 765,688	\$ 832,328
Offerings Released from Restrictions	0	0	0	0	0
Bequests	564,251	637,229	0	0	0
Offerings Made Outside of Pledges	147,206	121,929	222,986	174,758	240,119
One Dollar Offerings	1,762	0	0	0	0
Memorial & Honoraria Offerings	11,800	5,795	9,000	7,930	5,575
Donations for Flowers	440	0	0	0	0
In-Kind Offerings	429,989	28,182	9,525	2,358	6
Total Offerings	<u>2,490,749</u>	<u>2,331,860</u>	<u>1,766,042</u>	<u>950,734</u>	<u>1,078,028</u>
Other Revenue	4,850	18,604	9,804	21,527	27,496
Payments by Program Participants	5,925	11,085	3,900	10,858	12,450
Investment Return	2,624	81,903	16,573	(2,939)	3,505
Total Offerings, Gains, and Other Revenue	<u>2,504,148</u>	<u>2,443,452</u>	<u>1,796,319</u>	<u>980,180</u>	<u>1,121,479</u>
Expenses					
Ministries					
Pastoral Care and Leadership	231,394	250,293	252,813	237,018	232,251
Worship	142,760	139,306	147,947	105,467	99,964
Mission	199,974	194,366	243,627	221,679	220,789
Spiritual Formation	119,001	117,766	125,866	154,410	122,350
Congregational Care and Fellowship	13,400	18,751	12,553	16,733	9,406
Total Ministries	<u>706,529</u>	<u>720,482</u>	<u>782,806</u>	<u>735,307</u>	<u>684,760</u>
General, Administrative, and Fundraising	134,682	111,232	156,215	128,877	107,355
Staff Indirect Costs	20,387	18,680	19,040	18,557	16,400
Property	223,411	634,618	246,435	245,588	257,939
Total Expenses	<u>1,085,009</u>	<u>1,485,012</u>	<u>1,204,496</u>	<u>1,128,329</u>	<u>1,066,454</u>
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Change in Net Assets	<u>\$ 1,419,139</u>	<u>\$ 958,440</u>	<u>\$ 591,823</u>	<u>\$ (148,149)</u>	<u>\$ 55,025</u>
Relative Percentages of Total Expenses					
Ministries					
Pastoral Care and Leadership	21 %	17 %	21 %	21 %	22 %
Worship	13 %	9 %	12 %	9 %	9 %
Mission	18 %	13 %	20 %	20 %	21 %
Spiritual Formation	11 %	8 %	10 %	14 %	11 %
Congregational Care and Fellowship	1 %	1 %	1 %	1 %	1 %
Total Ministries	<u>65</u>	<u>49</u>	<u>65</u>	<u>65</u>	<u>64</u>
General, Administrative, and Fundraising	12 %	7 %	13 %	11 %	10 %
Staff Indirect Costs	2 %	1 %	2 %	2 %	2 %
Property	21 %	43 %	20 %	22 %	24 %
Total Expenses	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

**Appendix 1**

**Northridge 2019 Mission Study Report**

**Northridge Presbyterian Church  
Statement of Expenses  
Five Years Ended December 31, 2018**

	2018	2017	2016	2015	2014
Expenses					
Employee Compensation and Benefits	\$ 529,901	\$ 542,625	\$ 563,988	\$ 521,345	\$ 481,131
Donations to Mission Partners	130,629	149,817	171,008	185,143	186,171
Duplication and Printing	8,739	9,013	11,744	8,648	7,400
Insurance	30,030	28,188	27,868	27,721	26,895
Professional Services	40,591	30,252	61,276	30,326	21,713
Repairs & Maintenance	74,697	69,800	79,882	71,773	81,222
Supplies	51,245	50,717	51,897	82,152	51,935
Telecommunications and Technology	16,533	17,683	17,840	25,295	20,078
Transportation, Lodging and Meals	20,530	18,598	59,755	14,606	25,391
Utilities	38,282	48,938	42,511	47,283	52,686
Other Operations	11,056	10,955	12,856	8,810	9,708
Other	9,127	8,957	3,649	5,004	1,902
Rent	32,831	15,551	0	0	0
Depreciation Expense	90,819	100,216	100,222	100,223	100,223
Abandonment of Fixed Assets	0	383,703	0	0	0
Total Expenses	<u>\$ 1,085,010</u>	<u>\$ 1,485,013</u>	<u>\$ 1,204,496</u>	<u>\$ 1,128,329</u>	<u>\$ 1,066,455</u>
Relative Percentages of Total Expenses					
Employee Compensation and Benefits	49 %	37 %	47 %	46 %	45 %
Donations to Mission Partners	12 %	10 %	14 %	16 %	17 %
Duplication and Printing	1 %	1 %	1 %	1 %	1 %
Insurance	3 %	2 %	2 %	2 %	3 %
Professional Services	4 %	2 %	5 %	3 %	2 %
Repairs & Maintenance	7 %	5 %	7 %	6 %	8 %
Supplies	5 %	3 %	4 %	7 %	5 %
Telecommunications and Technology	2 %	1 %	1 %	2 %	2 %
Transportation, Lodging and Meals	2 %	1 %	5 %	1 %	2 %
Utilities	4 %	3 %	4 %	4 %	5 %
Other Operations	1 %	1 %	1 %	1 %	1 %
Other	1 %	1 %	0 %	0 %	0 %
Rent	3 %	1 %	0 %	0 %	0 %
Depreciation Expense	8 %	7 %	8 %	9 %	9 %
Abandonment of Fixed Assets	0 %	26 %	0 %	0 %	0 %
Total Expenses	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

## The QuickInsite Report

Prepared for: Grace Presbytery Northridge  
Study area: Geography: Zip Codes - 75214

Base State: TX  
Current Year Estimate: 2018  
5 Year Projection: 2023  
10 Year Forecast: 2028  
Date: 1/31/2019  
Semi-Annual Projection: Fall

### About the QuickInsite Report

The QuickInsite report is designed to provide a quick look at a geography defined by a user. It provides an initial impression of a study area through a set of 12 demographic variables, the top 10 Mosaic Segments and 5 Religious Beliefs and Practices derived from the Simmons National Consumer research data.

NOTE: Not all of the demographic variables available in the MI System are found in this report. The FullInsite or ExecutiveInsite Reports will give a more comprehensive view of an area's demographics and ViewPoint a fuller view of its beliefs and practices.

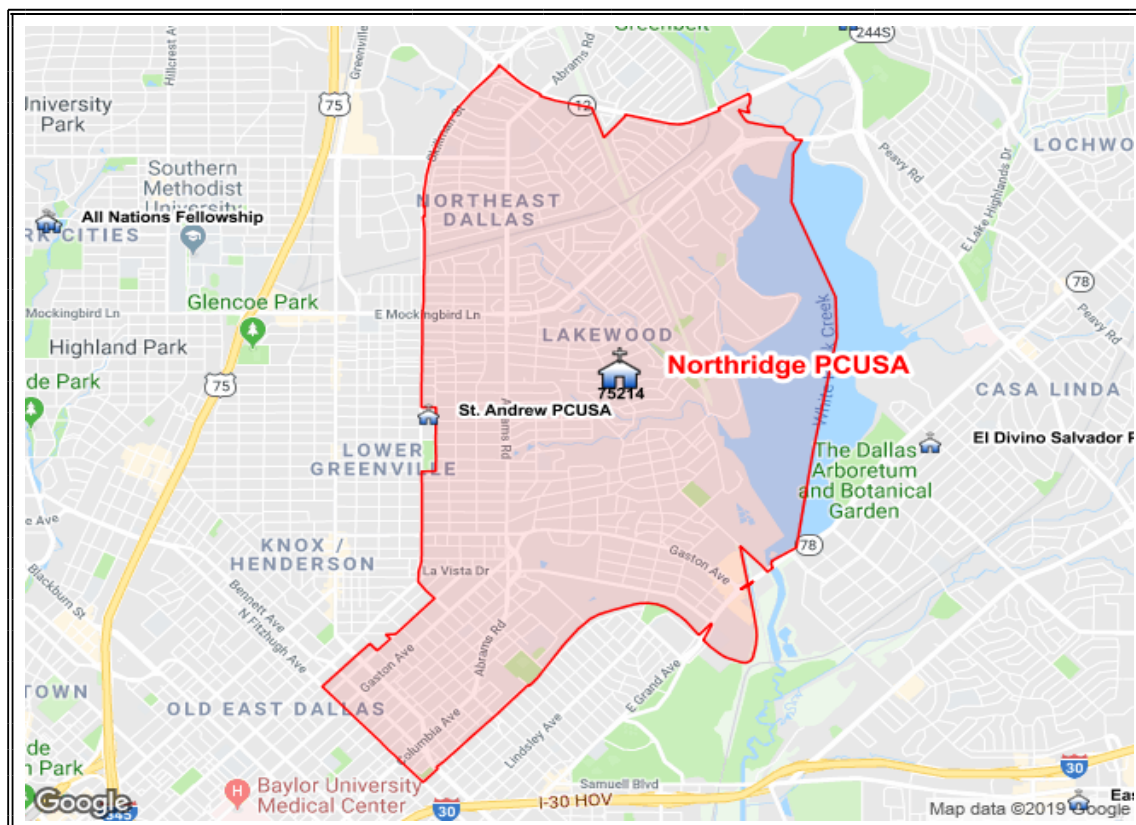
### Two Sections

Two reports are provided on the following pages.

- The **StoryView** Report presents 9 demographic indicators of your study area.
- The **ThemeView** Report presents greater detail about those 10 indicators but organized around themes.

For more information on interpreting the various data on this report, please refer to the Supporting Information on the final page.

### THE STUDY AREA



### More Information

Please refer to the last page of the report for additional notes and interpretation aides in reading the report.

## StoryView

### Significant Demographic Indicators of the Study Area's Story

1	<b>Population Change</b>					
	In the 10 year future, how is this area expected to change? (See Population and Families Theme)	Significant Decline	Moderate Decline	Little Change	Moderate Growth	Significant Growth
2	<b>School Age Change</b>					
	In the 10 year future, how is the population of school age children in this area expected to change? (See Age Theme)	Significant Decline	Moderate Decline	Little Change	Moderate Increase	Significant Increase
3	<b>Families with Children</b>					
	Compared to the state, are families with children more or less likely to live in two parent households? (See Population and Families Theme)	Significantly Less	Somewhat Less	About the Same	Somewhat More	Significantly More
4	<b>Adult Educational Attainment</b>					
	For this area, what is the general level of education of the adults 25 and older? (See Education and Career Status Theme)	Very Low	Low	Mixed	High	Very High
5	<b>Community Diversity Index</b>					
	How diverse is the racial/ethnic mix of this area? (See Community Diversity Theme)	Very Homogeneous	Homogeneous	Moderately Diverse	Very Diverse	Extremely Diverse
6	<b>Median Family Income</b>					
	How does the median family income compare to the state for this area? (See Financial Resources Theme)	Significantly Less	Somewhat Less	About the Same	Somewhat Greater	Significantly Greater
7	<b>Poverty</b>					
	Compared to the state, is the number of families in poverty above or below the state average? (See Financial Resources Theme)	Significantly Below	Somewhat Below	About the Same	Somewhat Above	Significantly Above
8	<b>Blue to White Collar Occupations</b>					
	On a continuum between blue collar and white collar occupations, where does this area fall? (See Education and Career Status Theme)	Very Blue Collar	Somewhat Blue	Closely Split	Somewhat White	Very White Collar
9	<b>Largest Racial/Ethnic Group</b>					
	In this area, which racial/ethnic group is the largest percentage of the population? (See Community Diversity Theme)	Asian (NH)	Black/Afri American (NH)	White (NH)	Hispanic or Latino	Pac Is/Amer Ind/Other

## ThemeView

### Demographic Descriptions of the Study Area

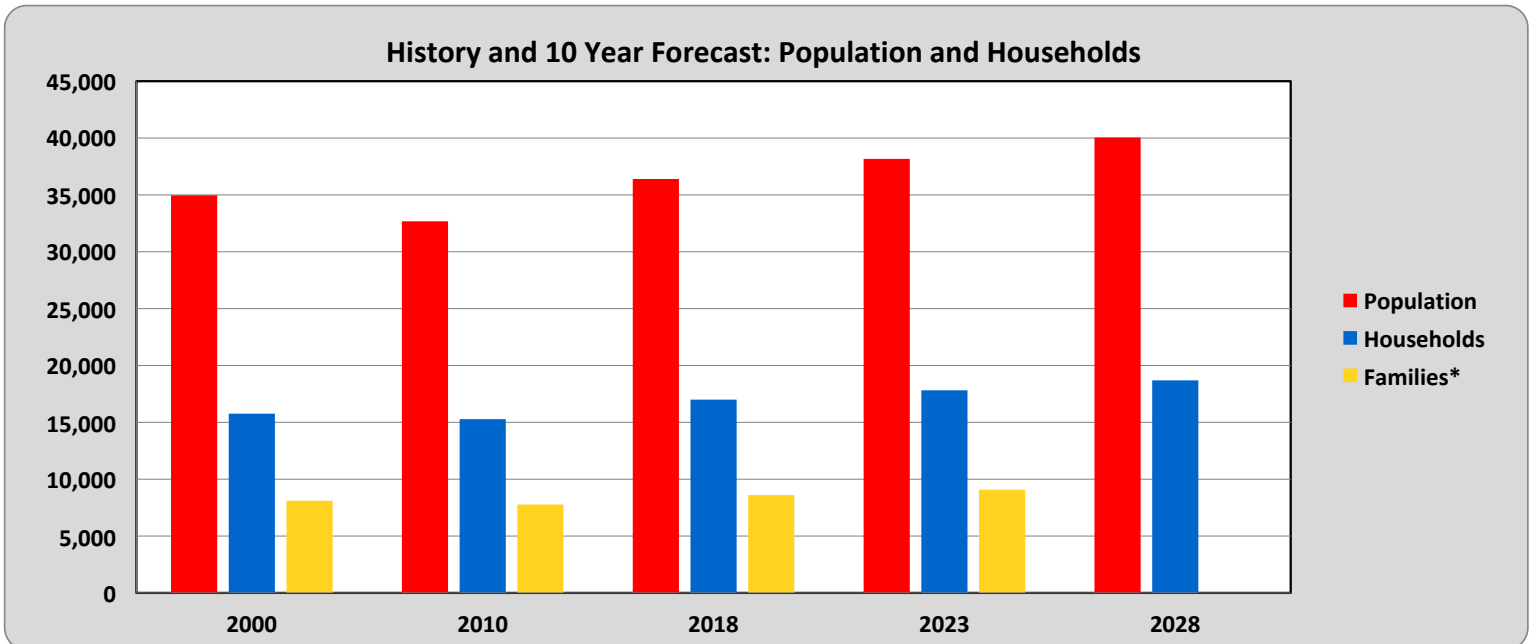
Study area: Geography: Zip Codes - 75214

Date: 1/31/2019

#### Population and Households Theme

Population is the most basic demographic characteristic. It indicates how many persons reside within an area and how that total changes over time. In addition, future population is forecasted looking out 10 years.

#### *Population and Household History with 5 and 10 Year Projected Change*

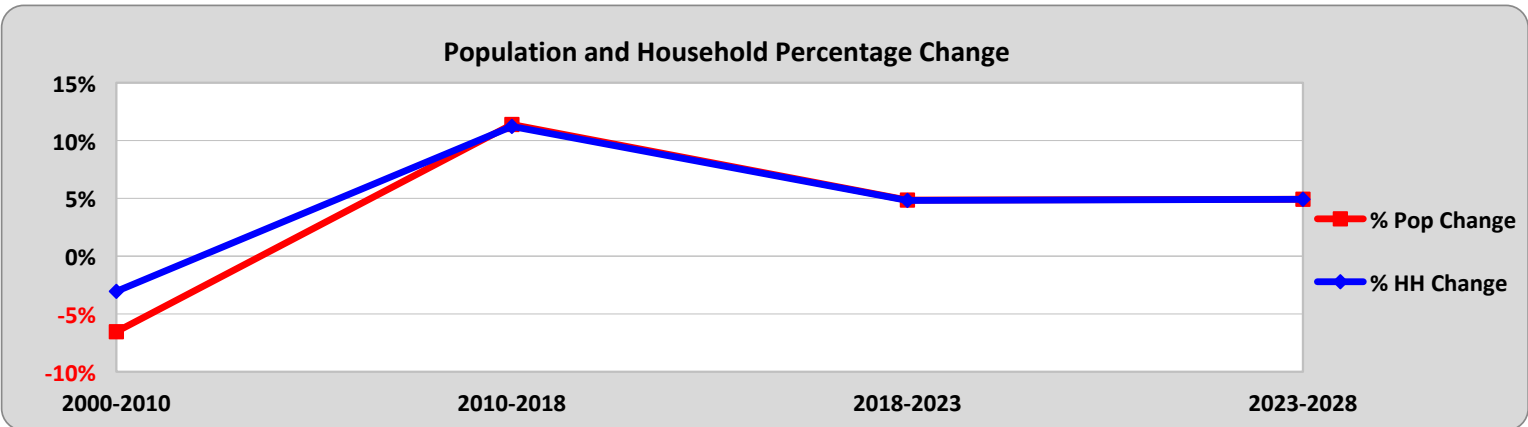


NOTE: Family Household data is not projected out 10 years.

Population, Households & Families					
	2000	2010	2018	2023	2028
Population	34,965	32,679	36,401	38,167	40,046
Population Change		-2,286	3,722	1,766	1,879
Percent Change		-6.5%	11.4%	4.9%	4.9%
Households	15,762	15,282	16,997	17,816	18,692
Households Change		-480	1,715	819	0
Percent Change		-3.0%	11.2%	4.8%	0.0%
Population / Households	2.22	2.14	2.14	2.14	2.14
Population / Households Change		-0.08	0.00	0.00	0.00
Percent Change		-3.6%	0.2%	0.0%	0.0%
Family Households	8,109	7,771	8,602	9,072	
Family Households Change		-338	831	470	
Percent Change		-4.2%	10.7%	5.5%	

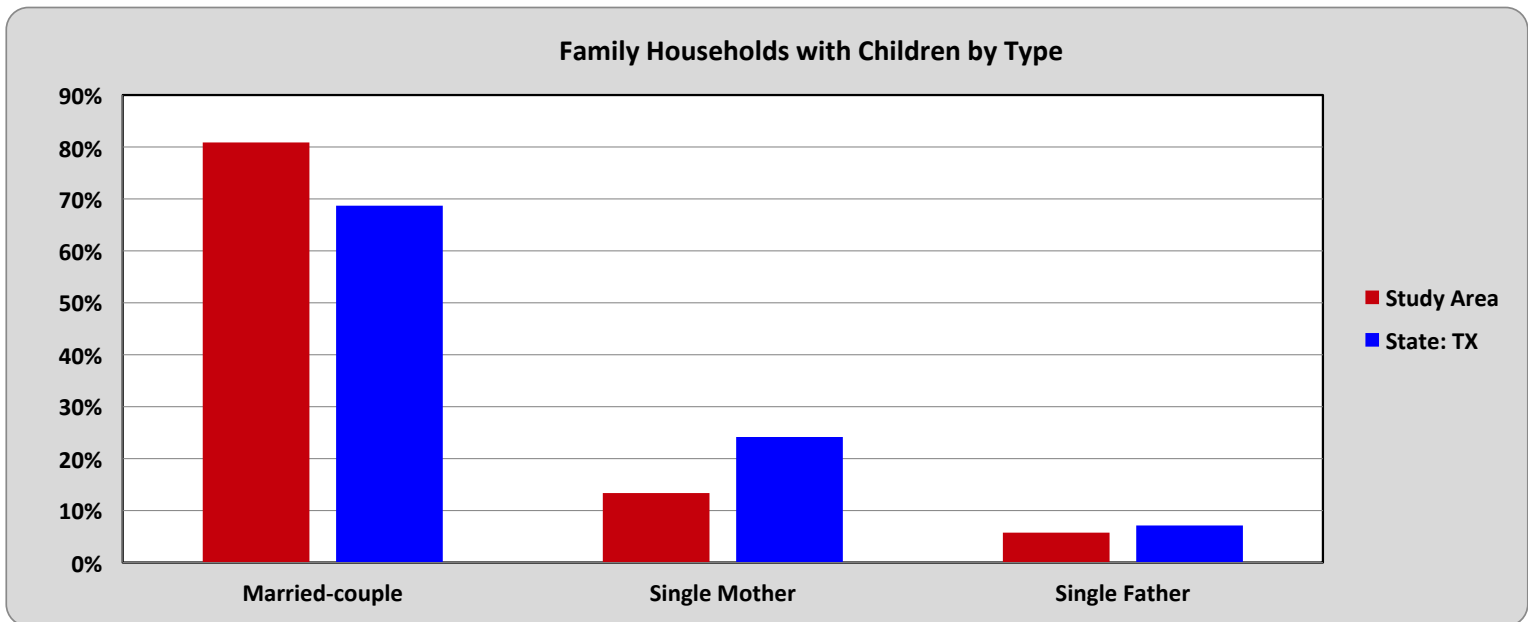
## Population and Households Theme

### Population and Household History with 5 and 10 Year Projected Percentage Change



### Family Households

Family households with children are changing. The traditional married couple structure is evolving into many different family expressions in which children are being raised. These data provide an insight into the family structures within the study area and then compares them to the state.



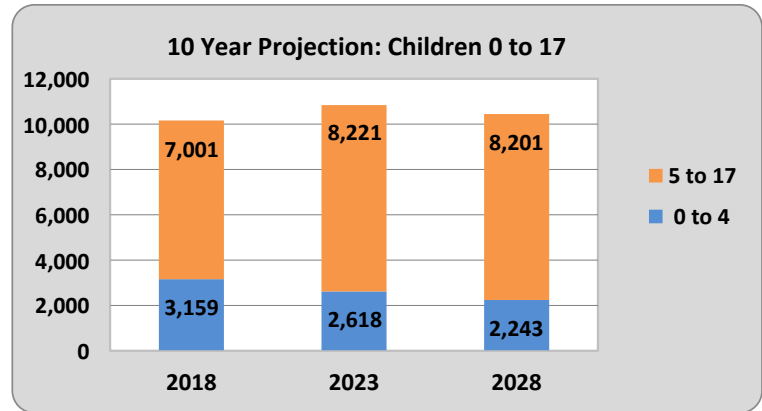
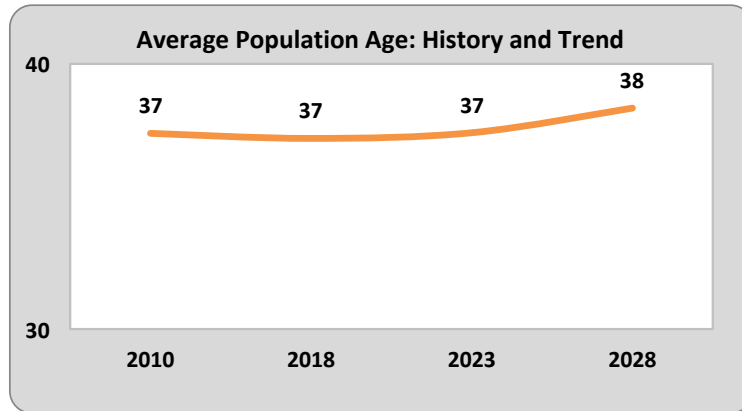
This table presents both the history and projections for family structures in the study area. Take note of the change column to discern how these family structures have changed and are projected to change in the future.

Households with Children	Actual Hhlds by Year			2010 to 2023 % Change	Percent of all Hhlds by Year			2010 to 2023 % Change
	2010	2018	2023		2010%	2018%	2023%	
Family: Married-couple	2,884	3,289	3,412	528	74.8%	80.9%	80.2%	5.4%
Family: Single Mother	693	544	588	-105	18.0%	13.4%	13.8%	-4.2%
Family: Single Father	280	234	256	-24	7.3%	5.8%	6.0%	-1.2%
<b>Total:</b>	<b>3,857</b>	<b>4,067</b>	<b>4,256</b>	<b>399</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

## Age Theme

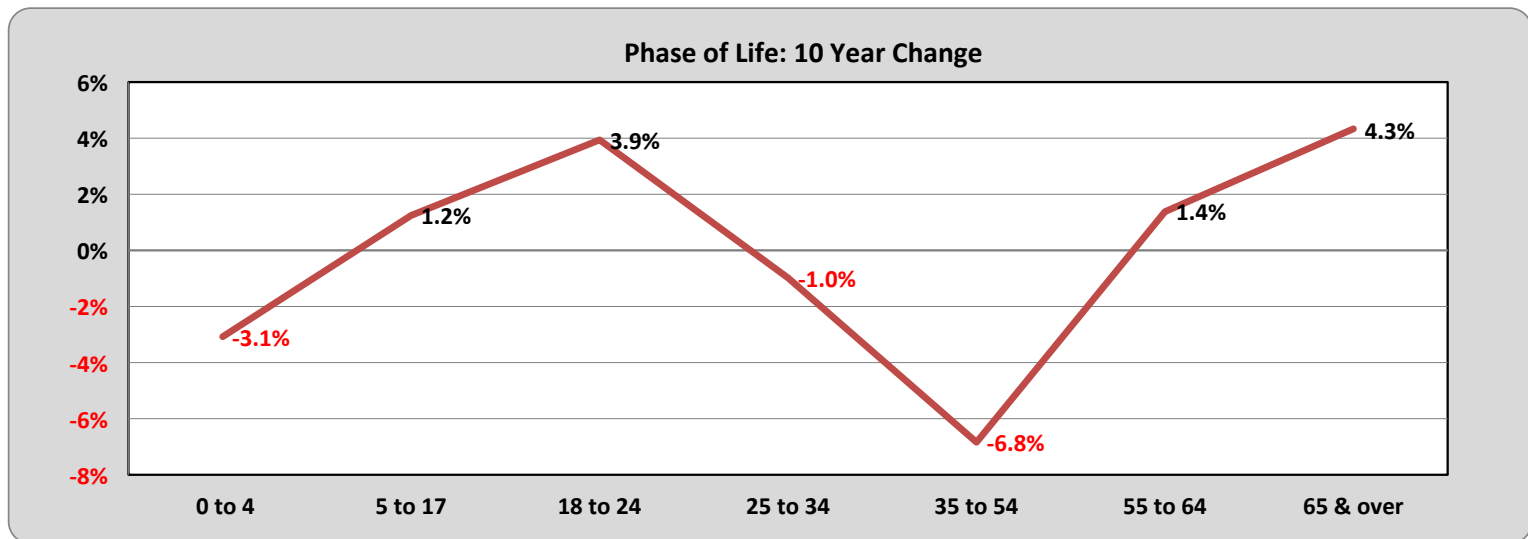
### 10 Year Average Age and Children 0 to 17 Trends

The age history and forecast reflect changes in a community. For example, two demographic trends currently in play are the aging of the Baby Boom generation and the decline in live births in the late 20th and 21st centuries.



### Phase of Life

The Phase of Life 10 Year Change graph highlights life phases that will increase or decrease as a percentage of the total population in the forecasted 10 year future.



Phase of Life presents how a community changes and people age through their various life phases.

Phase of Life	Actual Population by Year & Phase				Percent of Pop by Year & Phase			
	2010	2018	2023	2028	2010%	2018%	2023%	2028%
Before Formal Schooling: 0 to 4	2,662	3,159	2,618	2,243	8.1%	8.7%	6.9%	5.6%
Required Formal Schooling: 5 to 17	4,222	7,001	8,221	8,201	12.9%	19.2%	21.5%	20.5%
College/Career Starts: 18 to 24	1,981	1,954	2,622	3,727	6.1%	5.4%	6.9%	9.3%
Singles & Young Families: 25 to 34	6,473	3,473	2,807	3,428	19.8%	9.5%	7.4%	8.6%
Families & Empty Nesters: 35 to 54	10,158	11,866	11,627	10,315	31.1%	32.6%	30.5%	25.8%
Enrichment Yrs Singles/Cpls: 55 to 64	3,541	4,326	4,624	5,312	10.8%	11.9%	12.1%	13.3%
Retirement Opportunities: 65 & over	3,642	4,622	5,650	6,820	11.1%	12.7%	14.8%	17.0%
<b>Total:</b>	<b>32,679</b>	<b>36,401</b>	<b>38,169</b>	<b>40,046</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



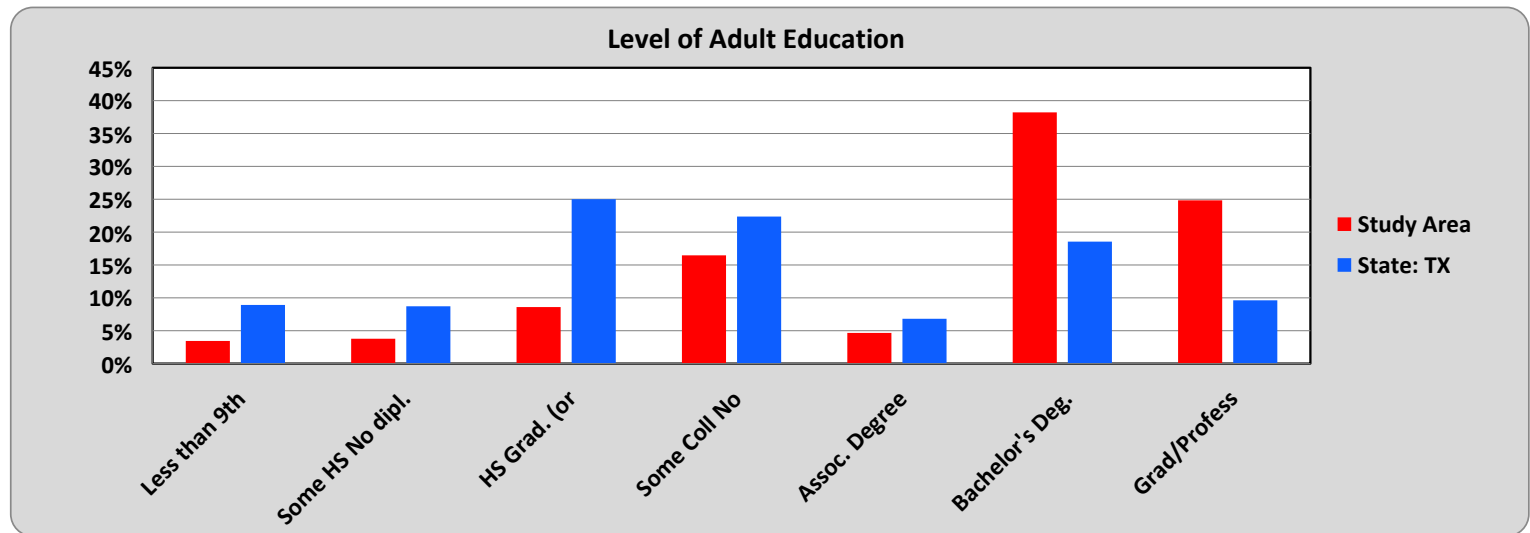
## Education and Career Status Theme

The Education/Career Status theme portrays the level of education and the career types by the categories of Blue Collar and White Collar in the study area.

### Adult Educational Attainment

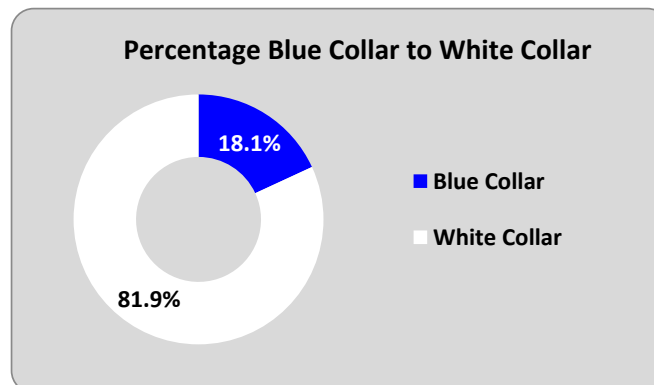
The following graphs array the adult population 25 years of age and older within the study area by their level of education completed.

### Adult Educational Attainment Compared to the State of TX



Education Level of Adults 18 Years and Older	Actual Hhlds by Year			Percent of all Hhlds by Year		
	2018	2023	2018 to 2023 Change	2018%	2023%	2018 to 2023 % Change
Less than 9th Grade	836	840	4	3.4%	3.4%	0.0%
Some High School, No diploma	918	931	13	3.8%	3.8%	0.0%
High School Graduate (or GED)	2,088	2,103	15	8.6%	8.5%	-0.1%
Some College, No degree	3,999	3,952	-47	16.5%	16.0%	-0.5%
Associate Degree	1,133	1,129	-4	4.7%	4.6%	-0.1%
Bachelor's Degree	9,281	9,225	-56	38.2%	37.3%	-0.9%
Graduate or Professional school degree	6,031	6,527	496	24.8%	26.4%	1.6%
<b>Total:</b>	<b>24,286</b>	<b>24,707</b>	<b>421</b>	<b>100.0%</b>	<b>100.0%</b>	

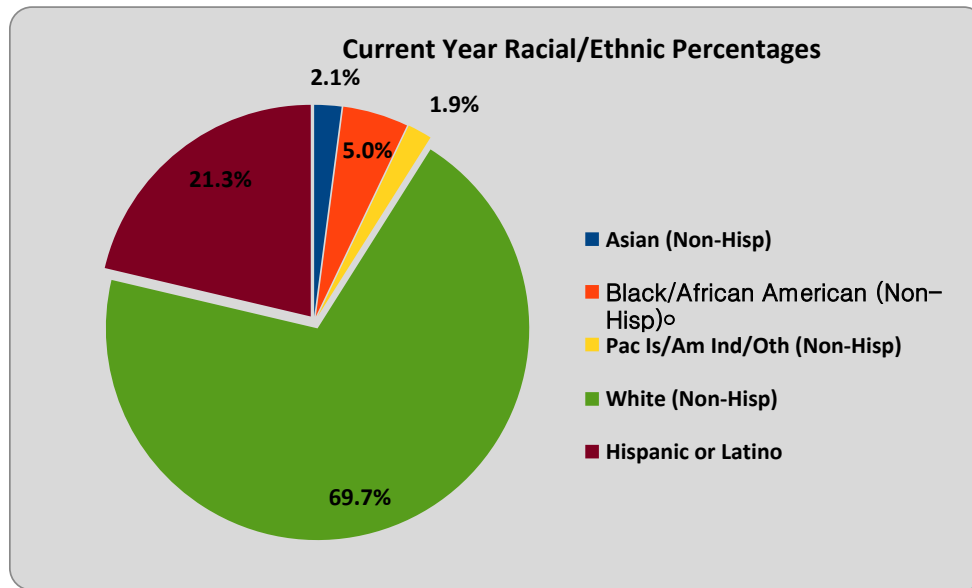
### Career Types: Blue Collar and White Collar



## Community Diversity Theme

The diversity of a community is shaped by the racial/ethnicity of the people who reside in it as well as people's age, income and education.

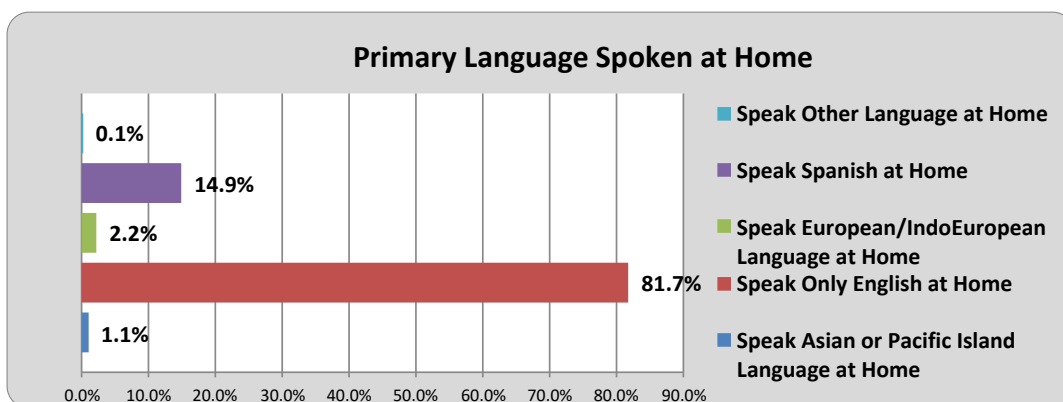
### Study Area Racial and Ethnic Diversity



NOTE: Race and ethnicity breakouts are based upon Census Bureau categories. Only those groups for which the Bureau provides extended detail can be reported.

### Race and Ethnic History and Trends

Racial/Ethnicity by Year	Actual Population by Year			2010 to 2023 Change	Percent of all Pop by Year			2010 to 2023 % Change
	2010	2018	2023		2010%	2018%	2023%	
Asian (Non-Hisp)	602	755	872	270	1.8%	2.1%	2.3%	0.4%
Black/African American (Non-Hisp)	1,503	1,826	1,955	452	4.6%	5.0%	5.1%	0.5%
White (Non-Hisp)	23,000	25,377	26,532	3,532	70.4%	69.7%	69.5%	-0.9%
Hispanic or Latino	6,971	7,761	8,085	1,114	21.3%	21.3%	21.2%	-0.1%
Pac Is/Am Ind/Oth (Non-Hisp)	604	681	722	118	1.8%	1.9%	1.9%	0.0%
<b>Total:</b>	<b>32,680</b>	<b>36,400</b>	<b>38,166</b>	<b>5,486</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

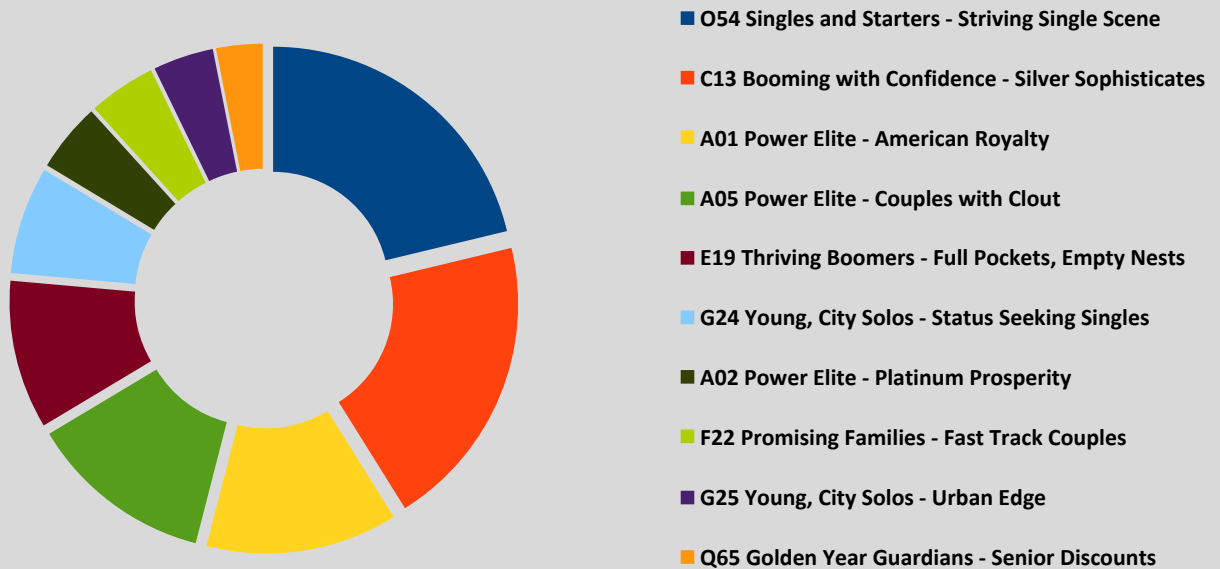


## Community Diversity Theme

### Mosaic Lifestyle Segmentation Types

Mosaic Lifestyle Types provides insight into the behaviors, attitudes and preferences of the households within the Study Area. The result is a fuller multidimensional understanding of a community, neighborhood, zip code or other geography.

Top 10 Mosaic Segments



Mosaic	Study Area		State		Comparative Index
O54 Singles and Starters - Striving Single Scene	3,031	17.8%	722,222	7.9%	226
C13 Booming with Confidence - Silver Sophisticates	2,835	16.7%	157,433	1.7%	971
A01 Power Elite - American Royalty	1,839	10.8%	171,848	1.9%	577
A05 Power Elite - Couples with Clout	1,770	10.4%	102,109	1.1%	935
E19 Thriving Boomers - Full Pockets, Empty Nests	1,426	8.4%	65,536	0.7%	1173
G24 Young, City Solos - Status Seeking Singles	1,031	6.1%	75,464	0.8%	737
A02 Power Elite - Platinum Prosperity	662	3.9%	73,362	0.8%	487
F22 Promising Families - Fast Track Couples	647	3.8%	605,351	6.6%	58
G25 Young, City Solos - Urban Edge	581	3.4%	95,375	1.0%	329
Q65 Golden Year Guardians - Senior Discounts	445	2.6%	107,513	1.2%	223
	14,267		2,176,213		

### Learn about your Mosaic Households

To access Mosaic Portrait data click on:

[Mosaic USA E-Handbook by Experian](#) (To open in a new Tab hold Control key when you click on the link)

Handbook includes Mosaic Overview and two graphic pages for each of the 19 Groups and 71 Segments.

[How to Read and Understand a Mosaic Portrait - Video](#)

[Understanding Mosaic Portraits for Mission Planning - Video](#)

**Faith based clients:** To access the Mosaic application guide click on:

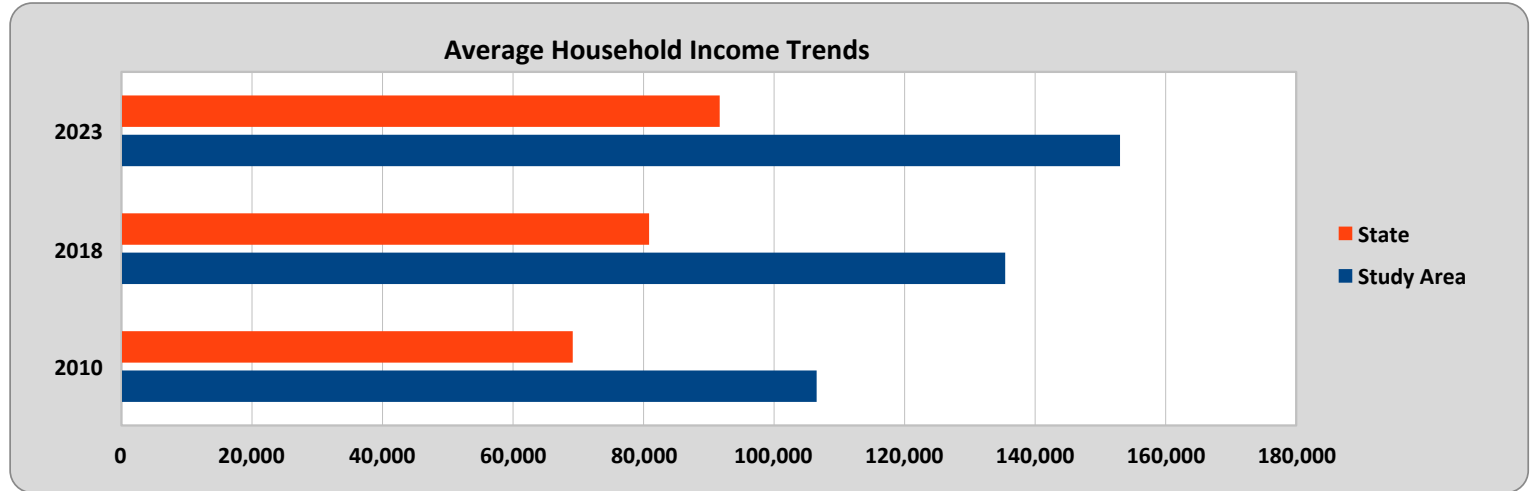
[Mission Impact Mosaic Application Guide by Bandy](#) (To open in a new Tab hold Control key when you click on the link)

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

## Financial Resources Theme

Financial resources available is an indicator of community opportunity or distress. Three variables are presented in this category: 1) Household Income, 2) Family Income and 3) Poverty.

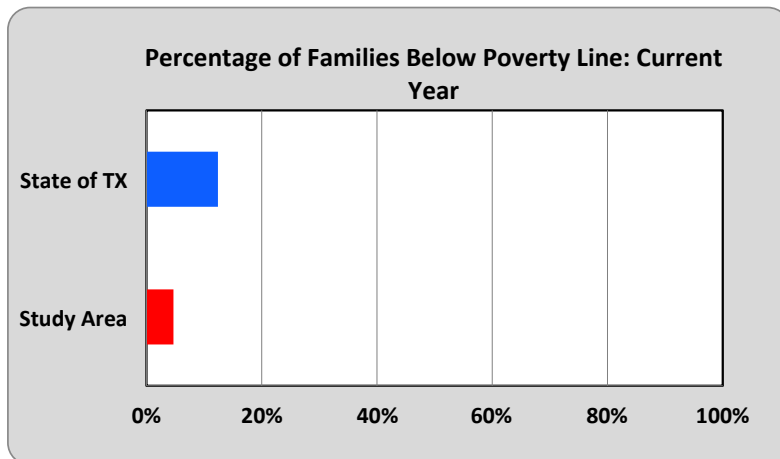
### Household Income



#### Income Trends: Households and Families

	2010	2018	2023	2010 to 2023 Change
Average Household Income	106,520	135,412	153,007	46,487
Median Household Income	65,885	89,474	101,520	35,635
Per Capita Income	49,813	63,229	71,422	21,609
Median Family Income		131,851	130,067	1,784

### Poverty



Poverty Level	Pop	Area % Pop	TX % Pop
Above poverty level	8,199	95.3%	87.6%
Below poverty level	403	4.7%	12.4%
	8,602	100.0%	100.0%

## Supporting Information

### Correlating the StoryView and DetailView Reports

The Detail View Report presents the important demographic detail behind the Demographic Indicators found on the QuickView page. It is organized around six themes.

DetailView Themes	StoryView Number	DetailView Themes	StoryView Number
1. Population, Households & Families	1 & 3	4. Community Diversity	5 & 9
2. Age	2	5. Financial Resources	6 & 7
3. Education/Career Status	4 & 8		

### Interpreting the Report

The QuickInsight report is formatted to help you interpret data at a glance.

**Change over time:** Several trend tables have a column indicating a change over time. Generally these tables begin with the last census, include the current year estimate, a five year projection and if available, a 10 year forecast. The data in each cell represents a percentage change up or down.

**Color Coding:** Both the "Change over Time" and "Comparative Indexes" columns are color coded to easily spot any change and the direction of that change.

Change:	Increasing	Stable	Declining
Index:	Above Ave	Ave	Below Ave.

### Variable Definitions

Full variable definitions can be found in the MI Demographic Reference Guide. Download it free from the Help/Documents menu located on the map screen of your study area on the MissionInsight website.

**Indexes:** Some variables will have a column called "Comparative Index." An index is an easy way to compare a study area with a larger area. For this report, all comparisons are with the state or states within which the study area falls. The indexes can be interpreted as follows.

- Indexes of 100 mean the study area variable is the same as its base area.
- Indexes greater than 100 mean the study area variable is above the base area. The higher the number, the greater it is above the base.
- Indexes less than 100 mean the study area variable is below the base area. The lower the number, the greater it is below the base.

### Support

If you need support with this report, please email MissionInsight at [misupport@missioninsight.com](mailto:misupport@missioninsight.com).



# **VISION 2020 CONGREGATIONAL SURVEY**

## **EXECUTIVE SUMMARY**

**August 8, 2013**

**Prepared by the Northridge Leadership Team**

Kay Cox, Easy Ezell, Clay Hundley,  
Kim Hurt, Darren Nicholson, and Rob Taylor

## INTRODUCTION

In 2013, our church initiated a strategic planning initiative called “Vision 2020” to assist the Session and all members of the Northridge community to faithfully discern a strategic plan and vision for Northridge’s future.

To start the process, we commissioned a congregational survey to learn more about Northridge and to allow everyone to share their ideas about its future. Our goal was to have at least 20% of our approximately 570 members respond. The survey was taken in April and generated 263 responses with an incredible response rate of 46%. With the following caveats and explanations, this document summarizes the survey results.

First, this summary is *not* a strategic plan. It is not intended to advocate or persuade. Rather, its only purpose is to inform the congregation about the survey results in a concise, unbiased, and (hopefully) understandable way.

Second, the survey results contain thousands of comments, which were anonymous and confidential. In light of this, this summary identifies only the significant trends. This does not mean that individual comments are not being considered. Please know that *every comment* is being considered, and that we are grateful for the time and effort that everyone took to complete the survey.

Third, graphs of the survey data for certain questions have been included. For some questions, we divided the responses into the following groups, based on the different phases of life that our members are in:

- Members with at least one child (0-10) living at home [50 responses];
- Members with youth (11-17) living at home and the youth [37 responses];
- Members under 65 with no children living at home [90 responses]; and
- Members over 65 with no children living at home [86 responses];

Finally, as we continue with our Vision 2020 initiative this fall, we invite and encourage you to direct any questions you have about the process or the survey results to any member of the Session or the Northridge Leadership Team.

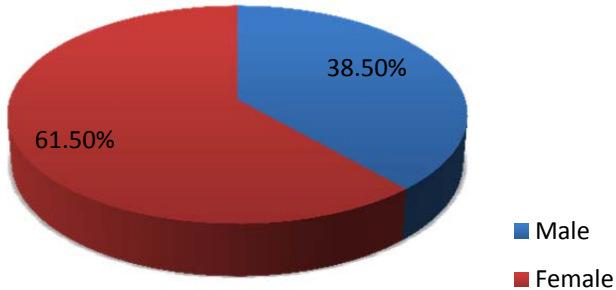
In Christ,

The Northridge Leadership Team

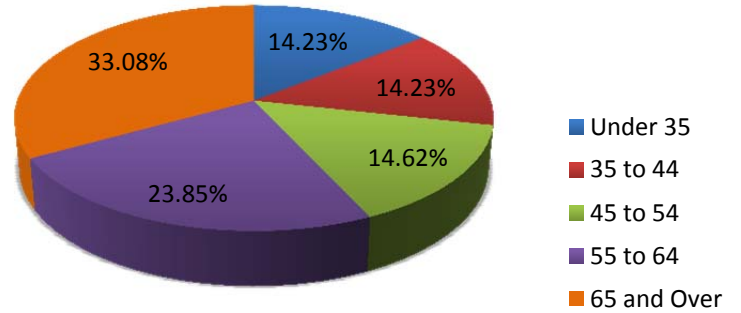


Appendix 3  
Northridge 2019 Mission Study Report  
Questions 1-6: **NORTHRIDGE SURVEY DEMOGRAPHICS**

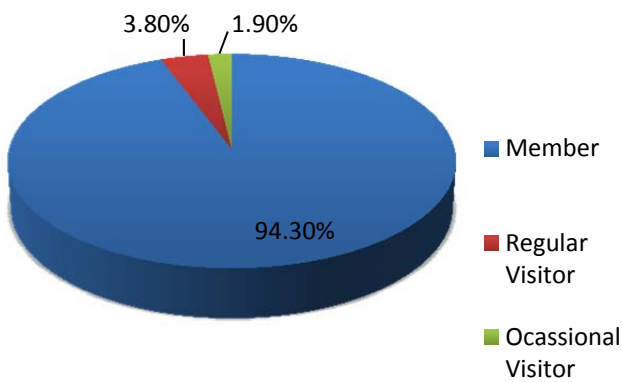
**Gender**



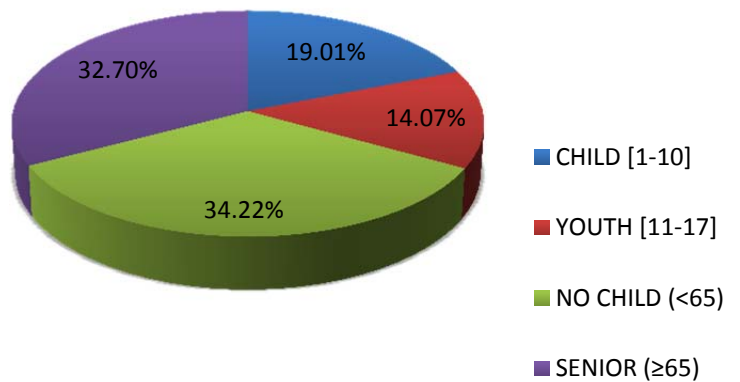
**Age**



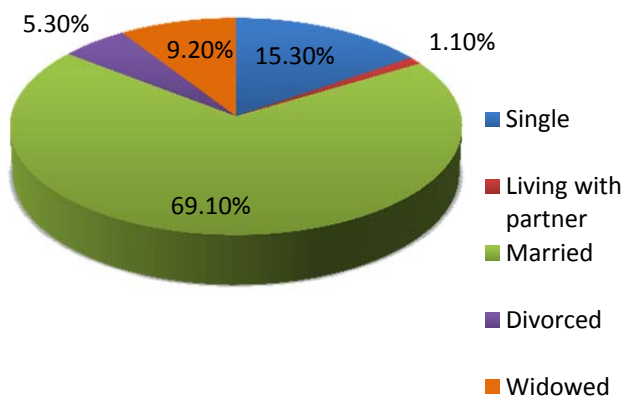
**Membership Status**



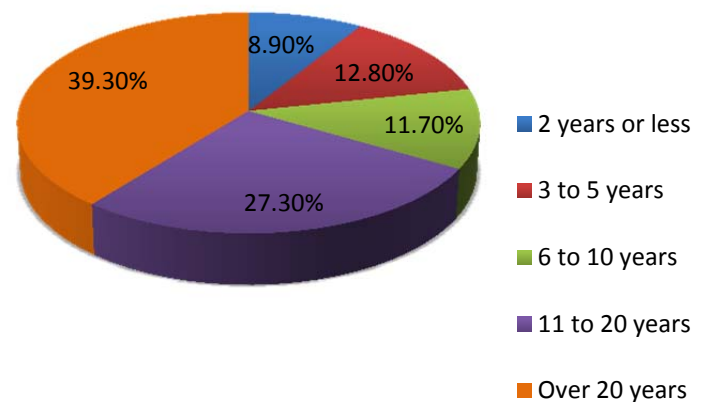
**Children Living at Home**



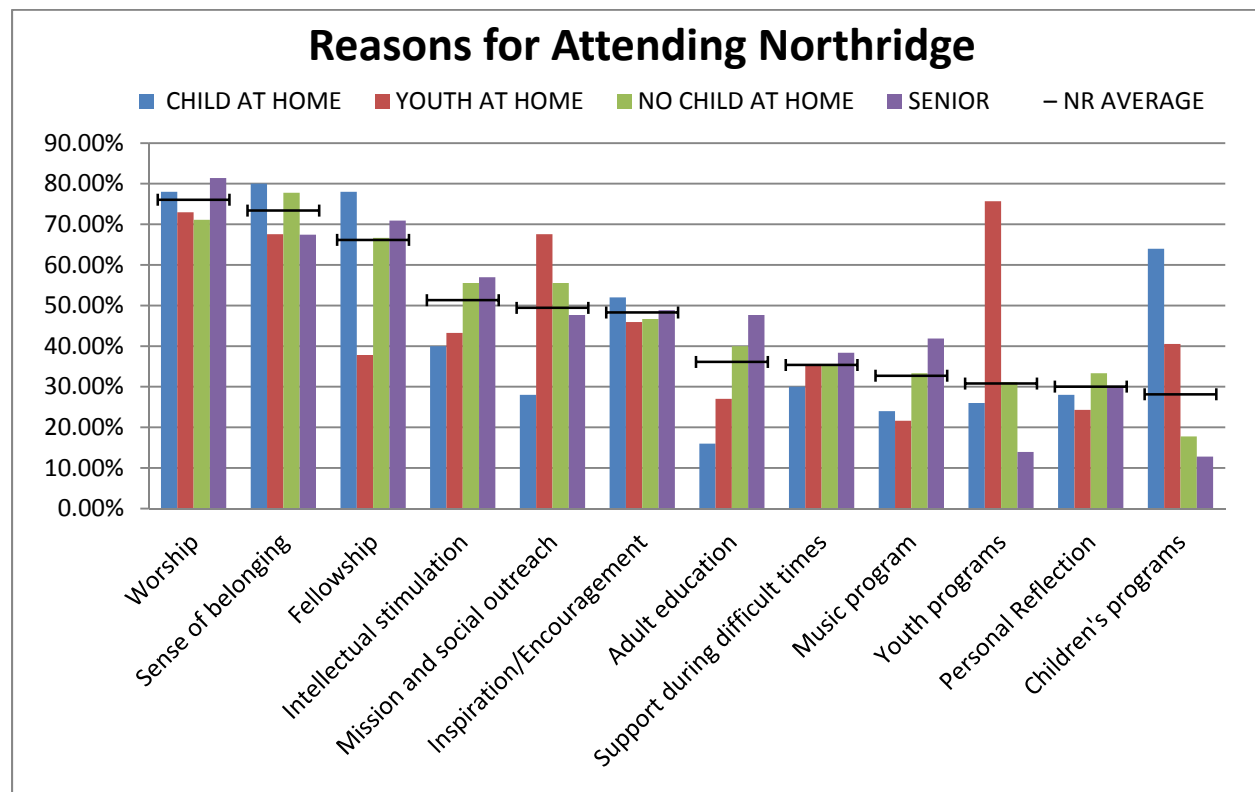
**Marital Status**



**Length of Time at Northridge**



## Question 7: What are the reasons you have chosen to worship at Northridge?



We received 249 responses to this question, and every response identified multiple reasons for attending Northridge. Across the entire congregation, Worship, Fellowship, and a Sense of Belonging were, far and away, the most common reasons given for attending Northridge.

Some differences in the reasons people come to Northridge can be noted when examining the responses by demographic group. The chart on the next page ranks the reasons different demographic groups gave for attending Northridge by frequency of response and highlights in yellow those reasons cited by more than 50% of respondents:

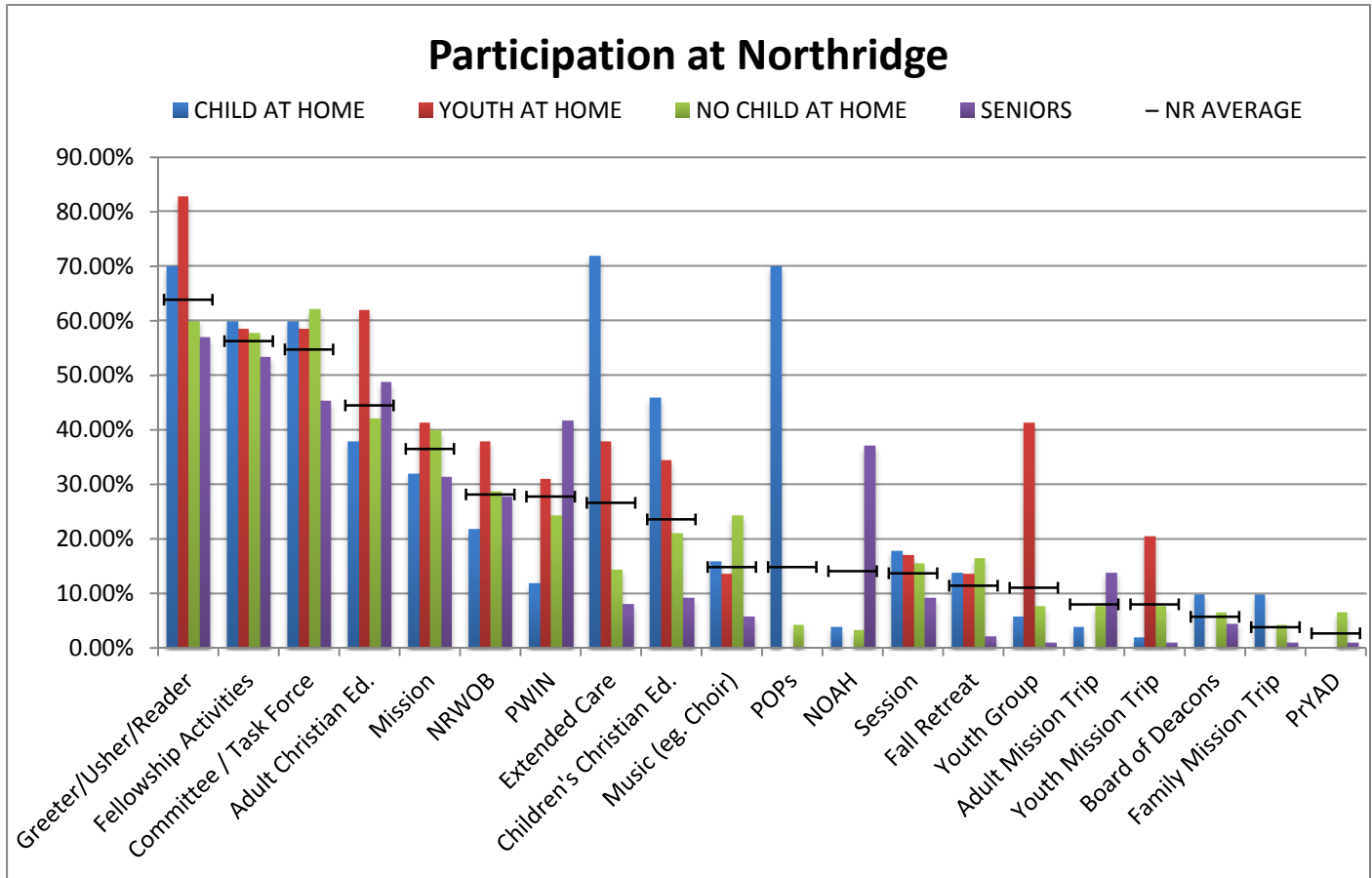
## Question 7: What are the reasons you have chosen to worship at Northridge? [Continued]

### TOP REASONS FOR ATTENDING NORTHRIDGE

#	CHILD AT HOME	YOUTH AT HOME	NO CHILD AT HOME	SENIOR
1	Sense of belonging	Youth programs	Sense of belonging	Worship
2	Worship	Worship	Worship	Fellowship
3	Fellowship	Sense of belonging	Fellowship	Sense of belonging
4	Children's programs	Mission and social outreach	Intellectual stimulation	Intellectual stimulation
5	Inspiration/Encouragement	Inspiration/Encouragement	Mission and social outreach	Inspiration/Encouragement
6	Intellectual stimulation	Intellectual stimulation	Inspiration/Encouragement	Mission and social outreach
7	Support during difficult times	Children's programs	Adult education	Adult education
8	Mission and social outreach	Fellowship	Support during difficult times	Music program
9	Personal Reflection	Support during difficult times	Personal Reflection	Support during difficult times
10	Youth programs	Adult education	Music program	Personal Reflection
11	Music program	Personal Reflection	Youth programs	Youth programs
12	Adult education	Music program	Children's programs	Children's programs

Many comments to this question noted either a longstanding connection to church in general or to Northridge in particular as an additional significant factor in choosing to attend Northridge. Other common factors emphasized in the comments were a sense of community and fellowship, the youth and children's programming, the welcoming nature of the congregation, the convenient location, and the superb preaching of both current and former pastors.

**Question 8: In the past two years, I have participated in:**



We received 263 responses to this question, with most respondents identifying multiple areas of participation. Across the entire congregation, members most often participate in worship (such as greeting, ushering, or lay reading), participation in fellowship activities, and work on church committees or tasks forces.

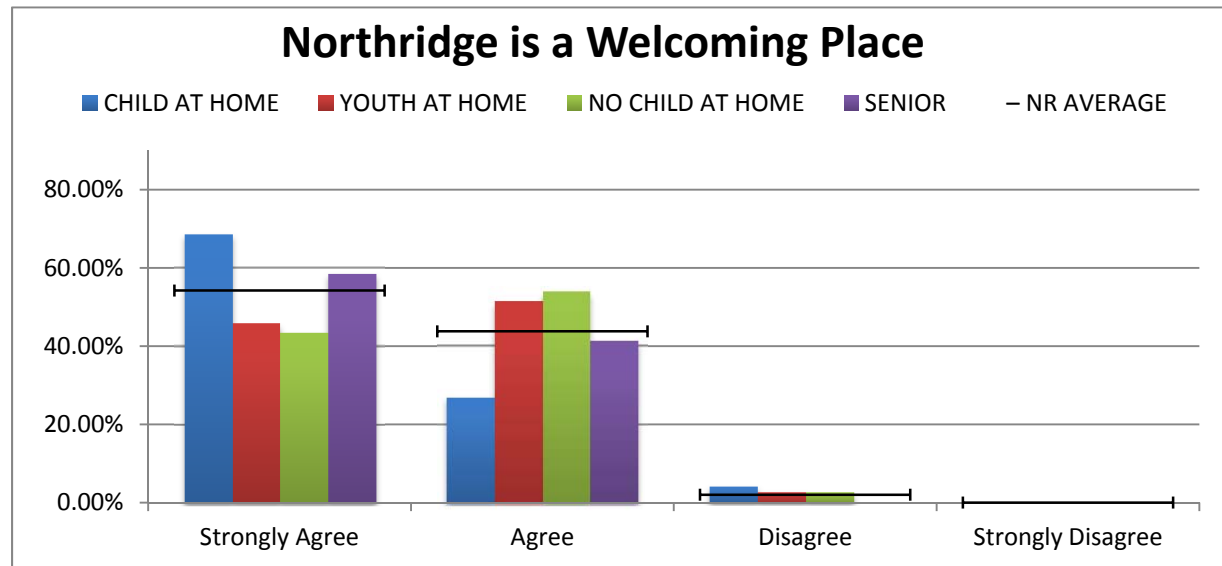
The most common participation activities also vary by demographic group. The chart on the next page ranks the top ten participation categories identified by different demographic groups and highlights in yellow those categories with a participation rate greater than 50%

**Question 8: In the past two years, I have participated in:**  
**[Continued]**

**TOP TEN AREAS OF PARTICIPATION**

#	CHILD AT HOME	YOUTH AT HOME	NO CHILD AT HOME	SENIOR
1	Extended Care	Greet/Usher/Read	Committee/Task Force	Greet/Usher/Read
2	Greet/Usher/Read	Adult Christian Ed.	Greet/Usher/Read	Fellowship Activities
3	POPs	Fellowship Activities	Fellowship Activities	Adult Christian Ed.
4	Fellowship Activities	Committee/Task Force	Adult Christian Ed.	Committee/Task Force
5	Committee/Task Force	Mission	Mission	PWIN
6	Children's Christian Ed.	Youth Group	NRWOB	NOAH
7	Adult Christian Ed.	Extended Care	PWIN	Mission
8	Mission	NRWOB	Music (eg. Choir)	NRWOB
9	NRWOB	Children's Christian Ed.	Children's Christian Ed.	Adult Mission Trip
10	Session	PWIN	Fall Retreat	Children's Christian Ed.

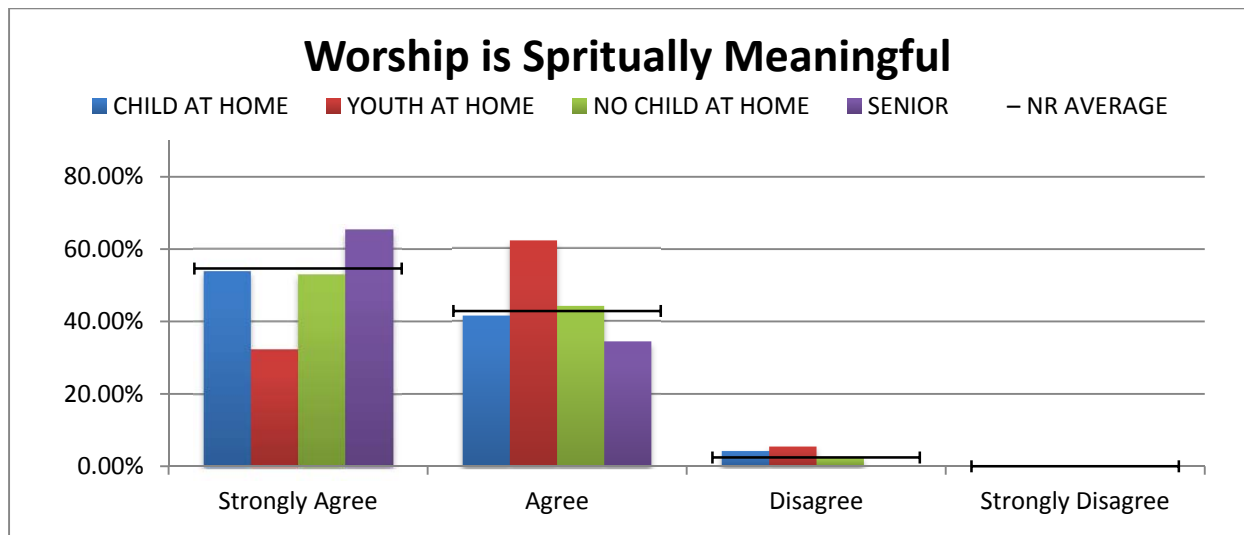
Comments reflected a wide variety of additional activities that were not identified as part of the survey. Some of those included participation in VBS, individual calls and visits to those in need, church blood drives, and other volunteer and outreach oriented activities.

**Question 9: Northridge is a welcoming place to all people.**

We received 249 responses to this question and the comments were overwhelmingly positive, repeatedly citing our friendly greeters and welcoming congregation as engendering a feeling of belonging.

- Comments positively highlighted our use of name-tags and some suggested that visitors be gently encouraged to wear them.
- Many noted that newcomers are often (though not always) given the opportunity to become involved in Northridge activities and committees.
- Several comments praised a perceived trend toward greater diversity in our membership highlighted by the Northridge Without Borders program.
- Others expressed concern about a continuing lack of ethnic, educational, and socioeconomic diversity and whether we greet visitors who do not appear to be “like us” with the same enthusiasm.
- Some questioned whether young adults feel welcome and others noted the difficulty in attracting college-age members due to our location.
- Some suggested we need to reach out more effectively to the local neighborhood and to young visitors who are not married or do not have children and may feel excluded.
- Some comments expressed concern about cliques in the youth group.

## Question 10: Worship at Northridge provides meaningful spiritual experiences.

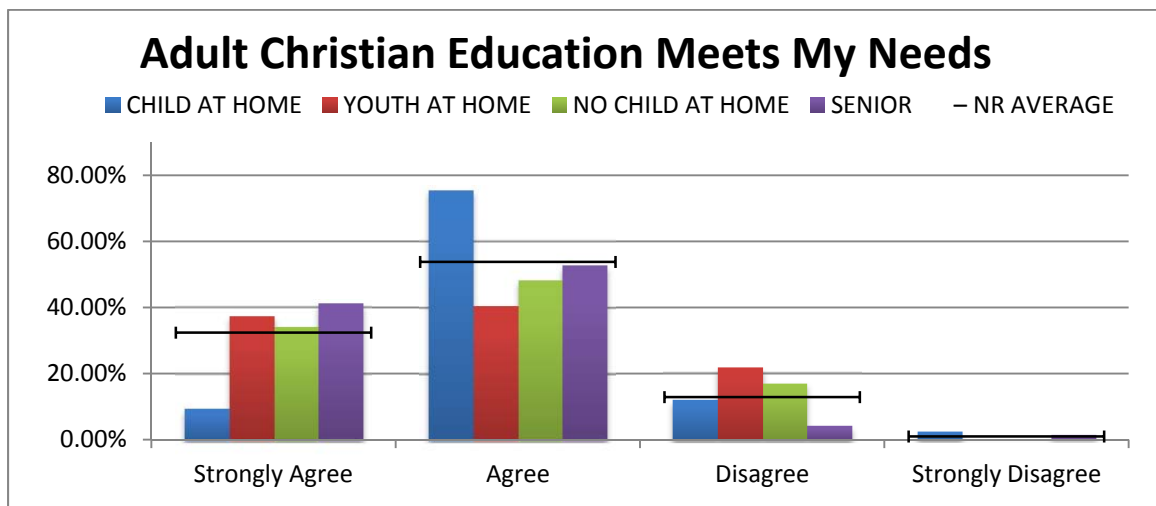


We received 247 responses to this question, with overwhelming majorities of respondents either “Strongly Agreeing” or “Agreeing” that worship at Northridge was spiritually meaningful. Comments were consistently positive, noting the leadership of the staff, the high quality, thought provoking and inspirational nature of the sermons, the prayers, the music and the service itself.

- Many comments praised the inclusion of a broad range of members in various roles in worship services.
- While the worship service creates an atmosphere that fosters worship and reflection for many, a few feel the service is rote or too traditional.
- While many respondents prefer traditional worship and liturgy, some questioned whether worship at Northridge is as meaningful for children, the youth, younger adults, or people with limited religious backgrounds.
- Some suggested that we should be open to change in some areas, with less traditional music as a starting point.
- Some observed that sermons should be shortened.
- Some comments highlighted outdoor worship as particularly meaningful while others suggested alternative approaches in our service, such as communion around tables, as part of a meal, liturgical dances, art, etc.



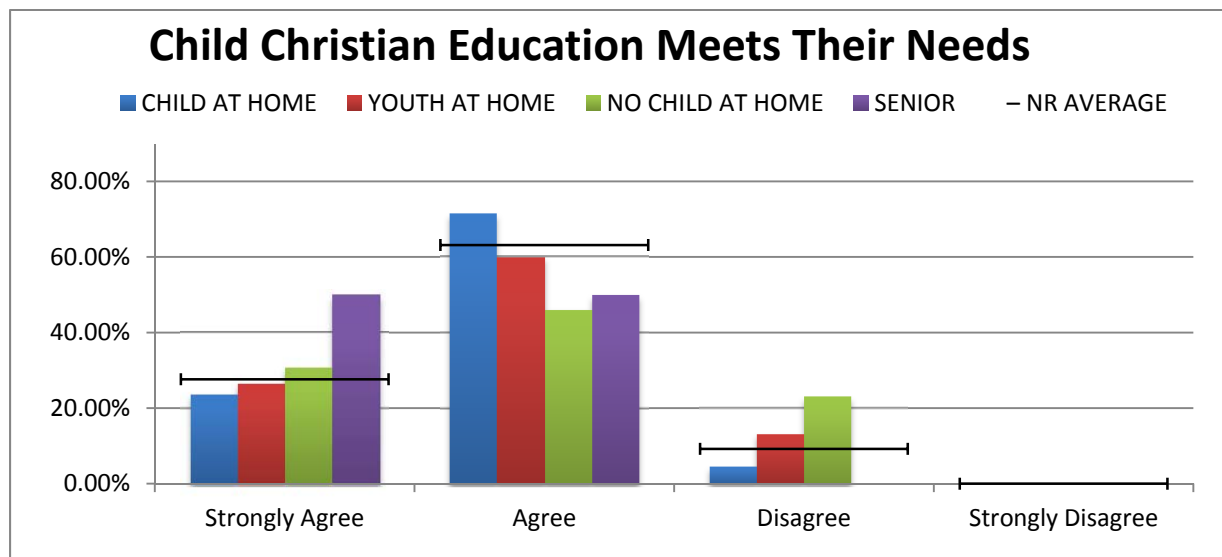
## Question 11: Northridge Christian Education programs satisfy my individual needs for religious education.



We received 210 responses to this question. Unlike Worship, where responses were overwhelmingly positive, views on Adult Christian Education were more varied and generally less enthusiastic.

- Many comments praised the quality and variety of adult Christian Education classes, whose teachers were characterized as intellectual, dedicated and prepared. The pastors' classes also received high marks.
- Several commenters expressed concern that CE relies on too few leaders.
- Many comments voiced a desire for small-group style studies and classes, with the POPs Sunday Bible study cited as an example of a successful new approach to Christian Education.
- Several comments voiced a desire for a "Bible 101" type course, focused more on fundamentals than intellectual analysis.
- Several comments reflected concern about attracting younger members, many of whom teach children's Sunday School, to adult Sunday School.
- Many comments expressed a desire for adult classes that incorporate elements of fellowship, allowing participants to form closer relationships through prayer, shared joys and concerns and group discussion of faith in modern times.

**Question 12: Northridge Christian Education programs satisfy my children's needs (age 2-6th grade) for religious education.**

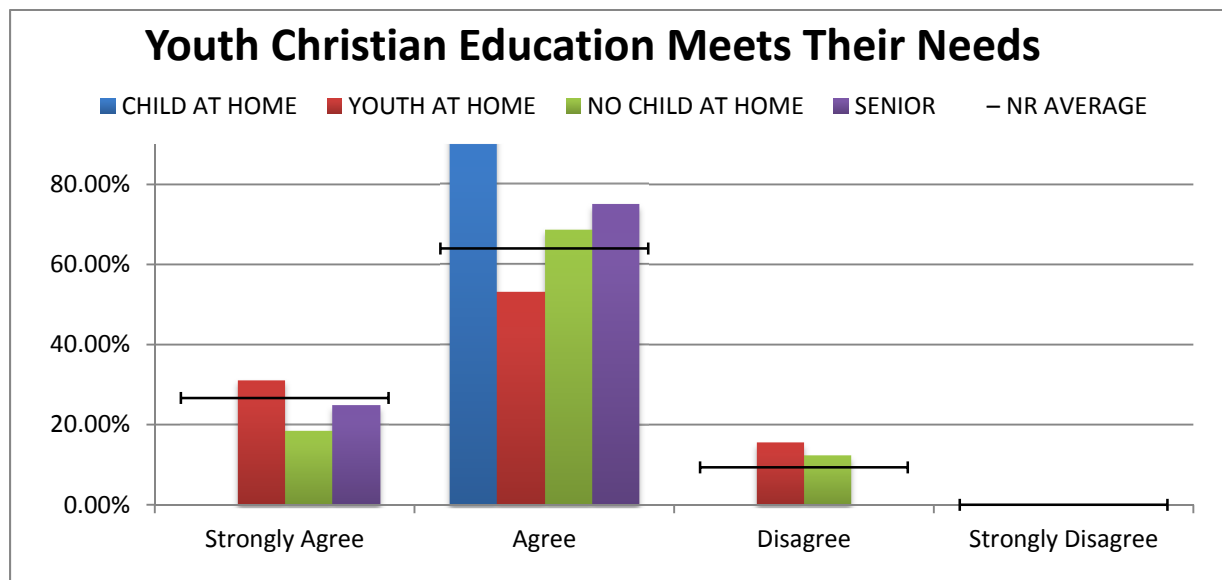


We received 76 responses to this question, which was directed specifically towards parents of younger children. Of the responses, 42 came from parents with children under 10, 15 from parents of youth, 13 from members who did not have children at home and 6 from seniors.<sup>1</sup> Similar to the previous question, views on Children's Christian Education were less enthusiastic and more varied when compared to the views regarding Worship.

- Several comments expressed satisfaction with CE for children – particularly the commitment of the staff and lay teachers.
- Some comments suggested consideration of new approaches to CE, including mid-week programs or new curricula incorporating computers.
- Several comments expressed appreciation that Northridge teaches children that church is a welcoming and safe place.
- Some comments recalled experiences of teaching Sunday School as poorly overseen and organized.

<sup>1</sup> This context is important because, for example, while "50%" of seniors "Strongly Agree" with this question, this reflects the sentiment of only 3 seniors; 80 seniors *did not* answer this question.

**Question 13: Northridge Christian Education programs satisfy my teenager's needs (grades 7-12) for religious education.**

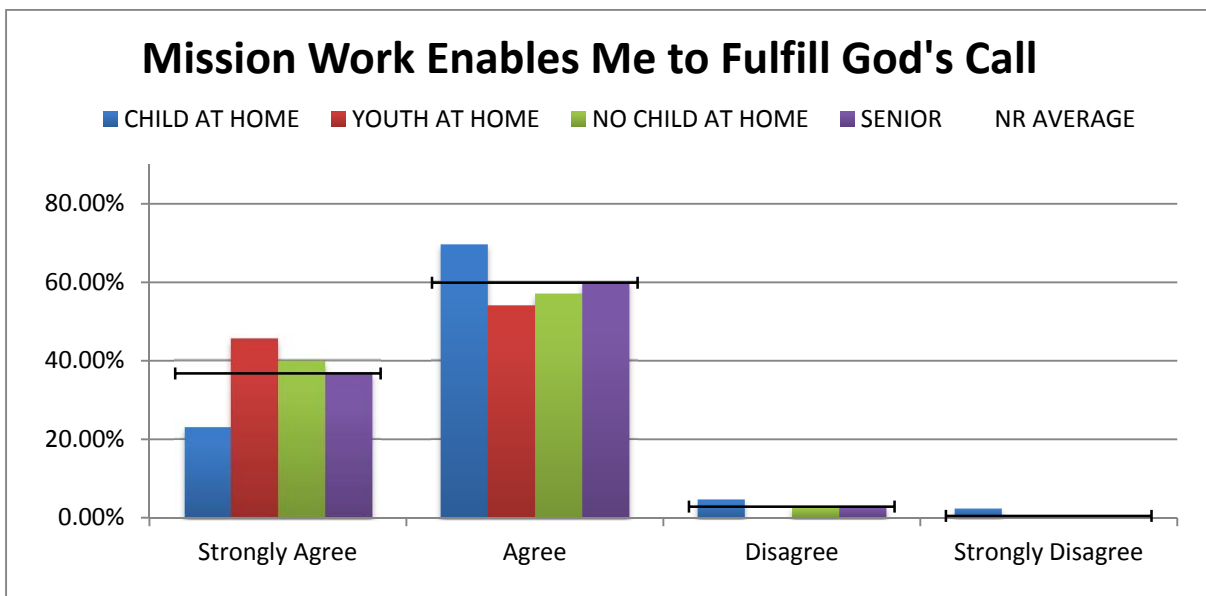


We received 58 responses to this question, which was directed specifically towards parents of teenagers. Six responses came from parents with young children, 32 responses from parents of youth and the youth, 16 responses from members who did not have children at home and 4 from seniors.<sup>2</sup> Generally speaking, comments to this question were similar to the comments received for the questions about Adult and Child Christian Education at Northridge.

- Many comments reflected satisfaction with CE for teens, which several credited with making youths feel welcome and comfortable.
- While many praised the Youth Group, several consider CE a weak point for this population.
- Several comments expressed concern about the current curriculum – some say it is largely developed by teachers who need better support, and others believe it should focus more on reformed doctrine and Biblical literacy.

<sup>2</sup> This context is important because, for example, while “100%” of parents with young children “Agree” with this question, this only reflects the responses of 6 parents with young children; 44 parents with young children *did not* answer this question.

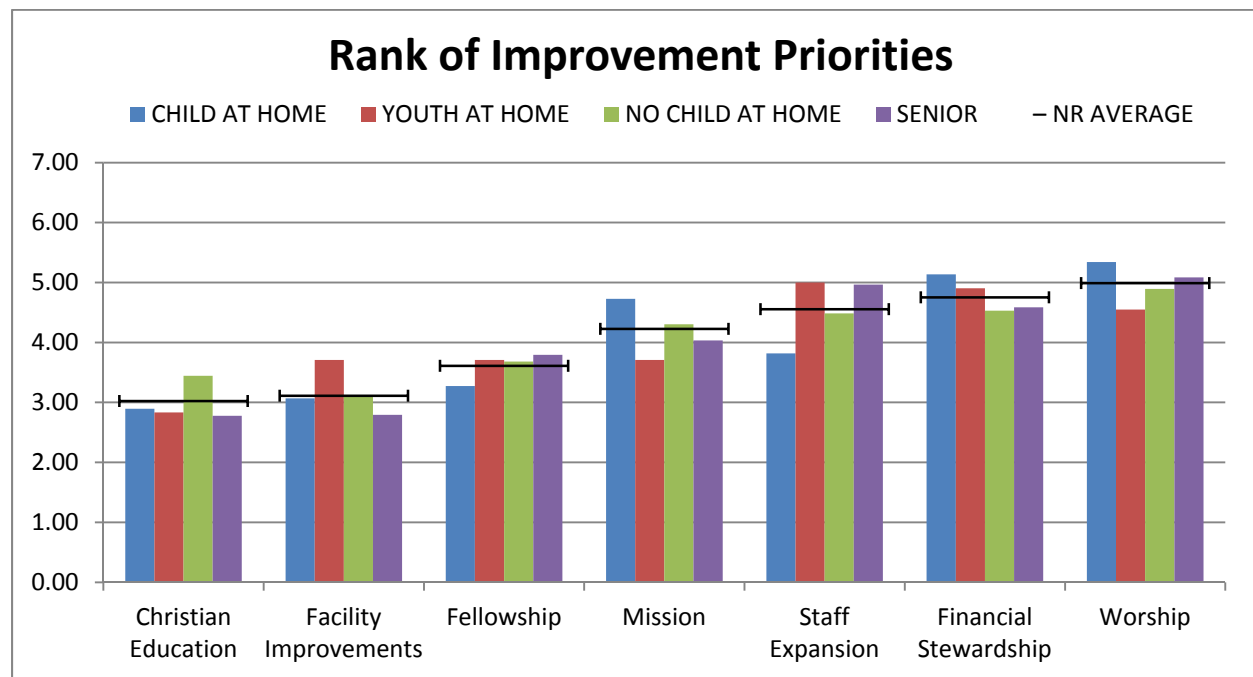
### Question 14: Northridge's mission work enables me to fulfill God's call to help others.



We received 212 responses to this question. Comments to this question generally fell into three main categories – strengths, opportunities, and comments relating to our current mission programs.

- Many comments expressed high praise for mission opportunities at Northridge, characterizing them as spiritual, appropriately varied for different age groups, and accessible.
- Several comments expressed appreciation for the priority mission opportunities are given at Northridge.
- Some comments expressed gratitude for the increasing number of opportunities for mission in recent years.
- Some comments reflected a desire for a more concentrated focus on fewer mission projects.
- Some comments expressed a desire for opportunities that enable working members, those with physical limitations and those with young children to participate in mission opportunities.
- Several comments included suggestions for expanding mission work.

**Question 15: Please rank the following in order of priority for improvement:**

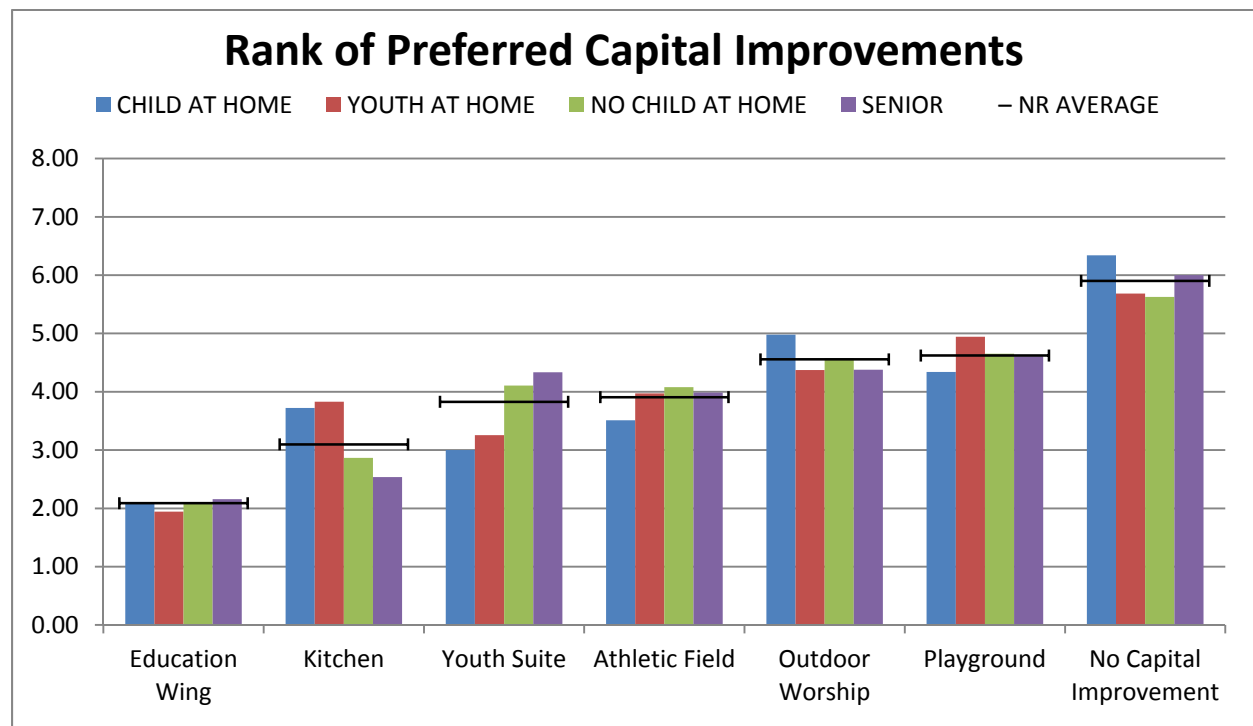


We received 198 responses to this question. Respondents were provided with a list comprising different aspects of Northridge and asked to prioritize the list, with 1 being the area most in need of improvement and 7 being the least. These results were then added together and averaged.

Of the areas identified, respondents considered Christian Education (3.02) and Facility Improvements (3.11) to be the most in need of improvement when compared with other priorities. When examining the responses by different demographic groups, this remains the case, with all groups ranking these two categories as one of the top two areas in need of improvement. Across all groups, improving Fellowship (3.61) ranked third.

On average, respondents considered for the remaining four categories – Mission (4.23), Financial Stewardship (4.75), Staff Expansion (4.56), and Worship (4.99) – as less in need of improvement.

**Question 16: If Northridge were to undertake capital improvements between now and 2020, how would you prioritize the following?**



We received 225 responses to Question 16. Respondents were asked to assume that Northridge was going to undertake capital improvements, provided with a list of potential capital improvements, and asked to rank them by priority with 1 being the most important and 7 being the least. “No Capital Improvement” was provided as an option. These results were then added together and averaged.

Of the capital improvements identified, improvement to the Education Wing (2.09) was deemed the most important. This was the strong consensus across all groups, with 67% of all respondents (150 total) ranking it either “1” or “2” and only 5 respondents (2%) ranking it “6” or “7.” Improvements to the Kitchen (3.10), Youth Suite (3.83), and Athletic Field (3.91), were also higher priorities, on average, than other categories. “No Capital Improvement” (5.9) was ranked last on average and across all groups.

**Question 17: Please explain your answer to question 16. Be sure to note other capital improvements, if any, you believe would effectively further Northridge's ministry and mission.**

We received 167 comments to Question 17, the overwhelming majority of which were directed towards improvements to the education wing, with improvement to the bathrooms and the youth suite as often cited examples in addition to improving accessibility issues. A significant number of comments also referenced the need for improvements to our kitchen facilities and for improvements to our outdoor spaces (such as improving the athletic field and creating an outdoor worship center). It is important to note that we received numerous comments reflecting the view that capital improvements should not be undertaken or are a lower priority for Northridge.

**Question 18: What would you like to see Northridge achieve in the next seven years?**

We received 182 responses to this general question, and responses addressed virtually all aspects of Northridge. A few of the trends include:

- Many comments emphasized that Northridge does many things right, that it should continue to “hold on to what is good,” and that the visioning process should not “change everything” about Northridge.
- Many comments reflected a common goal of increasing our membership.
- Many comments expressed a desire to diversify our membership, suggesting the need to invite people of different ethnicities and socio-economic backgrounds, to open our facilities to serve the community, and to include those from our surrounding area.
- Similarly, several comments suggested we improve our outreach to our immediate neighborhood and open our facilities for use by families and others in the neighborhood.
- Several comments suggested a need to better integrate new members, to improve participation of the current membership, and to develop and offer members opportunities to participate at different levels of involvement.



**Question 18: What would you like to see Northridge achieve in the next seven years? [Continued]**

- Many comments expressed a desire to significantly increase the involvement of younger members, including young families, newly marrieds and singles, and to develop a “vibrant, growing” youth ministry. Suggestions included improving outreach to our youth, creating education programs more tailored for parents of young children and young adults, offering more fellowship activities and creating new ministries (such as a campus ministry) directed towards the younger demographic.
- Improving our Christian education programs, for all ages, was another common theme, with suggestions provided to improve the CE programs for young adults, young marrieds and young families.
- Several comments suggested Northridge have more family and social activities. Others suggested more fellowship opportunities both among peer groups and among intergenerational groups.
- Continued focus on mission was a common theme, but improved focus on the needs of membership both “within the walls” and in the local community was also noted, with many suggestions provided.
- Some comments proposed a more focused and targeted mission program while others suggested we “aim high,” expand current initiatives, and increase the percentage of the budget committed to mission.
- Many comments suggested capital improvements to upgrade Northridge’s facilities, and the desire for Northridge to create a plan for needed capital improvements was common. Many suggestions were provided on both areas of need (from the education wing, to the kitchen, to parking) and how to best undertake any kind of capital improvement initiative.
- Some comments raised concerns about financial stewardship, including better education of the congregation about stewardship, and the sustainability of recent budget growth in light of demographic changes. Some suggested Northridge create an endowment for financial security and for mission, physical plant and education programs.

**Question 19: What strengths does Northridge have that will move us toward our goals for 2020?**

We received 186 responses to this question, and respondents identified many strengths of Northridge. By far, the most commonly cited strengths were the pastoral staff, the strong lay leadership, the committed and welcoming congregation, the strong sense of community and fellowship, the financial stability of our church, and our strong commitment to mission. Other commonly identified strengths included the talents and gifts of the congregation, our worship service, music program, and our traditions and heritage.

**Question 20: What challenges could interfere with our achieving Vision 2020?**

We received 165 responses to this question. Although Question 19 identified church finances as a “strength,” the most commonly cited “challenge” was also church finances, including budgetary constraints and conflicts around spending priorities. Concern over division within the congregation and the inability to form a consensus was the second most commonly perceived challenge. A good number of comments also identified “process” as a significant challenge and barrier to progress. Other challenges identified included: secular distractions, fear of change, an aging membership, burnout amongst the congregation and staff, negative attitudes, overly adhering to tradition, attracting and keeping young members, retaining and developing new leadership, a lack of focus, and staffing issues.

**Question 21: What do you believe God is leading Northridge to do in the next seven years?**

We received 161 responses to this question. Comments emphasized some of the following themes:

- **Continuing Mission and Outreach.** Comments emphasized remaining steadfast to our financial and spiritual mission commitment, ensuring we have a focused mission plan, emphasizing more local missions, and continuing to educate our youth about mission work. Opening our facilities to others was also emphasized.
- **Promoting Social Justice and Volunteerism.** Several comments suggested targeted efforts to help needy groups, such as the poor, homeless, elderly and underprivileged children.

**Question 21: What do you believe God is leading Northridge to do in the next seven years? [Continued]**

- **Northridge Without Borders.** Several comments suggested expansion of the Northridge Without Borders program to become an exemplary refugee assistance program and to encourage refugees to worship with us.
- **ELM.** Several comments suggested Northridge take a stronger role in ELM.
- **Take Risks.** Many comments reflected a desire that we step out of our comfort zones, not be afraid to try new things, and become more vocal in our ministry and our neighborhood.
- **Spread God's Word.** Several comments favored becoming more active in evangelism, to spread God's word through various efforts and to reach out to the un-churched.
- **Expand and Enhance Our Membership.** Many comments reflected the desire to support current members and welcome new members, to focus on our neighborhood and build a community and platform to serve God in our area, to strengthen our relationships with other churches in Lakewood and east Dallas and to strive for more diversity.
- **Reach Out and Support Younger Families.** Spiritually nurturing families of all ages and stages of life was a common theme in several comments, with an emphasis on working to attract more youth and young families, growing with new, young members, and providing special programming (Bible studies, parenting classes, support groups and fellowship) for them.
- **Continuing Our Commitment to Spiritual Development.** Many comments focused on our purpose of being a place of worship for our membership and the neighborhood, that we should encourage our members to commit time to learning and praying outside of worship, and that our church should make more of a joyful noise – following the example our youth set during their annual mission trip worship service.
- **Faithful Stewardship of our Assets.** Many comments reflected a desire that we be good stewards of our assets and that we should use and improve them to be better able to serve others – and our own members.

**Question 21: What do you believe God is leading Northridge to do in the next seven years? [Continued]**

- **Support Our Staff.** Many comments anticipate the need for additional staff as Northridge grows and our programs expand and reflected the desire for our current staff to get the support they need.
- **Stay Connected to our Denomination and Presbytery.** Some comments reflected a further desire to maintain a strong connection to the Presbyterian Church (USA) and Grace Presbytery.

**Question 22: Thank you for taking time to share your experiences, thoughts, and feelings about the future of Northridge. We welcome your additional comments below.**

We received 79 responses to this general question, and the comments were highly varied. These are some (but by no means all) of the common threads.

**Some respondents feel they are drifting away**

- Some respondents wrote of a decreased sense of belonging – fewer individual conversations about Christ and fewer prayer opportunities with others at Northridge.

**Some suggested expanded activities for our older members**

- Hopes that Northridge continue to develop programs/opportunities and ministries to older members/community.
- Desires that Northridge open the building more for casual elderly activities.

**Some suggested facilities improvements**

- Comments suggested several areas for improvement, including the youth suite and education wing.

**Many comments shared hopes for the visioning process:**

- That the church learns how to take a profound and transforming step to increase its outreach and impact.
- That we have the courage, strength and wisdom to discern and carry out God's plan.

**Question 22: Thank you for taking time to share your experiences, thoughts, and feelings about the future of Northridge. We welcome your additional comments below.  
[Continued]**

- That we determine a plan to build on our history to improve mission, Christian Education, fellowship and community outreach.
- That we choose a bold path that challenges our members in service to others, expanding our membership and our impact.

## **CONCLUSION**

We are grateful for the time and effort that every member put into faithfully completing this survey, the results of which will prove invaluable. The passion, insight, and wisdom of those who responded is humbling, and we ask for your continued guidance and prayers as we move forward with our Vision 2020 initiative this fall, ever mindful of the Northridge charge:

**Go out to God's world in peace; have courage; hold on to what is good; return to no one evil for evil; strengthen the faint-hearted; support the weak; help the suffering; honor all persons; love and serve the Lord; rejoicing in the power of the Holy Spirit.**

**VISION 2020:**  
**WHERE WE LANDED AND WHERE WE'RE HEADED**  
**November 17, 2013**

During the months of September and October, 2013, the Session and Leadership Team met 5 times to finish our visioning and strategic planning process. Before we describe the vision and plan that has been created, a brief history of this project may be helpful.

During the first six months of 2012, a Manse Proceeds Task Force (MPTF) did extensive research and exploration to try to answer the question, "What is the most faithful use of the proceeds received from the sale of our manse?" When that Task Force reached the end of its deliberations, it was clear that our congregation did not have a long-term vision or plan for its future, other than to keep on doing what we're currently doing.

Thus, the MPTF reported back to the Session with a recommendation that we should begin a church-wide visioning and strategic planning process. The purpose of this process was always intended to be much more far-reaching than answering the question about our manse proceeds. The Session felt that a well-run visioning/planning process would allow our church family to take stock of where we are, who we are, and to determine what God is leading us to do at this time in our church's life.

The MPTF recommended that the Session hire a professional consultant to help guide us through the visioning and strategic planning process. A consultant search committee was formed, and in February, 2013, the Session agreed to a contract with Nadine and Jonathan Bell of Prismatic Solutions, Inc. The MPTF also recommended the creation of a Leadership Team (LT) to help shepherd this entire process for our church: Kay Cox, Clay Hundley, Kim Hurt, Rob Taylor, Easy Ezell, and Darren Nicholson.

The months of March, April, and May were spent gathering information: from the staff, from the Session, and from the entire congregation. To that end, a survey was created by the Session, and the response from our congregation was overwhelming. More than 40% of our membership completed a survey. This large response-rate surprised our consultants. They assured us that with that high a percentage of respondents, we could be certain that the information provided by the surveys would be a reliable indicator of our congregation's positions on various questions.

Focus groups were also held in the spring. These focus groups were facilitated by our consultants, and the participants included congregation members and the staff. The focus groups gave us the opportunity to hear what others in our church were thinking about our future. At the same time, common themes and thoughts emerged from the focus groups, which gave the Session a clearer idea of where our energies might best be focused in the months and years to come.

The months of June, July, and August provided a time of reflection for the Session and Leadership Team. Because so much information was received from the surveys and focus groups, it was impossible to digest it all in a matter of a couple weeks. But after spending the summer digesting all the opinions and ideas that were shared, the Session and Leadership Team felt prepared to enter the home stretch of the process.

On Sunday, August 25, an update was provided for the congregation during the church school hour. A summary of the survey results was prepared and distributed, and many good questions from members of the congregation were answered.

In September, the Session and Leadership Team met every Tuesday evening of the month, for 2-3 hours each evening. The first meeting was a discussion of historical trends in our church, in our country, and throughout the world, going back to the year 1905, the year that Northridge Presbyterian Church was formed.

At the second meeting, the Session and LT created a “Practical Vision” that answered the question “In 2020, what do we want to see in place at Northridge?” This vision is published here as document A. Nine different goals surfaced to form the vision.

On the third Tuesday, the Session and LT engaged in what was perhaps its most difficult meeting. The topic was “Underlying Contradictions: What is blocking us from moving toward our vision?” As one can see in document B, the Session discussed eight different roadblocks that our church has faced in the past and may continue to face in its future. While it was difficult to discuss our own weaknesses and shortcomings, it was simultaneously illuminating, and led to fruitful conversation in the weeks ahead.

On the fourth Tuesday of September, the Session and LT created a strategic plan for the coming year. This strategic plan is only for the year 2014, which allows us to narrow our focus on four measurable goals (as seen in document C). Each member of the Session and Leadership Team took ownership of one of those

four strategic directions, creating four “implementation teams,” in order to ensure accountability.

Finally, on Saturday, Oct 5, the Session and LT met for six hours to outline goals for each quarter of the coming year. Each implementation team created a plan of action for each of the four strategic directions. While those documents are not being provided in this report, they are certainly available for anyone who would like to review them. The thought on this end is that they are so detailed, they may be TMI (too much information!).

The four strategic directions for the coming year, as seen in document C, are the following:

- a) Implementing New Vision for Christian Education
- b) Prioritizing Improvements to Our Facilities & Programs
- c) Expanding Community Outreach
- d) Encouraging Discipleship & Generosity

It is important to remember that the practical vision outlined in document A is our long-view, while the First Year Accomplishments in document C outline a sharp focus for the upcoming year. The two documents go hand-in-hand. Each of the strategic directions for 2014 is a direct match to one of the Practical Vision goals described in document A.

Some on the Session have wondered whether the entire vision is “too practical”...in other words, should we not try something impractical, something that appears beyond our reach and that would require us to take a greater risk? The answer to that question is that there is nothing that stops us from undertaking such a project or risk, whatever that might be. We hired our consultants with the expectation that they would guide us toward a practical vision and plan. However, we are not limited by what has emerged in this process. The Session would need to approve any new initiatives, of course, but even with the vision and strategic plan outlined here, the Session is free to move as it believes God’s Spirit is calling it to move.

Others may ask why important areas of our church’s life, such as worship or mission, are not within the focus of the strategic plan for 2014. There are multiple answers to that question.

First, the fact that worship is not one of the four strategic directions in 2014 does not mean worship will be neglected in the coming year. Rather, it implies the



opposite: that a vast majority of our congregation currently feels that our worship is strong. In contrast, we received a good deal of feedback suggesting that immediate improvements could be made to some aspects of our CE programming and to our facilities. In light of those requested improvements, the Session decided to pursue goals in those areas right away.

Another question that may arise is “What about mission? Isn’t our church defined by the way we give and support mission? Why not put new energies there?” Again, the absence of a new mission project in the First Year Accomplishments does not mean mission will be neglected in 2014. We will still have our three mission trips. We will still support a large number of mission agencies with our dollars, time, and energy. We will continue with our Northridge Without Borders ministry and sending volunteers to ELM. And as some of you have pointed out, expanding our community outreach (document C) can be seen as another way to do mission.

Our meetings in September and October were opened with prayer and Scripture. Different members of the Session and LT volunteered to read a passage of Scripture to help set the tone for each meeting. Those Scripture selections, which are listed below, helped clarify the ways in which our collective faith in God was guiding us all. You are invited to read those passages as well, reflecting on how they speak to our church’s future over the next seven years:

Mark 4:30-32  
James 5:7-11  
Isaiah 55:8-9  
John 16:12-13  
Romans 12:3-9  
Romans 12:2  
Isaiah 54:2  
Philippians 4:8

As always, we welcome your questions and ideas, not only about what was decided, but about what was left undecided and open as we follow the Holy Spirit’s guidance. Please know how grateful the Session, the Leadership Team, and your pastors are to all of you for your participation in the Vision 2020 process.

In Christ,  
The 2013 Session and Vision 2020 Leadership Team

Northridge Presbyterian Church Vision 2020 – **DOCUMENT A**

Practical Vision

In 2020, What Do We Want to See in Place at Northridge?

Dynamic CE Ministry Feeding All Members	Updated & Inviting Facilities that are Fully Utilized	Held on to What Is Good	Build Diverse Congregational Relationships	Expanded Outreach to the Community	Expanded Participation in Focused Mission	Healthy & Sustainable Growth of Membership & Staff	More Informed, Committed Financial Stewardship to Sustain Northridge
Environment fostering independent discovery of God & mission	Improve facilities to better implement our charge	Sustain current excellence in worship, preaching & music	Diverse & strong relationships among all members	Community center for Lakewood/ East Dallas area	More emphasis on local & participatory mission outreach	Membership growth enhanced by neighborhood outreach	More informed, committed financial stewardship to sustain Northridge
Strategic & long term CE program for youth (grades 7-12)	Modern, clean, safe & inviting campus	Remembering & honoring our past	Fellowship opportunities that foster relationships	Expanded & more integrated day school	Focused/ concentrated mission based at Northridge	Continued membership & staff growth	
Educate congregation about our “Reformed Tradition”	Revitalization of education wing <u>or</u> new construction	Continued vibrancy & energy	Better programs for elderly care & integration	Open our doors to the community	Expanded mission programming	Grow congregation to 750	
A CE ministry that feeds all members spiritually	New facility for education & mission	Build on our strengths & identity	Transportation program to meet needs of membership				<b>Intentionally Train New Leaders in PC(USA)</b>
Excellent, dynamic CE program for all ages	Updated facilities fully utilized	Don’t get in our own way					Intentionally train new leaders in PC(USA)
CE offering responsive to needs of young parents							
Best CE leadership & programs							

## Northridge Presbyterian Church Vision 2020 – **DOCUMENT B**

### Underlying Contradictions

#### What Is Blocking Us From Moving Toward Our Vision?

Doing Too Much Prevents Clarity & Focus	Organizational Norms Inhibit Balanced Participation	Northridge Sense of Exceptionalism & Pride Inhibit Openness	Fear of Change Prevents Growth	Requiring Perfect Consensus Inhibits Progress	Ineffective Stewardship Education Blocks Generosity	Inadequate CE Staffing Prevents Program Growth	Ongoing Controversy in Denomination
Murky objectives & immeasurable outcomes	Unable to achieve objectives without overworking the congregation	Pride in our ways breeding complacency	Fear of change, the unknown & failure	Reaching Consensus with (despite) multiple viewpoints	Inconsistent pledging among members	CE instability due to absence of professional leadership	Ongoing controversy in denomination
Inadequate programming to encourage relationships	Program church but systems/ processes have not kept pace	Sense of exclusivity within our neighborhood	Stubborn resistance to change	Process & bureaucracy stifle decision making	Varying levels of stewardship knowledge	Uncertainty about staffing needs of church	
Multiple priorities among members	Volunteer commitment for long haul	Comfort with status quo	Fear of change	Constant turnover of lay leadership			
Too many initiatives too fast		Hidden location	Fear of failure	Requiring overwhelming consensus to act			
Too many mission partners	Key players overloaded						
Define needs of entire campus							
Goals that are in conflict							

## Northridge Presbyterian Church Vision 2020 – **DOCUMENT C (pg. 1)**

### First Year Accomplishments

	Quarter I January – March	Quarter II April – June	Quarter III July – September	Quarter IV October - December
<b>Prioritizing Improvements to Our Facilities &amp; Programs</b> Easy Ezell Jay Kopel Kay Cox Laird Johnson Ray Chavez Tim Forgeron	Facilities – ID a consultant to assess needs, use & safety  Q 1	Programs – evaluate and recommend revisions to all programs (including committees)  Q 2	Programs – prepare to implement changes during 2015  Q 3	Facilities – plan of action complete and ready to implement  Q 4
		Facilities – produce a written report assessing needs, use & safety  End Q 2		
<b>Encouraging Discipleship &amp; Generosity</b> Ben Dorr Clay Hundley Colin Carroll Kathi Sommerfelt Mike Buchanan Rob Taylor	Annual (financial) stewardship report  March 31, 2014	Work with treasurer/bookkeeper for demographic info (2 phases)  June 30, 2014	Invite new members to “plug-in” (beyond staff invites)  September 30, 2014	Expand number of photos of church members involved around church (wall of disciples)  December 31, 2014
	Establish Stewardship Sub-committee  March 31, 2014	Study 3 other church stewardship programs  June 30, 2014		

## Northridge Presbyterian Church Vision 2020 – **DOCUMENT C (pg. 2)**

### First Year Accomplishments

	Quarter I January – March	Quarter II April – June	Quarter III July – September	Quarter IV October - December
<b>Implementing New Vision for Christian Education</b> Cheryl Fox Darren Nicholson Jeff Chauza Lee Jones Margaret Etheredge Susan Sytsma Bratt	Change Sunday School start time to 9:45 – 10:45 January 5, 2014 ****ON HOLD****	Fully staffed Christian Education program June 30, 2014	Change Sunday School start date to first Sunday after Labor Day Q 3	New adult programming on the schedule Q 4
	Addition of programming to meet needs of young parents January 5, 2014		Additional teacher training Q 3	
<b>Expanding Community Outreach</b> Anne Raymond Carolyn Henson Kim Hurt Laura Tepera Scott Barnard	Prepare summary of current outside community usage of Northridge facilities & grounds Q 1	Assessment of marketing and outreach of other successful churches Q 2	Draft report evaluating NCDC/NR relationship with recommendations Q 3	Develop a plan to enhance on-site mission opportunities for the congregation and community Q 4
	Develop list of high profile community events for Northridge participation Q 1		Produce written plan of marketing goals & objective Q 3	

