

**Westminster Presbyterian Church
Congregational Mission Study
October 2021**

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Mission Study Mission Statement

In order to have a better understanding of who we are, the CMST (Church Mission Study Team), guided by the Holy Spirit, will gather information about our identity, our community, and God's vision for our ministry.

History



History of Westminster Presbyterian

By Jennifer Owen-Kuhn

Our Early History

First Presbyterian Church was founded on the east side of the Cedar River in 1854. Waterloo continued to grow and in 1904 the members that resided on the west side of the Cedar River were interested in starting a church in that area. A series of meetings were held and a petition was prepared and signed by over 100 people. This petition was presented to the Waterloo Presbytery and granted on October 3, 1904. There were 65 families who signed the original charter on October 8, 1905, for the new Westminster Presbyterian Church.

The Rev. William Bryan Sandford was the first pastor called on November 18, 1905. He had the undertaking to help the congregation become organized, attract new members, and encourage them to give generously to complete the job of building a new church. On March 6, 1906, the Trustees were authorized to purchase a property on West Fourth Street. The cornerstone was laid on September 11, 1906, and the new church was dedicated on April 28, 1907.

Rev. Archibald Campbell Preston was called on January 3, 1916. During his years of service Westminster's Sunday School was extremely large and taxed the space of the building. An adjacent property was purchased in 1924. This property housed the church office and Sunday School classrooms.

Over the next seven decades, Westminster had several Head Pastors as well as Interim Pastors. The long-term pastors that served Westminster until 1999 were Rev. Dr. Harry J. Moore, 1932-1948, Rev. Warren K. Martin, 1949-1961, Rev. Dr. Wayne Hoffman, 1970-1980, and Rev. Steve Hein, 1990-1998.

During Rev. Martin's service, two worship services were held on Sunday mornings for the first time. The church building on West Fourth Street was crowded and

needed constant repairs. The Cornerstone for the new building was dedicated and laid at the current location on April 14, 1957.

The seventies were a time of growth for Westminster under the leadership of Dr. Wayne Hoffman. The church carried on a radio ministry from 1971-1980 as well as broadcasting Easter and Christmas services on KWWL in 1978. The last installment of the mortgage was paid on October 12, 1975. Membership of Westminster in 1980 was reported at 1,535 and was recorded at 955 in 1998.

1999-2005

Dr. Scott Paczkowski served Westminster from 1999-2010. His vision was to create a large family church for all ages as well as focusing on the quality of programming options. In 2001 Westminster conducted a Capital Campaign and raised 2.3 million dollars for new construction and renovations. The goals in the campaign included renovation of the sanctuary and acoustics, purchasing a Casavant organ, and adding a contemporary worship space.

Rev. Tricia Jacobs joined Westminster's staff in 2004 as Minister of Congregational Life. Phase 1 of the building campaign was completed. During this time many ministries and outreaches began or continued including the Church Swim Party at Gates Pool, Fall Festival at Heritage Farms, Faithbuilders, Over 60 and singles group, small group emphasis on Life Together, and the Chili-Soup cookoff.

In 2003, a study was conducted to consider the possibility of Sabbaticals for professional staff at Westminster. It stated that after five years of service, and then every following fourth year, the staff person would have a three-month sabbatical for preparing for the next ministry and mission strategy that he or she was going to lead the congregation. A sabbatical was viewed as a way of retaining congregational vitality, encouraging longer pastorates by being proactive about burnout, and allowing the staff member time to reclaim a close relationship with God. The plan was approved.

2005 was the year of Westminster's 100th Anniversary. Several activities were planned including a Tent Service in Washington Park where the first revival meetings were held in 1904 when contemplating the formation of Westminster Presbyterian Church, contemporary music group Selah performed in the newly renovated sanctuary, and a 24-hour prayer vigil was held.

2006-2010

Pastor Tricia Jacob's title was changed to Associate Pastor and she took on a leadership role with Christian Education. Westminster's Prayer Shawl Ministry began, through Partners in Education the church began a relationship with Kingsley Elementary, and a new format for the contemporary service, Jacob's Well, was adopted.

The end of 2010 saw the resignation of Senior Pastor, Dr. Scott Paczkowski. Pastor Jacobs, for her Sabbatical, was able to visit the Democratic Republic of the Congo, where she was born and her parents were missionaries. Dad's Bible study was started on Wednesday nights. Westminster also adopted and implemented the SCRIP program as a way for people to financially contribute to our church. The total number of members was 927 at the end of 2010.

2011 - Present

Pastor Jim Guyer and Rev. Cathy Young were interim pastors during 2011. Our dad's group participated in a reach-out breakfast monthly at the Salvation Army. This ministry transitioned to being held at Westminster in 2012. Jacob's Well continues to be well attended and over 100 adults participated in a 90-day prayer adventure.

Reverend Peter Haas was called to Westminster Presbyterian in 2012. Pastor Haas had a passion for contemplative prayer which was the focus of his ministry. He has also started Brats and Blessings and a Wednesday evening Vespers service. During this time the Contemporary Service was expanded to being year-round. At

the end of 2012 church membership was recorded at 657 while 307 inactive members were removed from the roll.

Pastor Tricia Jacobs assumed the role of Acting Head of Staff in 2014 after Rev. Haas left at the end of August. Pastor Jacobs was able to take a sabbatical which enabled her to complete her coursework towards her doctorate. The practice of having communion by intinction was recommended and approved in 2014. Five couples traveled to La Masica, Honduras to experience serving in ministry together as couples as well as learning about and ministering to the Reach Out Orphanage.

Pastor Tricia Jacobs was installed as the Head Pastor in 2015 after serving as acting Head of Staff. An Associate Pastor Nominating Committee was formed to begin the process for filling the Associate Pastor position.

The Vision Team reported back to the congregation with several areas of focus. These included Complete the Dream, Contemporary Worship, Outreach Ministry, Spiritual Gifts, and a Music/Arts Academy. Selah and Point of Grace performed at Westminster for a Spring Renewal Weekend celebrating the 110th anniversary. 50 people attended the first all-church camping trip at the Lakeshore Center at Okoboji, Iowa. Westminster joined with other area Presbyterian congregations to serve free Sunday suppers to the community at First Presbyterian Church in Waterloo. Westminster deacons started a mentoring program for new members. Each deacon was matched with an individual or family to assist in engagement in programs and ministries.

2016 saw a continued focus on the areas presented by the Vision team. A Capital Campaign was begun with a goal of 1.4 million dollars. Cottage meetings were held for the Seeking New Paths campaign. Pastor Dan Voigt was called to be the Associate Pastor at the end of the year and Neil Forsythe resigned which led to a review of staffing patterns for the music positions.

The Seeking Our Paths Campaign reached the 1 million dollar mark in 2017. In September the groundbreaking ceremony was held for the new coffee house area and stained glass windows for the sanctuary were approved. The Property Committee continued to oversee the design, bidding, and construction of the Build the Dream projects including the Welcome Center, stained glass windows, LED sign, A/C units, and laser projection. Pastor Voigt led the second church destination trip to the North Shore of Lake Superior. The Band of Brothers continued to serve the Community Breakfast once a month. This was also Westminster's 37th year of serving the Annual Christmas Day Dinner, which served over 500 meals. The Contemporary Service was reviewed to focus on changes in the Praise Team, seating arrangements, and equipment.

Pastor Jacobs took a sabbatical to Scotland and the island of Iona in 2018. A task force was discussed to review membership trends. Pastor Voigt led the first Men's Retreat that year. The new coffee house was completed and the stained glass windows in the sanctuary were installed. The boilers failed and needed to be rebuilt, so the major maintenance budget was depleted. A goal was to continue the Social Hall renovations and add video capabilities to the sanctuary in 2019. It was decided that deacons could serve communion as well as elders. This was the 3rd year of Westminster continuing to be involved with Sunday Suppers at First Presbyterian Church. Pledges continued to fall and the church had a deficit of \$10,000.

In 2019 a task force was formed to look at the church's membership and finances. The members read the book A Spirituality of Fundraising and conducted interviews to assess areas of joy and the lifting up of concerns. The giving of congregants was at an all-time high if the capital campaign contributions were combined with regular gifts. The final parts of the enhancements from the Seeking New Paths Campaign were realized. Pastor Voigt conducted the 2nd Men's retreat at the Presbyterian Lakeshore Retreat Center at Lake Okoboji, he helped lead the children's ministry and helped in Marshalltown with Habitat for Humanity. Church fellowship activities included going to a Waterloo Bucks game, a family night at Palmers Family Fun, Cocoa and Carols, a murder mystery event,

and pumpkin carving. The Grand Sweep, which was a two-year Bible class led by seven pastors of the Cedar Valley, was presented to the congregation. A donation of \$7,000 was given to a local charity after being voted on by the congregation. Groups needed to fill out an application and out of the top three choices that were chosen by the committee, the congregation chose to give The Blessing to The National Alliance on Mental Health (NAMI). It was decided that there would be no 11:00 pm Christmas Eve service.

The year 2020 was not a normal year with the Covid-19 pandemic affecting the world. Fortunately, the Men's Retreat was attended before the shutdown. Pastor Tricia Jacobs resigned mid-year and took a new call in Michigan after serving the congregation since 2004. The church couldn't serve a community breakfast or participate in Sunday Suppers due to the pandemic. In July, Westminster opened as a satellite location for the Northeast Iowa Food Bank. What started serving 25 households grew to 157 households during the year. Due to not being able to hold in-person services, non-pledging gifts and loose offering amounts decreased sharply.

Westminster offered prerecorded worship services online which combined traditional and contemporary music. During the months between June and September, an outdoor blended service was offered. In September the services were also available as a Livestream on YouTube. In December a virtual sing-along and storytime were offered and on December 18, a 40-minute music celebration was streamed online.

The church held a safe distance prayer vigil and offered the community a drive-by Nativity during the Christmas season. The annual Christmas dinner could not be held, but over 500 meals that were packaged by Hy-Vee, a local grocery store chain, were picked up at the church on Christmas Day.

The Blessing of \$7,000 was given again in 2020. The congregation voted to give the gift to Kaden's Kloset, which is a non-profit that supplies material items and

necessities for families, sustains ongoing services for foster families, and equips people to engage in caring for children and families in need.

A Pastoral Nominating Committee was established and approved. The total number of active members as of December 31, 2020, was 463.

2021-present

Covid-19 and variants continue to affect how we meet and workshop. Dr. Kenneth M. Locke was recommended and accepted by the session to become Westminster's Transitional Pastor and Head of Staff. He will be guiding the Congregation Mission Study Team during the process of writing the Mission Study before the Pastor Nominating Committee begins its process. He commenced with those duties on May 10th.

A Task Force was formed to develop options for a 3-5 year plan based on the projected revenue and expenditures of the church dealing with programming, budget, and staffing needs. The team presented the information to the congregation in June.

After the resignation of Patrick Marchant in February, Elders Seeking Wisdom discussed different transitional staffing plans that could be implemented during the pastoral nominating process. It was proposed that staffing for the Music Director and Contemporary Worship Leader positions would be for 12 months and the Handbell Director position would be for 9 months. Erica Rissi resigned as the Director of Youth Ministries in July.

Music Ministry

Music has always been an integral part of Westminster's history. The Woman's Auxiliary created an organ fund in 1912 and dedicated the first organ in 1920. This

was mirrored in the installation of a Casavant organ being part of the renovations in 2005.

Westminster has had high-quality music groups and large group performances since before 2000. These have included musicals, cantatas, and Lenten lunches. The congregation prides itself on having a fully graded choir program from age 3 through adult, as well as bell choir opportunities for youth and adults. Music is an important part of the traditional service as well as the contemporary service.

The Westminster Promise Academy of Music was established in 2017 with the University of Northern Iowa and later was continued without the partnership of UNI. The academy was a place, prior to the pandemic, where students in the community could come to take lessons on band instruments, guitar, piano, and ukulele.

Church Groups and Ministries- past and present

- Sunday School
- Vacation Bible School
- Junior High Dances
- Mission Trips
- Faith builders
- Footloose and Faithful
- Women of Westminster
- Dad's Group- now the Band of Brothers
- Habitat for Humanity
- Presbyterian Women
- Friendship Club
- Over 60 group
- Women's Bible Study
- Men's Bible Study
- Piecemakers
- Prayer Shawl Ministry
- Food Pantry

- Feed My Starving Children
- Koinonia Groups
- Priscilla Circle
- Sarah Circle
- Philadelphia Club
- Son Shine
- Senior High Annual Mission Trip
- Youth Retreats (Fall MS, Winter Confirmation)
- Discovery Night/ Wes Pres Wednesdays
- Card Ministry
- Men and Women's Book Clubs
- Centering Prayer Group
- Friendship Village Lunch and Community
- Ushers
- Pastoral Care Group
- Prayer Chain
- Lectio Divina

Events:

- Live Nativity
- Neighborhood Night Out
- Gates Pool Party
- Palmer's Family Fun Night
- Pumpkin Carving
- Fusion (Young Adult Group)
- Chili, Soup Cook-off
- Easter Joy
- Selah Concerts
- African Children's Choir
- BBQ and Blessings (summer worship)
- Lenten Lunches
- Lent Taize Services
- Church Rummage Sale

- Snow Shoeing
- Youth Fundraisers (T-Shirts, Irish Fest pick-up, Car Wash, Mother's Day Brunch, Cheeseballs, Burritos)
- Carnival
- Alzheimer Walks
- 24 Hour Prayer Vigil
- Parent's Night Out
- Taize Services
- EPI Dances

Mission

- Saturday Morning Breakfast
- Sunday Supper
- Presbyterian Pantry
- Christmas Dinner
- Feed My Starving Children
- Collections (Food Bank, The Nest)
- The Blessing (\$7,000 check to one agency)

Music

- Adult Choir
- Men's Choir
- WIG (Westminster Instrumental Group)
- Praise Band
- Light Shine- youth choir
- Messengers- children's choir
- Church Mice- 3-year-olds- kindergarten choir
- Meisterringers- Adult bells
- Youth Bells
- Cantatas
- Cocoa and Carols

Conclusion

Westminster Presbyterian Church is now 116 years old. We have come a long way since the initial meetings in Washington Park. Our building is now 64 years old and has had major renovations, most recently in 2018.

Just as our building has grown and evolved over time, so has our congregation and ministry. While the 1970s-80s were our period of most rapid growth we have always strived to have quality youth, music, and community programming ministries. We have been blessed in this effort by capable, dedicated staff and volunteers.

Now we are in a new time. While we value our history, we know that our future does not lie there. Like so many other churches, we are dealing with the issues of declining worship attendance and financial support. Our building now is larger than what our needs require. We anticipate that the effects of the Covid pandemic will be felt for a long time to come.

Nevertheless, we are confident of our future. Through staff changes, wars, economic downturns, and social unrest we have continued to be blessed with quality, dedicated staff, and volunteers. Now, in this new time as we seek to know God's will for our church, we know that we can continue to count on our staff, volunteers, and members of this congregation.

Yes, we have come a long way since those first 65 families signed our original charter. We rejoice in knowing that the God who guided them continues to guide us today.

Westminster Roles/Years in Position

Years		Head/Senior Pastor	Years in Position
1905-1915		Rev. William Bryan Sandford	10
1916-1923		Rev. Archibald Campbell Preston	8
1923-24	No interim pastor		
1924-1925		Rev. C.D.Darling	2- sudden death by heart attack
1926-1932		Rev. William Perry McCormick, D.D.	7- terminated
1932-1948		Rev. Dr. Harry J. Moore	17
1949-1961		Rev. Warren K. Martin	15
1965-1969		Rev. G. Christie Swain	5
1969-1970	Interim Pastor	Rev. Dr. Paul C. Warren	6 months
1970-1980		Rev. Dr. Wayne Hoffman	10
1980-81	Interim Pastor	Rev. Glenn McGee	1
1981-82		Dr. Robert N. Davis	1 died from a blood clot following surgery
1983-1987		Rev. Gerald Iwerks	5
1988-1989	Interim Pastors	Rev. Gary Chamberlain	2 served after Presbytery did not approve of pastor the nominating committee has

			chosen
1989-90	Interim Pastoral Associates	Rev. Martha Friz Langer	
		Rev. Larry A. Langer	
		Dr. Jerry Kramer	
1990-1998		Rev. Steve Hein	9
1998-99	Interim Pastors	Rev. Bob Roof	1
		Dr. David Horne	1
1999-2010		Dr. Scott Paczkowski	12
2011-June 2011	Interim Pastor	Rev. Jim Guyer	6 months
2011-2012	Interim Pastor	Rev. Cathy Young	1
2012-2014		Rev. Peter Haas	3
2014-15	Acting Head of Staff	Rev. Tricia Jacobs	2
2014-2016 retired	Interim Parish Associate	John Butler	3
2016-2020	Senior Pastor	Dr. Patricia Jacobs	5
2021-present	Interim Pastor	Rev. Ken Locke	

Cedar Valley



Cedar Valley of Iowa

By Scott Cose

Westminster Presbyterian Church, located in Waterloo, Iowa has been a very positive influence in the Cedar Valley for over 116 years.

The Cedar Valley is comprised of 8 counties with a population of 257,377. Black Hawk is the largest of these counties with a population of 132,195.

Black Hawk is made up of 4 communities:

<u>Community</u>	<u>Population</u>
Cedar Falls	42,788
Evansdale	8,150
Hudson	2,657
Waterloo	71,587

When comparing the Cedar Valley to the midwest demographics, the Cedar Valley remains in the means in most of the statistics. Which makes this area very appealing to those who are looking for good education, job opportunities and owning your own home.

	<u>Mid-West</u>	<u>Cedar Valley</u>
Age:	38.8	37
Person per household:	2.5	2.3
Married:	51%	49%
Home Value:	\$178,100	\$161,000
High school Education:	91.2	87.7
Bachelor degree:	31.6	19.4
Income:	\$62,198.00	\$60,000.00

Presbyterian Churches

Cedar Heights Presbyterian	Cedar Falls, Iowa
First Presbyterian	Cedar Falls, Iowa
First Presbyterian	Waterloo, Iowa
Unity Presbyterian Bethel)	Waterloo, Iowa (Formally Immanuel and
Westminster Presbyterian	Waterloo, Iowa

Art and Culture

Museums	15
Public Library	3
Visual Art Galleries	7
Performing Arts Venues	11
Amusement Centers	11
Symphony Orchestras	2

School District

Average ACT Scores

Enrollment

Cedar Falls	23.0	5,601
Waterloo	20.2	10,384
Hudson	21.7	756
State Composite	21.6	
National Composite	20.9	

Educational Attainment

CV

IA

US

High school diploma or higher	87.7%	92.3%	88.2%
Some college, no degree	20.6%	20.6%	20.3%
Bachelor's degree or higher	19.4%	29.0%	32.6%

Higher Education

Students

University of Northern Iowa	10,497	
Hawkeye Community College	5,112	
Wartburg College	1,505	(Private)
Upper Iowa College	354	(Private satellite)

Kaplan University	53	(Private satellite)
Allen College	655	(Medical)

3 Major Health Systems

Unity Point-Waterloo	Waterloo
MercyOne Waterloo	Waterloo
Cedar Valley Medical Specialists	Waterloo

Major Employers

<u>Company</u>	<u>Product</u>	<u>Employed</u>
John Deere Waterloo Operations 5,000	Manufacturing	
Tyson Fresh Meats	Food Processing	2,980
Mercy One	Health Care	2,653
University of Northern Iowa	Education	1,736
Waterloo Community Schools	Education	1,731
UnityPoint Health	Health Care	1,499
Hy-Vee Foods Store (4)	Grocery	1,200
Target Regional Distribution	Distribution	1,070
VGM Group	Diversified	1,056
Western Home Communities	Health Care/Housing	962
Cedar Falls Community Schools	Education	860
Omega Cabinets, Ltd.	Manufacturing	812
Bertch Cabinets Manufacturing	Manufacturing	750
Martin Brothers Distributing	Distribution	710
Hawkeye Community College	Education	700

In addition to these businesses, there are over 10 companies who employ 500 -550 employees and 10 companies who employ 225 - 491 employees.

Average Earnings and Percentage of Jobs

Transportation and Warehousing	\$59,551	3.8%
Finance and Insurance	\$77,172	4.1%
Retail Trade	\$32,704	10.8%
Healthcare and Social Assistance	\$49,814	13.2%
Manufacturing	\$79,030	17.5%

<u>Average Monthly Income</u>	<u>2017</u>	<u>2018</u>
Black Hawk County	\$3,911.00	\$4,056.50

Possible Mission Opportunities

The volunteer center of Cedar Valley (VCCV) partners has 180+ community organizations in Black Hawk County.

Northeast Iowa Food Bank

Volunteering and Distributing
(Our youth and adults have volunteered with a number of events with the food bank and Westminster is a satellite location where clients can come to get food several times a month.)

Habitat for Humanity

Build and repair homes
(Our church has helped at a number of homes and our Women volunteer as a group several times a year)

Partners In Ed

Adopt a school or volunteer as a mentor to a student. (Westminster is a "Partner in Ed with Kingsley Elementary School and several members currently are or have been a mentor to students.)

Lutheran Services of Iowa

Opportunities to support Iowa's children and families. Empowering youth to welcome former refugees.

There are a number of ways to engage, impact and grow with the community.

Salvation Army

Services Include: preparing a daily meal, youth center, emergency assistance, emergency disaster assistance, emergency shelters for men, women and children.

Northeast Iowa Area

NEI3A serves as the critical entry point for Customers

Agency on aging

to begin the process of navigating available resources through information and assistance, as well as more in depth help through options and counseling today's disabled.

*Big Brothers Big Sisters
Of Northeast Iowa*

Since 1963 Big Brothers and Big Sisters have provided mentors for youth ages 7 - 13.

Cedar Valley United Way

1st Judicial District – CASA Program

What does the future hold for the Cedar Valley

Westminster Presbyterian Church, located in Waterloo, Iowa has been a very positive influence in the Cedar Valley for over 116 years. Our community falls into the median in a number of areas such as housing and education. We are home to a state supported university, three private colleges, one community college and a medical college. The Arts have been an important component of the Cedar Valley with a number of museums which includes three children's museums as well as two symphonies. Medically, we are supported by three major health systems as well as a number of clinics. We are primarily a white community. Our industries have drawn a large number of immigrant groups which gives us a multicultural atmosphere. The future looks very bright as our Chamber of Commerce predicts a 9% growth in the next 10 years. Come grow with the Cedar Valley!

("Grow Cedar Valley") <http://www.growcedarvalley.com/about/>

Conclusion of Cedar Valley Report

When comparing the Cedar Valley to the midwest demographics, the Cedar Valley remains in the means in most of the statistics. Which makes this area very appealing to those who are looking for good education, job opportunities and owning your own home.

	<u>Mid-West</u>	<u>Cedar Valley</u>
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Income:	\$62,198.00	\$60,000.00

Our Home



Building and Property

By Regina River

We are a committed and faithful group of Presbyterians! After their promising start in 1905, the parishioners met for worship at the YWCA and the West Side Library in Waterloo. The charter members purchased a property on West 4th Street and began to build their first church.

This first building was completed in April of 1907. Only 14 years later, the church purchased an adjacent property in order to house the church office and Sunday School classrooms, as they had outgrown the original building.

By the late 1930s, the church building was more than 25 years old and required intense upkeep. Before World War II, several remodeling projects were completed in the sanctuary and a new furnace was installed. The Board of Trustees continued to attempt to find ways to enlarge the building but were discouraged by what they found. A building fund was set up to start saving for a new building. In 1950, the Purchase Committee authorized the purchase of 6 acres of land on Kimball Avenue (current location) for \$13,024.00.

In order to drum up and encourage financial support for construction of a new building, the plans for a new sanctuary and educational facility were shared with all. The Planning Committee needed three financial campaigns to finally get enough money to justify starting construction! Their commitment to the plan was so profound and ardent, it took more than seven years to begin construction. Construction finally began in 1957 and was completed rather quickly. The church was dedicated in May 1958.

Life in the new building was grand! For more than 40 years, no big changes were contemplated or completed. In October 2000, a Long Range/Vision Planning committee met for the first time. The committee invited congregation members to share how they envisioned the church in the future. Major items of change were suggested: a recreational area for youth activities; an elevator and efficient

windows; a chapel for smaller function; new office area; more classroom space; more parking south of the building; enhancing the kitchen; enlarging the choir space and area in the sanctuary; and a new organ.

The financial goal for almost all of the projects was \$7.4M. The work was completed in phases. Phase 1 included the multipurpose room, sanctuary, offices and chapel. Ground was broken in June 2002 and was completed in 2004. Over the course of the next several years, the second and third phases were completed.

Our most recent capital campaign was Complete the Dream. In 2017 the Property Committee oversaw the design, bidding and completion of: the Welcome Center; installation of stained glass windows in the sanctuary; a new laser projector for the Shared Life Center; new video equipment for the sanctuary; and renovations in the Social Hall. These were all completed by 2020. Please know that we are continuing to collect the pledged monies for these projects, and it may take longer than we originally expected to do so.

More recently, with an eye toward preventing the spread of the Coronavirus, the Church purchased a disinfecting fogger as well as a hand-held mister for sanitizing. New needs for new times! At this time, we do not have any big projects on the horizon. Of course there will be regular maintenance needed, including the replacement of some larger air conditioners. But right now, our home is just the way we want and love it.

Youth

Wes Pres Youth

By Steven Jordan

The Youth of Westminster is a strong and active group that consists of Elementary aged children, Middle School and High School students.

In our middle school program the Youth participate in a 3 year program for confirmation led by my congregation mission study teammate Scott Cose. The confirmation classes use a presbyterian based curriculum and are held each Sunday between services. This group has also gone on summer trips to their favorite summer camp "Great Escape" and also weekend long trips to a camp in the fall each year. As one of the fundraisers for the Youth program Westminster has held a middle school dance for the past 50 years, which has also acted as a great outreach to the local students.

The Children's program on Wednesdays includes bible stories, music time and games. Our Wes Pres Youth programming which includes our middle School and high school students meets every Wednesday during the school year, which results in plenty of laughs, a lot of good memories, and provides a great foundation to build their faith.

I remember when I was 13 my family was looking for a new church to join. We decided to give Westminster a try because of the upstanding reputation of the youth program. I remember all of the members being very welcoming when we attended our first Sunday Service and I quickly found a place in the youth group and this church and youth program has had such a special place in my heart ever since.

We offer a variety of ways for our youth to serve in mission based opportunities while in the youth group. Some programs that we have offered are Feed My Starving Children, Northeast Iowa Food bank, 30 Hour Famine, and many more. Our High school age youth group participates in a yearly mission trip that has

taken our youth all over the country. Our students have served in Puerto Rico, Tennessee, San Francisco, Detroit, and helped service two in-state confrecenterers during their off seasons.

Our youth group has also helped with a number of events and activities within our church. Students have served on our sound board as technicians, participated in our services, worship band, and helped decorate the church for holidays or other events in our Social Hall and Shared Life Center.

I have found a great sense of belonging in our fantastic youth programming. Growing up in this church helped me make sense of life as I grew older and the world became more confusing. Without the fruitful youth programming here I would not have the relationship with God that I do now. During our congregational surveys many others expressed that they found their way into our church because of our youth program just as I did.

Our students have shared that the lessons given during Wes Pres Wednesday nights help them grow in their faith. Many have expressed that bible verses that can be related to their everyday life have the most impact on them. The trips that we take each Summer stick out in their minds when thinking about the youth group, but enjoy being able to see the kids in the youth group every week during the school year.

The congregation has a long history of being involved with our Youth programs in a number ways. One vital part of church each year is our offering to the community: Vacation Bible School. This event requires numerous volunteers and leaders to ensure a successful and meaningful week to the youngsters that attend. Our yearly VBS programming teaches our children about stories from the bible and acts as a great way to reach a number of children from outside of our church.

The people of Westminster can also be found helping our youth by teaching Sunday School, cooking meals on Wednesday nights, attending events held by

the students, and in countless other ways.

Our Youth program is a vital part of our church identity and will be the future of our church.

Who We Are



Demographic Information

By June Klein-Bacon

In this section of our Congregational Mission Study, we will review who we are as a congregation. Self-reflection. the process we are taking to evaluate our own behaviors, thoughts and attitudes. While we are individually created in His image, there are many factors that play a role in building our individual belief and value systems.

Thank you to the 102 individuals that took the time to respond the demographic survey and the 90 individuals, 99% of whom are members or ordained officials of our church, that took a deeper look, both playing an important role in our self – reflection, who we are individually, and how that informs the collective of who we are as a congregation. 99% of you that participated are over the age of 35 with 65% over the age of 65. The age of those responding is reflective of those that have been members of Westminster for 10, 20 years or more (73% of our congregation having attended 10 years or more) and is in line with many comments recalling our history and of the desire to see our church filled with families again. Prior to the pandemic more than 50% of the participants to our deeper look survey indicated attending weekly Sunday worship services and Wednesday evening events.

For purposes of continuing to frame who responded to the survey, 67% were female, 95% identified as white or Caucasian and 64% indicated they had attended a trade school, had a bachelor's or master's degree. 86% of participants are either retired or employed full time. 77-83% of participants appear to have an understanding and trust of Westminster's budget process, feel that the church is transparent about our financial matters, are invested through annual financial pledges as well as supporting extra giving opportunities.

54% of participants live in two-person households, 22% of participants live alone while 24% live in households with 3 or more individuals. 73% of our participants indicated they were married. 21% of participants have a range of 1 to 6 children

or more at home. 85% of participants reside from Waterloo, 11% from Cedar Falls and the remaining coming from Hudson, Raymond and Waverly communities.

The indicated top strengths are that we are a welcoming and friendly church. In these survey responses, participants made clear that they want to continue to offer programming for everyone; to continue to evolve to meet the needs of the community and to be a welcoming church.

The Six Great Ends of the Church are our vision for our church and ministry. They include: The Maintenance of Divine Worship; the preservation of truth; The promotion of social righteousness; the exhibition of the kingdom of heaven to the world and the two our congregation have identified rising the top of importance for the future of Westminster are the shelter, nurture and spiritual fellowship of the children of God and the proclamation of the gospel for the salvation of humankind. Participants indicate on the spectrum of theology 39% conservative, 42% moderate, 15% liberal with 4% choosing the other category.

While our congregation is spread among political categories, 42% conservative, 35% moderate, 16% liberal with 7% choosing the other category. 84% of participants either feel comfortable or very comfortable with having a head pastor that has a different political orientation than yourselves. Some of the participants were deeply concerned that politics were a part of this survey.

“Evolution means letting go of our false fundamentals so that God can get into those shadowy places we’re not sure we want him to be. It means being okay with being wrong, okay with not having all the answers, okay with never being finished.” Rachel Held Evans. Looking at who we are individually and who we are as a congregation is part of our evolution, a part of Westminster’s evolution.

We explored our congregations view points on a pastor that is different from ourselves individually, stances on a future pastor considering categories of race, gender identity and sexual orientation; it was clear in responses and our congregation has differing views. Participants indicated that they were

comfortable or very comfortable with a pastor different from themselves in the following categories: race at 95%; political orientation at 84%; gay/lesbian or bi-sexual at 48% or transgender or transsexual at 37%. There are many of us that desire to see Westminster as a growing church that is vibrant and of service to our community. Comments held up our children's and youth programming, Christian education; service programs to the community, and our music programs.

95% of our congregation identifies as white/Caucasian, my own children do not. I personally am thankful for the 95% of you that are open to a pastor of another race. There were some beautiful comments on hoping our congregation grows in its diversity. The numbers of those of you that selected and affirmed comfort levels with a pastor that may fall into a diverse category are indicative of these comments. Many of us collectively desire to see growth and growth in our diversity in Westminster, while there is a percentage of our congregation that is uncomfortable with diversity (LGBTQI+, racial or political differences) at the pulpit.

Paul in 1st Corinthians 12 wrote to a deeply troubled and divided church, For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. For in the one Spirit we were all baptized into one body — Jews or Greeks, slaves or free — and we were all made to drink of one Spirit. . . . If one member suffers, all suffer together with it; if one member is honored, all rejoice together with it. — 1 Corinthians 12:12–13, 26

And so, as we have gathered and continue to gather information about who we are as a congregation, we move into a season of deciphering what this will mean for us as we think prayerfully and ask to be led by the Holy Spirit to evaluate who will take our congregation into the future.

Worship and Music

By Kendal Crawford

What once started as a church that only offered a traditional service has evolved over the years to where we are today offering not only the traditional service but also a contemporary service. Sharing our church for the interfaith service in November, opening our doors so that others can also hold their worship services in our church. We should not forget that over the recent past the new ways our church has had to switch by offering online and even outdoor services so that we can all come together as a church community. To which many people have said those options have been a great addition to our church.

While conducting our small groups a question was asked: How many years have you been worshipping at Wes Pres. It was anywhere from 3 years to over 60 and many came because of the tie with the outstanding youth programming offered here. Talking with many people who remember the big VBS tent!! Not just the youth but people feel great coming into the doors of Wes Pres.

While many of our congregation members enjoy the elements of the traditional service such as the hymn singing, an amazing pipe organ, the stained glass windows and the beauty of the sanctuary. On the same hand just as many members enjoy what the contemporary service has to offer. From the music we sing, that ability to sit with family and friends at a round table, coffee and juice and the feeling to come as you are.

We once used to hold contemporary and traditional services both in the sanctuary. Once we built the shared life center in 2000 we introduced Jacobs Well "Where All Are Welcome" to which we moved our contemporary service to and has strongly developed to what it is today. Offering a place for families to congregate and worship

Wes Pres has in recent times become a very open and inclusive community. Welcoming all people growing in their faith journey. This is something that is being noticed by not only our church but the community as a whole.

Our church has seen many types of Head of Staffs at our church. Pastors that stand out: Sermons that people can relate to, Pastors that get to know you by your name, Make you feel welcomed into the church. But it is not just the Pastor that moves our members. Music from adults and children's choirs to bells and special music.

While reading in the survey someone had written "Do you even remember me?" To you we say yes.. We say yes because we have not forgotten that we are ONE BODY. The body of Christ. This has been hard for all of us but please know that we are all on this journey together walking hand in hand.

We have grown as a faith community and the journey of growing is long from over. Worshiping doesn't stop when you walk out of the doors here at 1301 Kimball Ave. At that point it has only just begun.

Finances



Membership and Finance

By Judy Clauson

INVOLVEMENT WITHIN THE COMMUNITY

Westminster has been a supporting presence and contributor to our neighborhood and community. We collaborate with the four Presbyterian churches in Waterloo/Cedar Falls and the five churches on Kimball Avenue called the "church row". Participation of all the churches include a Thanksgiving service, pulpit, choir, bell choir and pastors. Each taking turns hosting this event with the host pastor giving the message for the evening.

For the past 50 years, Westminster has hosted Friday Night Intermediate Youth Dances where we averaged between 250 and 350 middle schoolers. Twenty adult volunteers have chaperoned the dances. The funds raised, supports Westminster youth camp, retreats and mission activities.

Over the last 20 years the building has been utilized by more than 160 organizations throughout the community and our Presbytery.

Westminster has been a "Partner in Education" with Kingsley Elementary School for the past 15 years. Members have been mentors and provided support to families during the holiday season. We also host a Christmas brunch and an end of the year brunch for the Kingsley staff.

ATTENDANCE TRENDS

Religious membership in the United States [and Westminster] has fallen to 47%. Less than half the adult population is a member of a house of worship for the first time since Gallup began asking the question 80 years ago.

Between 2011 and 2021, the number of members have varied due to a number of reasons with the largest variance showing in 2012 when the session decided to "clean the rolls" by moving 305 members to the inactive list in order to give a more accurate account of active membership.

A decrease in attendance has resulted in a decrease in giving which follows the national trend. (Please see following graphs)

2000-2020 seems to be a transitional period for Westminster. Possible influence was a capital campaign "Complete The Dream" which was divided into three phases. This drive was designed to make improvements to the existing structure while adding a multi-purpose room, upgrading the kitchen, adding coffee house, air conditioning to the classrooms and installing stained glass windows in the sanctuary.

Over the past 10 years there have been staff changes to the head of staff, music and youth positions.

At the beginning of 2020, because of Covid, we went to online services only, and in 2021 we returned to live service with restricted seating and mask mandates imposed, following the CDC recommendations and guidelines.

Because of a dedicated congregation, Westminster continues to offer two services each Sunday. A traditional and a contemporary service. We continue to offer Sunday School for all ages. A Wednesday night program, a bell choir and vocal choirs for all ages.

FINANCIAL TRENDS

Westminster has always been proud of its dedication to mission giving.

Mission Outreach from 200-2020 totaled \$1,240,000.00. With an average of \$73,000.00 per year. Through the members' pledges and special donations the mission committee continues to serve the community and world.

The budget offers the opportunities for our children, youth and music to grow by offering programs that reach and teach all ages. From pre-school to adults.

From 2016 to 2020 the church had a difficult time balancing the budget and relied on help from the Endowment and a PPP a forgivable loan from the government during covid.

However, thanks to our session working very hard through some difficult decisions in 2021. We were able end the year with a balanced budget with a surplus

The groundwork has been laid for a promising 2022 and the future looks good because of the members who give of their time and talents.

NOTE: For all statistics, please refer to the following charts and graphs.

MEMBERSHIP & FINANCE SUMMARY

The information shared does not always reflect a very happy or hopeful future. However, it is not only this church who is experiencing these trends. An article shared by CNBC titled "Millennials lead the shift away from organized religion as this pandemic test faith", shows that every denomination, Protestant, Catholic, Judaism and Hindu. We are all experiencing the decline in numbers whether people or money.

"The spiritual experience will never go away. The need to find meaning and purpose in our existence will never go away."

Deepak Chopra

As a congregation, we are committed to persevere and remain on the solid rock and foundation that our Lord, Jesus Christ gave us.

"With Christ as our cornerstone...We Believe, We Belong, We Become, We Build. (WPCW Mission Statement)

The Congregation of Westminster Presbyterian Church
Waterloo, Iowa

Trends of Membership & Attendance

Church Trends

- An annual Gallup survey showed that in 2021, 47% of Americans belong to a church, synagogue or mosque. When the survey was first done in 1937 73% of Americans belonged to a house of worship.

ATTENDANCE FROM 2011 TO 2021

YEAR	AVERAGE ATTENDANCE	MEMBERSHIP
2011	325	962
2012	383	Rolls Updated 657
2013	303	681
2014	295	695
2015	295	704
2016	265	722
2017	258	532
2018	227	507
2019	210	497
2020	163	463
2021	93 in pews 52 online	461

	BUDGET	ACTUAL REVENUE	ACTUAL EXPENDITURES
2011	713,619	702,009	715,618
2012	760,700	754,022	736,213
2013	782,347	794,420	787,504
2014	830,962	828,937	813,945
2015	828,760	770,884	707,231
2016	780,000	707,921	735,907
2017	828,554	772,113	765,570
2018	827,942	729,892	790,923
2019	784,669	758,758	750,300
2020	775,505	751,178	660,094
2021	665,681	561,328	544,071

Westminster Trend

- 2014 – 2019 Attendance Decrease is 28.8%
- Westminster is seeing bigger declines than:
 - PCUSA 24.5%
 - Synod 25%
 - Presbytery 17%
- Westminster 2021 attendance, down 62 percent from 2019

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Westminster Trend

- 2021 Contribution Decrease 13 %
- 2014 – 2020 Contribution decrease 24%
- Comparison to '13-'17 National or State Trends
 - PCUSA 15%
 - Synod 36.5%
 - Presbytery 55%

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Historical revenue and expense analysis

Year	Pledged Revenue	Actual Revenue	Actual Expenses	Actual
				Overage/Shortfall
2014	\$720,548	\$828,937	\$813,945	\$14,992
2015	\$633,923	\$770,884	\$707,231	\$63,653
2016	\$613,541	\$697,922	\$735,907	(\$37,985)
2017	\$664,979	\$741,113	\$765,570	(\$24,457)
2018	\$619,207	\$697,892	\$790,923	(\$93,031)
2019	\$620,757	\$701,758	\$750,300	(\$48,542)
2020	\$587,394	\$630,704	\$660,094	(\$29,390)
2021*	\$498,546	\$551,398	\$546,971	\$4,427
	* Projected for 2021			

*Actual revenue does not include support from Endowment or 2020 PPP Loan

Includes pledges, non-pledged gifts, loose offering, per capita, interest income and other group income

Leadership Competencies

Summary

When reviewing this Competencies study, the top two, “Approachable” and “Preaching and Worship Leadership”, expresses a clear vision that the members of Westminster are eager to have a pastor who employs an open door policy where both congregant and pastor are comfortable conversing on all topics. And being fed on Sunday morning worships in hearing the Word, and being directed by a strong leadership.

The next four Competencies are equally important. Our need for a spiritually mature person, who can communicate easily with everyone, does not shy away from our youth and can motivate us all. Not only through speaking but just as important, through their actions and deeds.

The last four Competencies express a desire for a caring and compassionate pastor who reaches out to our shut-ins regardless of age. Who brings a heart for education through their teaching as well as others teachings. And through all of this, is flexible when working with our congregation, committees and staff.

TOP 10 DESIRED LEADERSHIP COMPETENCIES IN ORDER OF V NUMBER OF VOTES

APPROACHABLE	166
PREACHING AND WORSHIP LEADERSHIP	164
SPIRITUAL MATURITY	128
COMMUNICATOR	128
HEART FOR YOUTH	122
MOTIVATOR	122
PASTORAL CARE	98
TEACHER	98
FLEXIBLE	96
HEART FOR EDUCATION	88

NEXT 10 IN ORDER

WILLINGNESS TO ENGAGE CONFLICT	85
PATIENT	83
STRATEGY AND VISION	83
HEART FOR MISSION	78
LONG-TERM ORIENTATION	58
INNOVATOR	41
DELEGATOR	32
FUND DEVELOPER	32
TECHNOLOGICALLY SAVVY	19
PROJECT MANAGER	11

ATTENDED AND VOTED AT OCT. 24TH SERVICE

155

VOTED ON LINE

61

MAILED COPIES 64

RETURNED TO DATE

8

TOTAL RECIEVED

224

MISSION STUDY SUMMARY

In the past 6 months the PNC committee has worked hard to compile information and data that we feel represents a very clear vision of what the Cedar Valley, Metro Area and most importantly, Westminster Presbyterian church represents. This is one of the most indepths studies that has been completed in recent years for WPCW.

After reading this study our prayers are that all candidates who are actively looking for a church, would strongly consider Westminster Presbyterian Church as their next calling.

We thank our congregation for their prayers, patience and support. We also wish to thank Pastor Ken for his suggestions as we wrote this study. In addition a huge appreciation to the PNC committee. We are excited as we move forward in our search.

Respectfully submitted:

Scott D. Cose PNC Chair

WPCW PNC Committee

June Klein-Bacon

Kendal Crawford

Steven Jordan

Judy Klausen

Jennifer Owen Kuhn

Regina Rivers