GOD'S PURPOSES FOR SECOND (GPS)

Nurture
Learn & Grow
Service & Mission
Communication
Governance
Worship & Gather
Hospitality

TRANSFORMATION
God’s Purposes for Second

Second Presbyterian Church’s GPS task force report to the Session and congregation

January/February 2012

The beginning of the mission field as seen from Second’s front doors
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Second Presbyterian Church
A people being transformed by Christ to help transform the world

Second Church is a community more than a place. Yet God has placed us, purposefully, in the heart of Kansas City. Our old sanctuary is lovely and cruciform in shape. It is also imperfect and unfinished. Those of us who gather here are likewise imperfect and strive to incarnate and advance Christ’s ministry of transformation. But we are a people who, with God’s help, make things happen.

This is a taste of who we are:

**We are** children and adults, single and married, native and transplants. Our collars are white and blue. We are straight and gay, Republican, Democrat and Independent, rookies and veterans, introverts and extroverts. We are predominantly white but we welcome all people. We find unity in Christ’s mission to transform lives and communities. We are all ministers.

**We gather under a big tent**, yet our tent stakes are driven in loosely, ready to move when God moves. Our canvas graciously covers a wide theological and political stretch of landscape. We come from different places and hold differing views while affording each other the grace and respect that our God has poured out on us. We care deeply for each other. We love to laugh and share a meal. We love to make meals for those in need. We draw together to support as well as to challenge each other. We look for ways to help each other refine and employ our gifts.

**We are committed to service** and mission because we want to continue the work of Jesus. We advocate for those without a voice, stand with the marginalized, touch the unclean, empower the powerless and proclaim the reign of God in all we do. We are aware of our abundance and that where our treasures are, there our hearts will be. Therefore we strive to be generous givers, knowing that as we do so we are sanctified and made truly wealthy.

**We are eager to learn** and grow, in harmony with our heritage that lifts up the importance of education. We cherish our children, nurturing them as we strive to become like them. We engage in healthy dialogue and appreciate the challenge that a new perspective brings to our limited perception of God. We hold a high view of the scriptures and are committed to the hard work of discerning God’s will. We are not afraid to live out and talk about our faith in Christ with others and we relish the chance to learn from the faith of others.

**We invite others to gather** with us to celebrate God’s grace and experience God’s presence. Together we wait, we lament, we give thanks and we realign ourselves with an eternal perspective. We encourage one another to accept Jesus’ invitation to be fully human even as we celebrate our call to transform the world.

**We are Second.**
We Are Second
After prayerful study, discernment and conversation with Second’s congregation and many others, the GPS task force recommends Second Church adopt these ways of becoming the church God is calling us to be in such a time as this. Second has the talent and resources to implement these recommendations and a willingness to try bold ways of being transformative as God’s church so God’s reign may flow through us.

- We will lovingly nurture members of the Second Church family in a comprehensive, focused and appropriate way that reflects Scripture’s concern for those in need. **How? High among our recommendations: Concentrate oversight of all caring ministries under the Board of Deacons.**

- We will focus intently on Second’s mission outreach so that more members of Second’s family can participate and so that our resources are used effectively to transform lives. **High among our recommendations: Move all mission oversight from the Board of Deacons to a new Session committee, spend Special Mission Fund money on periodic out-of-the-ordinary outreach proposals and work with area churches to minister to Southwest High School students.**

- We will offer consistently excellent learning experiences for people of all ages so they may understand what it means to be transformed as a disciple of Jesus Christ. **High among our recommendations: Offer a variety of small groups to meet everyone’s needs and create an intense new focus on the education of — and ministry to — our children and youth.**

- We will become a congregation known for our amazing hospitality to all whom we encounter or who encounter us on life’s path. **High among our recommendations: Move oversight of “Journey to Bethlehem” to the Outreach and Hospitality Committee and train Second’s members in techniques of radical hospitality.**

- We will create a broad and effective strategy for communicating with members of the congregation and with our community. **High among our recommendations: Add a half-time staff member to focus solely on internal and external communications and create a new Communications and Technology Committee of Session.**

- We will offer a variety of worship experiences marked by excellence in all aspects and opportunities to experience the presence of the living God. **High among our recommendations: In addition to committing to excellence in all our worship offerings and creating alternative worship experiences, plant the seeds of what eventually might become a separate new congregation.**

- We will work to ensure the nomination and election of talented church officers who understand that they are called to be spiritual leaders of the congregation. And we will create governance structures that meet new challenges. **High among our recommendations: Use an up-to-date database to help the Nominating Committee make officer selections and create a Session-led structure to oversee and monitor progress on GPS recommendations and do regular evaluations of the effectiveness of Second’s various ministries.**

Each of these recommendations — along with specific strategies for achieving these goals — is described in much more detail in the full GPS report.
When the GPS task force first met in July 2011, we didn’t even know what the letters GPS would stand for, though we liked the idea of using the metaphor of a Global Positioning System to find a roadmap to Second’s future. Eventually we picked “God’s Purposes for Second.”

Why? Because our task was to think about where we’ve been, assess where we are now and then recommend ways that Second — not just a “place where…” but a “people who…” — can discern God’s purposes for it in the next several years. All the while we understood God’s primary, overriding purpose for Second to be this: to introduce people to Jesus Christ to transform their lives. Our task was not to create a rigid “master plan” but, rather, to invite the congregation to imagine a vibrant future and then to suggest some ways of getting from here to there, always being aware that as the future unfolds we may need to make adjustments.

Second Church went through a two-year interim period after the departure of our former pastor, Edward Thompson. Our new pastor, Paul Rock, who was installed in October 2010, believed it was vital for the congregation to acknowledge that it had done the good and hard work needed to get through that period of plateau. But it also was time to look ahead to discern where God might be leading us.

So after the Session authorized creation of the GPS, Paul asked Bill Tammeus to chair the task force. In consultation with many people in the congregation, the rest of the task force was chosen — Jenny Erdman, Dave Jeter, Anne Hasselberg, Molly Hundley, Tom Nelson, John Nesbitt (as Session representative), Ardy Pearson and Amy Person. And we began to work with professional planner Leta Anderson. (Profiles of the task force members can be found in the “Profiles of GPS Task Force Members” section of this report.)

Leta had led Second’s officers through a planning retreat early in 2011, asking leaders to think about Second’s history, what the congregation does well, what dreams they have for the future and what obstacles might be in the way of achieving those dreams. Building on information collected then, we on the GPS began our own thinking about the mission of Second as well as our assessment of current ministries, asking about their histories, their status and whether they’re being effective in helping to transform lives.

The task force read lots of material about how churches can be effective witnesses for Christ in the 21st Century and GPS members met with leaders who have experience in issues facing 21st Century churches.

In addition, the GPS helped sponsor a weekend presentation in early November on the challenges of 21st Century churches by the Rev. Jan Edmiston of the Presbytery of Chicago. We held meetings at the sites of some of our mission partners. We visited other churches. We talked with many groups within Second (as well as such staff members as Don Fisher, Marsha Kirsch, Paula Isgrig and Tera Yakel). The groups we met with included young families, the choir, the Parish Ministry Team, the Board of Deacons, the Covenant and Bible Speaks Today adult Sunday school classes, the Witherspoon Class, the First Friday group, teen-agers in Sunday school and the Senior Lunch group.

We also asked for congregational feedback in many ways — including to a special GPS e-mail account and through comments left on the GPS blog. (The blog, by the way, contains an entry detailing our reading list.) At first we met biweekly, but with the arrival of September we began to meet every week. All of this work was undergirded by our own prayers and attention to scripture as well as the prayers of the congregation. Bible passages that helped guide us included: Ezra 3:8-12; Exodus 3: 1-12; 2 Kings 18: 1-4; Psalm 127:1-2; Acts 2:46-47; Acts 20:28; I Corinthians 2: 1-5 and 12-16; II Corinthians 3:7-18; II Corinthians 8:23.

We would especially encourage you to reflect on these words in Paul’s letter to the Romans:

[B]rothers and sisters, in view of God’s mercy, . . . offer your bodies as a living sacrifice, holy and pleasing to God — this is your true and proper worship. Do not conform to the
pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God’s will is — his good, pleasing and perfect will.

For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you. For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others. We have different gifts, according to the grace given to each of us. If your gift is prophesying, then prophesy in accordance with your faith; if it is serving, then serve; if it is teaching, then teach; if it is to encourage, then give encouragement; if it is giving, then give generously; if it is to lead, do it diligently; if it is to show mercy, do it cheerfully. (Romans 12:1-8 – NIV)

Ultimately we decided to offer our thoughts for the future of the church under several broad categories. That helped us organize what we wanted to say about our current status and our recommendations and dreams for what we might do in those categories going forward. Thus, you will see that we have organized this report under these headings: Nurture, Service & Mission, Learn & Grow, Radical Intentional Hospitality, Communications, Worship & Gather and Governance.

Although we tried to be as open and transparent as possible about what we were doing, it was inevitable that some members of the congregation (and we GPS members ourselves) would experience some anxiety not just about what they might be asked to commit to but what they might be asked to give up. We did what we could to recognize and respond to this kind of distress, all the while knowing that until we offered the congregation our final report this kind of pre-release angst would continue and also knowing that living in the desert for a time and waiting on the Lord is not a bad thing at all.

That said, we rejoice that we truly believe we have begun to discern God’s Purposes for Second as we move into the next few years. And along the way, we have rediscovered how much each of us loves Second Church and wants only the best for it. We on the GPS have fallen in love with Second all over again and are unanimously excited about the future of a congregation anxious and willing to find new ways of living into faith in a church reformed and always reforming.

So we invite you to look over our ideas and think prayerfully about where you — whether introvert or extrovert, male or female, child or adult, single or married, native or transplant, white collar or blue, working or retired, straight or gay, rookie or veteran, Republican, Democrat or independent — might see yourself participating in the vision of Second Church that we offer here as a way of responding to the living God in our midst.

Friends in Christ, inside our doors there are people yearning to learn, people needing care and love, people in crisis, people seeking eternal meaning, people with talents they are eager to share, people seeking comfort and joy. And outside our doors are spiritually hungry people who also are looking for meaning, people in despair, people with broken hearts, people in various kinds of captivity, people with wonderful talents and ideas — in short, people who need the Body of Christ, which is us, to proclaim the good news of Jesus Christ in word and deed and to connect our deepest passion to their deepest need.

So let us be about this high calling and begin now to fulfill God’s Purposes for Second.
Our current context

The Reality Now in our world

♦ The U.S. population has more than doubled since 1950. Over that time, the population has become qualitatively different from what it was then. An increasing proportion of the population is over age 65, meaning the median age of the population is increasing as well. It’s also more diverse both racially and ethnically. Whites now make up less than two-thirds of the U.S. population; Latinos, at more than 16 percent, have passed blacks at 12.6 percent. In four states today — California, Texas, New Mexico and Hawaii — whites make up less than 50 percent of the population.
♦ Since the 1960s, there has been a marked increase in the number of children living with a single parent in the U.S. There has been a similar increase in one-person households.
♦ Young adults are waiting longer to marry, which is a continuation of a long-term trend that has been noted since the mid-1950s.
♦ America has moved from a time when nearly every respectable and upwardly mobile citizen was expected to be in church on Sunday morning to a time when society generally cares little about whether someone attends worship. In fact, some estimates suggest that as many as one-fifth of American college students have never set foot inside a church for any reason.
♦ Stores used to be closed on Sunday. Now Sunday is the second-busiest shopping day of the week.
♦ It used to be that Sunday mornings were reserved for church, not youth sports activities. Today the sports venues are packed with youngsters on Sunday mornings.
♦ When people moved to a new community decades ago they often looked for — and quickly joined — a church. If people join churches today it’s more likely to be after much deliberation and church shopping.
♦ The phrase “under God” was added to the Pledge of Allegiance in the 1950s at a time when prayer in public schools was common. Today public schools are constitutionally barred from leading prayer, and although “under God” remains in the Pledge, religious pollster George Barna says Americans have so many different ideas about God that, in effect, Americans worship 300 million gods.
♦ America used to be a landslide for Protestantism. Today Protestants no longer constitute a majority of Americans, having recently slipped below the 50 percent figure. In the meantime, pluralism has become the dominant characteristic of the country’s religious landscape, as Muslims, Hindus, Buddhists, Jains, Sikhs and many others have come to America in the wake of immigration reform signed into law in 1965 by President Lyndon B. Johnson. In 1910, Christians made up 96 percent of the population in the Americas. Now the figure is down to 86 percent (79.5 percent in the U.S.).
♦ Church mission efforts used to mean supporting people from our denomination who were sent to foreign countries. Today the mission field is in our own secularized neighborhood, although overseas mission efforts remain important.
♦ Decades ago church members thought their role was to help their pastor do ministry. In the last 20 years there has been a shift in seminary training, urging pastors to think of their role biblically (Ephesians 4:11), meaning they are to equip members to be ministers.
♦ At one time people kept up to date by reading local newspapers (often more than one) or watching one of four network TV news show. Today print products are disappearing, there are hundreds of cable channels dividing the TV audience and news is available from around the globe in nanoseconds in cyberspace. Pluralism, choice and variety are the norm.
♦ Christians used to drop dollars in the collection plate. Today they often give through electronic funds transfer and leave the plate empty as it goes by.
Our current context

Despite all these changes, the world continues to be full of spiritually hungry people looking for eternal meaning.

♦ Author and theologian Harvey Cox says this in his recent book *The Future of Faith*:

> People turn to religion more for support in their efforts to live in this world and make it better, and less to prepare for the next.

> Faith is resurgent, while dogma is dying.

> The spiritual, communal and justice-seeking dimensions of Christianity are now its leading edge as the twenty-first century hurtles forward, and this change is taking place along with similar reformations in other world religions.

And these are his predictions about where Christians are headed:

> We stand on the beautiful threshold of a new chapter in the Christian story – Christians on five continents are . . . negotiating a bumpy transition into a fresh era for which a name has not yet been coined. I would like to call it the Age of the Spirit.

> All signs suggest we are poised to enter a new Age of the Spirit and that the future will be a future of faith.

The Reality Now for Second Presbyterian:

♦ At its peak in the 1950s and ’60s, Second’s membership roll was above 2,000. After years of ups and downs, Second reflects the reality of Mainline Protestant church membership decline and its membership roll now stands near 650. Second seeks to love and care for its own community and membership but those efforts could benefit from more focus and energy.

♦ Fifty years ago, the children in the neighborhoods around Second were primarily enrolled in schools of the Kansas City School District, which had an enrollment of more than 70,000. This meant many members were connected with each other both in school and in church.

♦ Most of Second’s members then lived within the neighborhoods surrounding Second and many within walking distance of the church.

♦ For many reasons, the membership of Second is more widely dispersed geographically than in the past and almost no church families with school-age children living within the neighborhoods near Second send their children to Kansas City’s public schools, the total enrollment of which has fallen to approximately 17,000 students in a district that lost state accreditation on Jan. 1, 2012.

♦ Many members of our congregation are at or past retirement age, and this is reflected in our pledging patterns. Despite this, Second has a substantial and growing population of adults with school age children and has a healthy diversity in age groups represented in the church’s membership.

♦ More than half of the households in the area around the church are made up of a single person.

♦ Although there has been dedicated participation by some youth as they enter the middle and high school years, Second has not been able to retain participation of significant numbers of such youth.

♦ Second installed the Rev. (now Dr.) Paul T. Rock as pastor/head of staff in October 2010 and the congregation has experienced a new sense of energy and commitment to its future since then.

♦ Second’s congregation is made up of enormously talented people. They are committed to demonstrating what the in-breaking reign of God will look like and are willing to discern where God might be leading Second.

♦ With a few exceptions, Second’s mission outreach effort is spread among dozens of agencies that receive relatively small amounts of money, sometimes with not much involvement from the congregation. In response, many members of Second have expressed a desire to focus the church’s giving on fewer recipients.

♦ Given its key location, its talented membership and its financial health, Second is in a position to demonstrate nationally what a healthy, growing, effective Mainline Protestant church might look like in the 21st Century.
Our current context

♦ Second, despite membership declines, has continued to be an active, mission-oriented, loving, diverse congregation that draws people from throughout the metropolitan area into transforming relationships with Jesus Christ and equips members to do ministry both within and beyond the church’s walls.

♦ Second has just come through a two-year transition period in which it successfully completed a $1.5 million capital campaign that included a significant mission commitment. With the appointment of the GPS team, it positioned itself to do a current assessment of where it is in terms of ministry and to dream big about what the future might look like.
The Reality Now in our world:
- Many people today are lonely, abused, neglected and even warehoused so they will be out of sight.
- The government safety net helps alleviate some of this need for connection and support, but it is inadequate to meet all the needs and is, in many ways, unraveling.
- Many non-profit agencies seek to fill in the safety net gaps but the needs often overwhelm their resources.
- Although social media allow us to connect more easily, the population’s loneliness and disconnected condition were evident in a new Cornell University study that found that although the average Facebook user has some 130 “friends,” in reality Americans have, on average, slightly more than two confidantes, down from three 25 years ago.

The Reality Now for Second Presbyterian:
- Everyone in the congregation, no matter economic status, needs to be connected to others socially and spiritually and at some point needs extra care, even if it’s simply the ministry of presence at a time of loss, grief or loneliness.
- Societal pressures, including economic downturns and the hectic pace at which life often is lived now, increase the vulnerability of everyone to loneliness and a sense of being disconnected — even affluent members who also may have good family support systems. The result is that nurture and care are needed more often today by more people, including single-parent households.
- Many members of Second are suggesting that greater emphasis be placed on nurturing and connecting members of the congregation to one another and to the ministries of the church.
- The neighborhood in which Second is located contains many people who need various levels of care. Many of the single-person households near the church building are young urban singles, but more than 11 percent, by one survey, are past retirement age.
- Historically Second has sought to provide love and support for its family in many ways. This has taken different forms in different times, but often has included everything from pastoral counseling to the Soup and Bread Ministry, from small group memberships to a grief ministry, from fellowship opportunities to visitation of (and meals for) those recuperating from illness or injury — in addition to temporary provision of such medical equipment as crutches and walkers. In the last year, this work has improved significantly under the Parish Ministry Team (PMT), working as part of the Congregational Life Committee. PMT has begun living out the reality that church elders and deacons as well as people in the pews are the congregation’s ministers, while the complementary task of the clergy is to equip those ministers for their work. Further evidence of the importance of caring ministries is that in 2012 the PMT has become the Pastoral Ministries Committee of Session.
- And yet our efforts to nurture our members through various ministries of support need to have even greater emphasis, visibility and focus, and the availability of these ministries needs to be much more widely communicated so people may use them when they recognize a need.

We recommend:
- That from their birth to their death, we lovingly care for and nurture all members of the Second Church family in comprehensive, focused and appropriate ways that reflects Scripture’s concern for those in need. And that we become known throughout the community not just as a church that cares and nurtures but also one that knows how to care and nurture competently and lovingly.

Some ideas for implementing this recommendation:
To provide more emphasis for Second’s caring ministries and to consolidate our mission efforts in a broader-based place, oversight of Second’s various caring ministries would transition to become the responsibility of the Board of Deacons. In turn, responsibility for mission would return to Session under a new Mission Committee led by a member of Session but drawing members from the whole congregation. Moving caring ministries to Deacons would be in harmony with the biblical view of the diaconate, with traditional Presbyterian practice, with the Book of Order’s description of the work of deacons and with the vows deacons take at ordination to teach charity, urge concern and direct the people’s help to the friendless and those in need. New Testament Deacons served by conducting the caring ministries of the fledgling churches. They did the benevolence work, visited the sick, were alert to the spiritual needs of the congregation so as to free those who served as pastors and bishops to focus on prayer and preaching as well as equipping all the followers of Jesus to do ministry. Although the word deacon, which means servant, is found in English translations of the New Testament only in Philippians and 1 Timothy, the original Greek term Diakonia is found 34 times in the New Testament, giving evidence of the importance the early church placed on caring ministries.

Once that transition occurs:

- The work of the Congregational Life Committee would continue, though its leaders would be in conversation with both the Board of Deacons and the Outreach and Hospitality Committee to discuss whether some of the ministries Congregational Life’s oversees might more appropriately come under one or the other of those bodies.
- Session could create a written description of the duties assigned to the Board of Deacons and update it annually while also making it available to the Nominating Committee.
- Second could provide more opportunities for our children to be lifted up by the congregation, thus helping members to fulfill more completely the congregation’s pledge to assume the responsibility of nurturing the one baptized.
- The Board of Deacons could designate members of the congregation as representatives of the church charged with special responsibilities for nurture of the newly baptized — adults as well as infants/children and their parents.
- To open up participation in mission to more members of the congregation, the current local, metro and global mission outreach handled by the Deacons would become the responsibility of a new Session Mission Committee. This committee, after a period of transition and consultation with the current Board of Deacons, would respond to the various mission and outreach recommendations contained in the Service & Mission section of this GPS report.
- In turn, Session’s new Pastoral Ministries Committee would work closely with the Board of Deacons for the next year so that once the deacons are thoroughly trained, including in areas of confidentiality, they may assume responsibility for this area. At that point, the Pastoral Ministries Committee would be formally dissolved.
- Under the new arrangement, individual deacons would not need to chair each caring ministry (though they could) but each caring ministry would have at least one deacon acting as liaison to it for the purpose of reporting and making recommendations to the full Board of Deacons.
- If there are deacons in the Class of 2013 who want their ministry focus to continue to be mission and not caring ministries, they would have the option of leaving the Board of Deacons and joining the new Mission Committee.
- Each member of Second could be invited to join a small group for at least six months. To help create more connection between members and the church’s ministries and activities, Deacons could serve as the conveners, facilitators or liaisons for the small groups that don’t naturally fall under the Congregational Life Committee. Even members who are homebound or physically unable to participate in small group activities could be invited and the group could help provide care by communicating its activities by visits, cards or other forms of communication.
**Nurture**

**Time:** The structural, governance and training work needed to make this transition would be complete by the end of 2012 and the transition would be ready to implement when new officers take their place in early 2013. To make sure there’s enough time to implement these changes in 2013, Session would need to approve them by May 2012. The preparation work for the transition then would begin immediately, including giving written descriptions of the ministries to come under the auspices of the Board of Deacons to that board.

**Responsibility:** Session, Nominating Committee, Deacons, Pastoral Ministries Committee, new Mission Committee of Session, Congregational Life Committee, staff.

- That the Second Church family knows what caring ministries are available and how to volunteer for them or receive care from them.

Some ideas for implementing this recommendation:

- The Board of Deacons, once it assumes responsibility for the caring ministries (and the Pastoral Ministries Committee before that), would work closely with Second’s staff in charge of internal and external communications to develop a comprehensive communications plan. (See the GPS report’s section on Communications.)
- The moderators or chairs of each of the caring ministries would be responsible for getting accurate and up-to-date information about those ministries to Second’s communications staff for distribution via appropriate media.
- Each caring ministry would develop a plan to make sure all appropriate communications avenues are used — including Second’s printed and online newsletters, Web site, Facebook page, Twitter and YouTube accounts, text alerts and any other means that become available.
- The AIDS Ministry, the caregivers support group, the special needs support group, the divorce support group and all other caring ministries would make sure each ministry’s communications are not only thorough but, where needed, subject to appropriate rules of confidentiality.

**Time:** This work would be well structured by the end of 2012 to be in full operation in 2013.

**Responsibility:** Deacons, Pastoral Ministries Committee, staff.

- That Second’s Nominating Committee focus on finding potential deacons who have gifts for caring ministries.

For ideas about implementing this recommendation, see the Governance section of this report.

- That Second offer regular communication and education not only about the caring ministries it operates but also about the issues handled by each ministry.

Some ideas for implementing this recommendation:

- Each caring ministry would develop flyers and regular announcements to educate the congregation and community about key offerings. For instance, the end-of-life series of workshops that the Parish Ministry Team began in 2010 would become an annual offering to which the entire Kansas City community is invited.
- In coordination with the Christian Education and Faith Development committees of Session, each of the caring ministries would look for opportunities for speakers for the Witherspoon Class or other forums to continue to educate the congregation and the community about the issues on which it focuses. Ministries could make proposals to bring in speakers to be paid for by the Hage Endowment Fund.
Nurture

**Time:** This work should begin as soon as possible, be fully implemented by 2013 and then be on-going.
**Responsibility:** Deacons, caring ministry moderators, education committees of Second, Hage Committee, staff.

† That Second be a leader in creating healing and commemorative rituals to be used on a variety of occasions.

Some ideas for implementing this recommendation:

- Second would draw on various existing resources as well as talent within the staff and congregation to respond to the need for healing, commemorative and celebratory liturgy and rituals to be employed in appropriate circumstances, such as divorces, retirements, joyful achievements or unexpected disasters.
- The Board of Deacons, in consultation with the clergy, would identify circumstances in which healing rituals not currently available from denomination liturgical sources might be used to provide solace or to celebrate individuals, families and the congregation as a whole. Then the deacons would identify people who could help create rituals, including clergy who would oversee or officiate at them.
- Second could commit to offering an annual “The Longest Night of the Year” service — first used Dec. 21, 2011, in the chapel — to help people grieving losses.

**Time:** This work would begin in 2014 and then be on-going.
**Responsibility:** Deacons, caring ministry moderators, designated clergy.

What If?

- Every member of the Second Church family not only felt well cared for by the congregation but also was thoroughly trained in how to offer appropriate care to others in need?
- In the culture at Second it becomes much more important for the institution to support Second’s family than for that family to support the institution?
- Second had a wide variety of up-to-date printed and online resources to help caregivers be effective?
- Second periodically gave public recognition to caregivers who consistently do an outstanding job, perhaps doing so in November, nationally recognized as Caregivers Month?
- Second’s caring ministries were so effective that we began to offer its leaders as speakers and trainers for other congregations wishing to learn from us? And what if we got so good at this that we write and market a book about how other congregations can do it?
- We always remember that radical hospitality should be offered not only to strangers who come in our doors but to members of the Second Church family already here?
- Every member of Session and every deacon remembers that he or she is one of the church’s ministers, not just one of its administrators?
Service & Mission

The Reality Now in our world:

♦ Because of poverty, hunger, unemployment, terminal illness, abuse, addiction, homelessness and other destructive conditions, the need to fund and supply volunteers for mission outreach is crucial. The gap between the wealthiest citizens and the poorest is growing, creating additional strains on the philanthropic community. According to 2011 Census statistics, the number of Americans living below the poverty level — 46.2 million — represents the highest percentage of citizens in poverty since 1993.

♦ Relief organizations need money, but also volunteers willing to spend time and talents to help others.

♦ Christians around the world respond to this need by demonstrating what the reign of God will look like when fully realized, meaning we work to relieve poverty, hunger, unemployment, preventable illness, abuse, addiction, homelessness and other harsh conditions.

♦ People wanting to contribute money and talent for mission activities increasingly want a hands-on experience and an accurate, timely accounting of what their money accomplished.

The Reality Now for Second Presbyterian Church:

♦ Second’s members historically have had the economic resources to provide basic human needs for themselves and their families — and even enough to share with others in need. That remains largely true today.

♦ Second has long called itself a mission church, a difference maker for good, and in that tradition it now commits 15 percent of its operating budget to mission causes. Second committed 15 percent of its 2009-11 capital campaign to mission, resulting in a gift of $80,000 to Community LINC and $50,000 to the Children’s Place.

♦ Twenty years ago the Board of Deacons was given responsibility to oversee distribution of mission dollars at a time when Second had a strong caring ministries program outside of Deacons and the Deacons were under-used. Since then the board has had these primary functions:

1. Oversight of the expenditure of “discretionary” mission dollars allocated by the Session in the annual budget. The Deacons are involved also in setting the expenditure amounts for general mission, women’s pledges and the Theological Education Funds. The per-capita paid to presbytery is a set figure based on membership, though the congregation generally knows little about how such money is spent. All these totaled $78,500 in 2011.

2. The staffing and oversight of several volunteer and mission promotion activities of the church.

3. The selection of beneficiaries and distribution of grants from the Daniels Fund as well as beneficiaries of special offerings.

4. The selection of recipients of the annual distribution of a percentage of the Special Mission Fund (one of our Endowment Funds) based on current policy for its use.

5. Personal connections by deacons with the agencies to which they serve as liaison.

♦ As for “discretionary” mission dollars, for 2011 the Board of Deacons oversaw the expenditure of $83,775 in allocations from the church’s operating budget. This money was distributed to or spent on 29 different mission agencies or initiatives, under the headings of:

1. Global Mission ($9,000)
2. Metropolitan Mission ($53,200)
3. Neighborhood Mission ($17,575)
4. Miscellaneous Benevolences ($4,000)

In recent years Deacons have stopped providing support to a few mission partners.

♦ Available Special Mission Fund money came to $25,000 in 2011, based on 2010 value, and $40,000 is projected to be available for distribution in 2012.
♦ In addition to the allocation of funds, deacons are to establish and maintain contact with the mission partners to identify other mission support that may be given to the beneficiaries. Many deacons see this aspect of their work as the most valuable and educational.

♦ Deacons also organize and oversee:
1. Spring and Fall (Christmas) Fair Trade Sales.
2. "Toys for Troost" adoption of families for Christmas gifts.
3. Annual scholarships and transportation to deserving children to attend summer camp at Heartland Presbyterian Center.
4. Such hospitality efforts as cookies for visitors to the Journey to Bethlehem drama.
5. Highlighting a mission beneficiary on a monthly basis with an article appearing in Second communications/publications.
6. Selection of a mission beneficiary or volunteer activity to be announced and supported from the pulpit on a regular basis.
9. Selection of beneficiaries to receive offerings collected for Christmas alternative gifts and Christmas Eve offering.
10. Solicitation of applications for and selection of recipients of Daniels Fund college scholarships.

♦ The current system means the church’s entire mission funding activity is the responsibility of the 24 ordained and installed deacons. As a result, some members of the church do not feel fully invested in or connected to the mission process. Members sometimes think they must be deacons to participate and they sometimes express ignorance about the process.

♦ Although there are different opinions about this, some deacons and others in the congregation believe the current mission function of the Board of Deacons is not an entirely effective way of engaging the congregation at large in the mission outreach of the church. Some current and former deacons have suggested that the relatively large number of mission partners the deacons have supported has been both the best aspect of serving as a deacon and the most frustrating. Some deacons and others have asserted that the number of mission partners to which funds are allocated is greater than can be expected to garner significant service support from Second’s members.

♦ Of the organizations receiving mission funds from Second, many do not also receive volunteer help from members of Second. Sometimes all they need is funding from Second; in other instances, volunteers would be helpful, but despite the best efforts of the Board of Deacons recruiting among Second’s members for volunteers to work with our mission partners has ranged from highly successful to near failure.

We recommend:

Ο That to provide more emphasis for Second’s mission efforts and more opportunities for members to be involved in mission, all oversight of Second’s mission outreach be consolidated under a new Mission Committee of Session to be led by a member of Session but made up of people from throughout the congregation.

Some ideas for implementing this recommendation:

□ To make this transition, it will help to emphasize that moving caring ministries to the Board of Deacons and mission to a new Mission Committee would elevate the commitment Second gives to both areas.
As suggested in the “Nurture” section of this report: The current local, metro and global mission outreach now handled by the Board of Deacons would become the responsibility of a new Session Mission Committee.

This committee, after a period of transition and consultation with the current Board of Deacons, would respond to the various mission and outreach recommendations contained in this section of the report. This new committee would create a system for involving members from the congregation who have a passion and competency for mission work so that more members of the church could see the opportunity to become engaged in mission activities — even if only on a short-term basis. The new committee would have oversight of the funds the Board of Deacons has distributed to mission partners in recent years as well as the funds contributed to presbytery and the denomination and, in cooperation with the Endowment Committee, funds designated for mission from the church Special Mission Fund. In other words, responsibility for all mission expenditures would be located in this new committee, which would rely heavily on the involvement of non-ordained members.

After mission work is consolidated under a new Mission Committee, Session would consider bringing new mission-related work under the new committee. That might include new initiatives that focus on environmental ethics and responsibilities, programs now overseen by the Social Justice and Peacemaking Committee or youth and family mission trips.

For ways the Nominating Committee would make sure that some of the candidates for Session have a deep commitment to mission work, see the Governance section of this report.

**Time:** The structural and governance work needed to make this transition should be complete by the end of 2012 and the transition should be ready to implement when new officers take their place in early 2013.

**Responsibility:** Board of Deacons, Session, Nominating Committee, entire congregation, staff.

- That Second continue to offer aggressive support for mission outreach both locally and globally.

Some ideas for implementing this recommendation:

- Because Second’s mission dollars might have more effect if the congregation concentrated its donations to fewer agencies, the Session’s new Mission Committee would undertake a thorough assessment of mission partner needs, past giving patterns and current community needs to determine a course of action most in harmony with Second’s mission/vision and one that would draw the most volunteers from Second.
- This committee also would establish clear criteria that potential mission partners would need to meet to receive funding from Second.
- This assessment would include conversations with our mission partners to find more effective ways of focusing our resources. And it would take into account where our members currently are volunteering their time and energy. But we recognize there may be cases in which a policy of “money following the feet” would not make sense.
- Second would support commitments to mission partners for no longer than two years at a time. Support beyond that would be based on a renewed analysis.
- Once the assessment is complete and criteria established, the goal would be for Second to target its mission donations more efficiently and draw more Second members into mission work.
- The Mission Committee also would regularly inform the congregation how money sent to presbytery, synod and denominational ministries is spent and what options we might have to influence spending decisions.
That Session investigate using money from the Special Mission Fund (under the Endowment Committee) to create new mission outreach possibilities that could be a rallying point and focus for the congregation.

Some ideas for implementing this recommendation:

- Partner with nearby churches to become a presence at Southwest High School. There are many possible ways of doing this, and a fuller proposal is in the Appendix of this GPS report.
- Build on the relationship Second already is developing with Community LINC, Second could create regular opportunities for ministry to the families that agency serves. For more ideas on this, see the Appendix of this report.
- Serve students attending our neighboring institution, the University of Missouri-Kansas City. Again, there are many ways to go about this, including creation of a presence near campus. A more detailed proposal can be found in the Appendix.
- Second could use funds from the Special Mission Fund to start working with a new mission partner, similar to the way Second helped to start Hope Care Center, and/or to make a major contribution to help a current mission partner expand its work (similar to the donations Second gave to Community LINC in 2011 and the Children’s Place in 2012 using funds from our recent capital campaign). The congregation would be consulted for suggestions about a mission project to choose.
- Second also could commit to building up financial reserves with an eye toward increasing mission giving to special initiatives. The current policy on spending Special Mission Fund money sets a formula to determine how much is available annually (most recently calculated to be 3.06 percent of value). The Session has the option of spending beyond what is allocated by the present formula, but that requires a two-thirds vote. To continue to demonstrate Second’s passion for mission, Session would need to be open to such beyond-formula spending for worthy projects.
- Session, through the Endowment and the new Communication and Technology committees (see the Communications section of this report), could create an awareness campaign to educate the congregation on the importance of estate planning and other tools to provide gifts that would replenish the Special Mission Fund. Such replenishment would be important if Session regularly votes to spend mission reserves beyond the current formula — a mission-affirming practice that might, in fact, encourage people to give.

**Time:** Discussions with the mission partners should begin in 2013, when a new Mission Committee is formed, with an eye toward a major commitment of mission initiatives funds later in 2013 or early in 2014. Prior to that, the current Board of Deacons would have the responsibility of identifying a new mission initiative to be funded in 2012. Discussions with other churches about Southwest High would begin as soon as possible, as would discussions about a new UMKC relationship and as would conversations with major mission partners to determine possibilities for major new mission investments.

**Responsibility:** Session, Deacons, the Finance, Endowment and Gifts and new Mission committees working with the Outreach and Hospitality Committee, especially on the UMKC proposal, staff.

That we expand our mission volunteerism so more Second members and others in the community can participate in mission activities and so that when the agencies we support need more than our money we will have the human resources to commit.

Some ideas for implementing this recommendation:
A new staff position could be created (or current job descriptions be realigned) to oversee and administer volunteer service opportunities and assist in matching the gifts and skills of members of Second Church with the volunteer needs of agencies or initiatives being supported financially by church benevolences. Other parts of the job description could include keeping the church’s database up to date with members’ gifts, interests and skills as well as an ongoing history of members’ involvement in various ministries and using the database to recruit mission volunteers.

The new Mission Committee could consider when it might be appropriate to give preference for financial support to agencies in which Second members are involved.

Second could create a “volunteer jobs board” to highlight upcoming volunteer opportunities with our mission partners, making it easier for members and visitors to identify ways to contribute their time and get involved. This jobs board would be available both online and off-line at a convenient site within the church building and would require regular updates. Informing the congregation about volunteer opportunities in a more effective way would be a part of a wider communications strategy more fully outlined in the Communications section of this report. Second could let the community know that the jobs board is available for anyone’s use as a way of drawing in non-member volunteers.

Second could commit to an annual family mission trip and a continued development of the congregation’s relationship with Community LINC.

As a condition to any grant of financial assistance to a local mission partner, the grant recipient could continue to be required to submit detailed descriptions of volunteer service opportunities that could be communicated to the whole congregation as a way of recruiting volunteers.

At least annually, the entire Second Church family could be invited to participate in some kind of event that would put members on the streets — whether that’s joining in the AIDSWalk Kansas City fund-raiser, a commemoration or some other event in harmony with Second’s mission.

Time: Work toward an enhanced volunteer recruitment effort would begin in the fall of 2012 and be fully implemented by the fall of 2013. The volunteer jobs board would be created — and publicized — as soon as possible.

Responsibility: Session, Deacons, new Mission Committee, staff.

What If?

- Each year we devoted more resources to mission and we thought of mission much more broadly than sending a check to a non-profit agency?
- The vast majority of Second’s members were actively engaged each year with one or more of our mission partners?
- We help to transform the lives of students at both Southwest High and UMKC in ways that become the talk of the community?
- We relentlessly find and develop ways our children and youth can join us in our mission work?
- A culture of stewardship and generosity were so pervasive at Second that our annual pledges always exceeded the stewardship committee’s expectations?
The Reality Now in our world:

♦ Society used to consider Sunday a sacred day of the week, reserved for worship and Sunday school. Today children and families must regularly choose between attending Sunday school or going to sports practices, games, birthday parties and other activities or having a quiet morning to themselves.

♦ Children and youth today are under tremendous pressure to study long hours and participate in numerous activities. Parents are reluctant to push their children to get up and go to Sunday school on the one morning they can sleep in and relax.

♦ Children of all ages are motivated to spend free time with peers with whom they feel a connection. If they don’t have friends at church, they will be less likely to attend.

♦ Small children will go to Sunday school and church if that’s what their parents expect. As they reach middle and high school it becomes difficult for parents to demand attendance if youth aren’t interested. Many parents just give up fighting that battle.

♦ Many teens engage via texting and social media. Parents would like to see their children engage with other youth in more direct ways.

♦ Many parents feel their children don’t enjoy and don’t get much from traditional worship.

♦ Churches that don’t adapt to the technological expectations of youth and young adults will struggle to engage this generation.

The Reality Now for Second Presbyterian:

♦ While many Mainline churches struggle to attract children and young families, Second is blessed with a number of vibrant young families who bring their children to church and Sunday school. This is evidenced by the lively group of children who gather for the children’s sermon.

♦ In the pre-school through fifth grade Sunday school classes we have several very committed Sunday school teachers who have been teaching for many years.

♦ Attendance at Sunday school had increased in 2011, with most classes seeing between seven and 12 children each week.

♦ Efforts to recruit the number of people needed to teach Sunday school have been less successful than they need to be. Sunday school started in the fall of 2011 with two classes that did not have an assistant teacher. Two teachers are required to be in each classroom with our children. Staff oversight suffers and is quite limited on Sundays.

♦ Sunday school classes for middle school age group and above see many fewer students. Currently there are from two to 10 youth in those classes each week.

♦ There is parental interest in a new effort to create a transitional youth group of fourth and fifth graders.

♦ Many parents of middle and high school age youth would like to see something offered as a worship alternative that is more engaging and spiritually enriching than Worship Alive.

♦ Staff chooses new curriculum every three years, so 2012 will be an opportunity to do that.

We recommend:

❖ That Second continually strive to reach ever higher standards of excellence in children’s and youth ministry.

Some ideas for implementing this recommendation:
Learn & Grow
Children’s and Youth Education

- Survey parents and youth annually and solicit feedback after every activity to measure satisfaction and improve our programs. Install a comment box specifically for children’s and youth programming at a central location in the church building and on the church Web site.
- Increase oversight, involvement and leadership of staff and volunteers. The Christian Education director and pastors making time to visit Sunday school classrooms, attend youth group meetings, talk with kids and parents and having first-hand knowledge of what’s happening in Sunday school and youth groups would send a message that this aspect of Second’s life is a high priority.
- Increase the Christian Education Committee’s oversight of youth and children staff and programming, especially through regular, candid reports from people involved with children and youth ministry.
- Do a thorough review of current staffing and what changes might be needed to support an enhanced program.
- That review could include an analysis of our relationship with the Early Childhood Learning Center (ECLC), including Second’s financial and board relationship, to ensure that it is meeting the needs of the community, is properly supported by Second and is in harmony with our mission.
- Determine why there’s a shortage of members willing to teach Sunday school. Make a concerted effort to recruit the best possible Sunday school teachers to fill open positions and train them thoroughly. This could mean adopting a rotational system of teaching Sunday school so teachers would commit to, say, six weeks at a time, giving them opportunities to take part in adult classes.
- Increase the amount of lead time for promoting children’s and youth meetings and activities.
- Develop and implement a comprehensive communications plan to increase parent awareness of children’s and youth programs and activities.
- Maintain weekly communication with parents as to timing, lessons and expectations for Sunday school children.

**Time:** This work should begin in 2012, though some aspects of it could take several years to implement.

**Responsibility:** The Christian Education Committee, the Personnel Committee, the new Communications and Technology Committee, staff.

- That we implement and encourage intergenerational ministry opportunities.

Some ideas for implementing this recommendation:

- Encourage committees and groups to seek ways to connect children and youth with adults and to partner with them in meaningful ways.
- The new Session Mission Committee could create a youth mission subcommittee that might assume responsibilities for developing intergenerational opportunities with our mission partners.
- Coordinate youth and adult Sunday school classes so they are studying similar themes and topics in conjunction with sermons. Periodically have youth and adults meet together to discuss a sermon or Sunday school lesson.
- Plan more intergenerational social activities. For instance, ConnectFest could be an annual and broader event involving both youth and adult groups, valuable as much for connecting us to each other as for recruiting volunteers.
- Provide an opportunity for adults and children to meet together occasionally for songs and prayer in Westminster as an all-church Sunday school.
- Consider moving Sunday school classes to Westminster in an open classroom format.
- Invite adult church members to guest teach at youth group to share their talents and interests, both professional and recreational.
### Consider matching youth with an adult mentor. See the Appendix for an even broader mentor proposal.

- Promote two or three events a year and invite young adult couples and singles to be more involved with these programs.
- Invite senior church members to make lists of things they need help doing, such as raking leaves or moving furniture. Then a family or group of youth could be matched with them to help out.
- Explore matching children and youth curriculum for a period of time with the curriculum of adult study groups. This might involve online forums covering sermon biblical texts.

**Time:** This work should begin by the fall of 2012, though some aspects of it could take several years to put in place.

**Responsibility:** The Christian Education Committee in cooperation with the Outreach and Hospitality Committee, the new Communications and Technology Committee, staff.

- That we respond creatively and compassionately to modern families’ and children’s need for life balance while growing and learning together in Christ.

Some ideas for implementing this recommendation:

- Determine through surveys and other study methods optimal times for children, youth and families to participate fully in Sunday school and youth group.
- If Sunday school is required during worship service we might offer a traditional Sunday school at 9 a.m. and a different Sunday school program at the time of our second worship service.
- Explore offering an online Sunday school and youth Bible study program that would coincide with and/or supplement what’s being studied together at church. This would allow children and youth to keep up with Sunday school subjects when they have to miss Sunday school and youth group.
- Consider creating a child-friendly section of the sanctuary by removing some pews in the transept and creating a sound-proof opening between the Narthex and the Celtic Room so parents of small children and others who need to leave the worship service could do so unobtrusively and still feel part of the service.

**Time:** This work should begin in 2013.

**Responsibility:** The Christian Education, Faith Development, Outreach and Hospitality and Buildings and Grounds committees, the new Communications and Technology Committee, staff.

- That we motivate and guide teen-agers to live life beyond social media interactions, to experience a richer, fuller spiritual life through a deep trust in Christ and a desire to learn with church friends how Jesus is relevant to their lives and the world.

Some ideas for implementing this recommendation:

- During worship provide a teen-friendly environment outside the sanctuary to listen to the sermon (or review written sermon points) and discuss together how the scripture and sermon relate to their lives. This could be offered to older elementary, middle school and high school students in the place of Worship Alive.
- Do book studies in which youth choose books to read and discuss how and where they see God's fingerprints. This could be done with movies as well. We could explore using Hage Endowment funds to bring in a young adult author.
Learn & Grow
Children’s and Youth Education

- Give youth opportunities to explore their feelings and talk (occasionally, perhaps, with professional youth counselors) about becoming adults, pressure from parents, self-image, ideas of beauty, sexuality and more in a safe environment.
- Invite local school social workers to speak to parents and the congregation about issues children face in school society.
- Host local bands in Calvin Center where refreshments are served.
- Create and promote a community-wide youth film festival featuring two or three movies pertinent to youth and young adult culture and issues. Bring in guest speakers to discuss the issues addressed in the films.
- Do an international mission trip every three years so each high school student has the chance to experience God’s work beyond our borders.
- Bring together members experienced in youth work to evaluate Second’s confirmation process, timing and curriculum and see if it might benefit from being more youth led.
- Explore the possibility of partnering with a para-church youth organization involved in local schools to host their events. This could extend into paying part of a para-church worker’s wages if successful.

**Time:** This work should begin by the fall of 2012, though some aspects of it could take several years to implement. The first international mission trip should happen in 2013.

**Responsibility:** The Christian Education and Faith Development committees, staff.

- That we guide youth to assume leadership roles in church and take responsibility for their individual spiritual development.

Some ideas for implementing this recommendation:

- At least once per quarter, have youth assume responsibility for planning and executing part or all of a worship service. Make sure adequate training and guidance is in place to ensure a successful experience for all.
- Consider establishing a youth governing body to plan and execute activities, service projects, mission trips, etc.
- Provide opportunities for individual teens to study a current issue, theological book or book of the Bible and present their work to the Witherspoon Class or a similar forum.

**Time:** This work should begin in 2013, though some aspects of it could take several years to put in place.

**Responsibility:** Session, the Christian Education Committee, staff.

- That we continue efforts to understand and counter the movement of youth who stop participating in church when they reach middle school.

Some ideas for implementing this recommendation:

- Actively explore the idea of a new fourth- and fifth-grade “mini youth group.” Give this group the opportunity to be involved in planning its own meetings and activities.
- Make the fourth- and fifth-grade fall retreat at Heartland Presbyterian Center an annual event.
- Consider frequent service projects that include team-building exercises to grow friendships.
- Consider a mentoring program for Second’s youth. For a specific mentoring proposal, see the Appendix of this report.
The Christian Education Committee could seek out and have dialogue with other successful youth volunteers and church leadership in the Kansas City area to learn what they have done to thrive in today’s youth culture.

**Time:** This work should begin in 2012, though some aspects of it could take several years to implement.

**Responsibility:** The Christian Education Committee, staff.
The Reality Now in our world:

♦ More than 90 percent of Americans not affiliated with a religious tradition believe in God or some higher power but are unlikely to attend church.
♦ Study and study show that biblical and theological illiteracy cannot be assumed in our society and less and less so in Mainline churches.
♦ New participants in — and members of — faith communities need opportunities to learn about faith, doctrines and the Bible in an atmosphere that meets them where they are in their faith development.
♦ Unlike in the past, young adults don’t feel required in society to join a church to be considered socially acceptable and advance in society and their career.
♦ People are looking for meaning and deeper meaningful relationships in our highly fragmented, mobile and frenetic-paced world.

The Reality Now for Second Presbyterian:

♦ We are eager to learn and grow and we relish the chance to listen to and learn from the faith of others. We take the Bible seriously, and in studying the Word together we strive to listen and to learn from one another in order to discern God’s will through Scripture.
♦ We both celebrate and attempt to understand differing biblical interpretations and various individual’s spiritual truths. We engage in healthy dialogue and appreciate the challenge that new perspectives bring to our limited perception of God.
♦ We are not particularly comfortable talking with others about our faith.
♦ On a regular basis four adult education classes meet on Sunday morning at 9 a.m. Approximate attendance at all of those classes is 50 to 75.
♦ The current third-floor locations and signage for the Covenant and Bible Speaks classes are difficult for newcomers to find.
♦ Several other small prayer groups, Bible Studies or women’s circles meet on a regular basis inside or outside of the church.
♦ We offer short-term educational classes periodically, most recently classes after the 10:15 service and after “Wednesdays Together” dinners.
♦ Although some of this work happens through the efforts of the Congregational Life Committee and Tera Yakel of the Second Church staff, there is no formal infrastructure to help individuals find a small group for Bible study, prayer, book studies or to form a small group.

We recommend:

❖ That Second encourage all participants and members to be regularly involved in educational opportunities through small groups.

Some ideas for implementing this recommendation:

- The pastors and staff, working with the Faith Development and Congregational Life committees, could support and encourage formation of small groups and their on-going maintenance, including encouraging individual members to become active in a small group.
- Regular leadership training would be understood as essential for effective small group ministry. Such training could include methodologies for effective small group leadership, life cycles of small groups and resources for curriculum, study materials or inspiration.
Learn & Grow  
Adult Education

- Second could create a system for matching groups of people of similar interests or time constraints together, with sensitivity to people’s level of biblical literacy and faith development.
- Second could develop a system for communicating with members and the various small groups regarding group meeting times and terms, whether a group is open to new members and for maintaining information on feedback from the group as to its effectiveness.
- Second’s website could include listings of available groups, size, length of commitment, demographic information (young moms, empty nesters), meeting times and leadership. The website also could include registration opportunities for interested participants. (See the Communications section of this GPS report for related ideas.)
- Second could create small group forums that are mostly online with occasional in-person meetings. This could provide flexibility and connections for individuals who travel extensively or are mobility impaired or have child care issues.

**Time:** This work should begin in 2012, though some aspects of it could take several years to implement.  
**Responsibility:** The Faith Development, Congregational Life and the new Communications and Technology committees, staff.

- That Second create many opportunities for education at times other than a Sunday morning fixed time and place and they be easy to find.

Some ideas for implementing this recommendation:

- Continue to evaluate the effectiveness of Sunday education hour at 9 a.m.
- Intentionally seek or initiate educational opportunities outside of the church walls by partnering with other community organizations.
- Provide weekday opportunities for virtual education, such as online forum opportunities with pastors or well-trained lay leaders at well-advertised times.
- Better promote existing programs and study groups to the congregation.
- Pastors could post study notes online and provide blogging opportunities in response.
- Provide on the church website recommended links for study and research.
- Explore the possibility of self-directed Bible study to be available on the church website or at least links to recommended sites for that purpose.

**Time:** This work should begin in 2013.  
**Responsibility:** The Faith Development and the new Communications and Technology Committee, staff.

- That Second create biblically based learning opportunities that address various issues people face at different stages of life.

Some ideas for implementing this recommendation:

- Explore with Second’s active support groups educational resources to address such issues as how to support special needs individuals or how to care for elderly parents. Other possible areas to consider would be addiction or employment issues. The idea would be to augment current support group activities with educational materials and presentations.
- Research opportunities for supporting or hosting other community-based support groups. This could be an opportunity to offer Christian education to the community, not just church members.
Learn & Grow

Adult Education

- Second could explore implementing something like the Village U model (from Village Presbyterian Church) to offer leadership training, Bible study, book study and speakers. The offerings under this model would be widely advertised to the community and incorporate Christian education and faith development.

  **Time:** This work should begin by August 2013.
  **Responsibility:** The Faith Development, Congregational Life and new Communications and Technology committees, staff

  ❑ That Second get the entire congregation talking about a particular passage of Scripture or subject by periodically integrating Christian education throughout the church life in an intergenerational manner.

Some ideas for implementing this recommendation:

- Explore matching children and youth curriculum for a period of time with the curriculum of adult study groups. This might involve online forums covering sermon biblical texts.
- Develop church-wide book studies or sermon topic discussions among all groups and classes for a period of time.
- The pastors could provide sermon material and study notes prior to the sermons for study before or after those sermons.
- Integrate opportunities for strong educational components as part of church mission trips.

  **Time:** This work should begin in 2013.
  **Responsibility:** The Christian Education, Faith Development, the new Communications and Technology Committee and the new Mission committees, staff.

  ❑ That we provide appropriate levels of lay leadership and professional staffing to support the Faith Development Committee and to encourage growth and leadership of lay leaders.

Some ideas for implementing this recommendation:

- Evaluate the need for adding a half-time professional staff position.
- The clergy would encourage congregants to value and seek out faith development opportunities, from books to speakers to online options.
- With help from the communications staff, adult education offerings could be kept up to date, public and easy to find for members and for others in our community.

  **Time:** This work should begin in 2013.
  **Responsibility:** The Faith Development and Personnel committees, the new Communications and Technology Committee, staff.

What If?

- Our adult learning opportunities were so compelling that parking at church was hard to find by 8:50 a.m. each Sunday?
- Some of our young adults, after many excellent educational experiences at Second, decided to explore the ministry as a career?
The Reality Now in our world:
♦ For various reasons, people are less and less comfortable engaging with strangers. This carries over to worship settings, where people sometimes are reluctant to initiate a conversation and are leery of a church member who seems too aggressive.
♦ People are used to instant communication, including social media. They are easily discouraged when information is not immediately available.
♦ People are less likely than in the past to join organizations of any type, especially if they don’t have a chance to try it out over quite a period of time.
♦ People are often frustrated and offended by the lack of hospitality they regularly encounter from businesses with which they deal either in person, by phone or online and they expect better from faith communities.
♦ Mainline churches often struggle against a common portrayal of Christians as formal, theologically rigid and judgmental.
♦ Our neighborhood and our world are filled with spiritually hungry people longing for authentic community and friendships.

The Reality Now for Second Presbyterian:
♦ Our Web presence has grown but we’re still mostly invisible to those searching for a church.
♦ Members are comfortable in their accustomed seats near their friends and sometimes seem reluctant to extend friendship to a stranger.
♦ Too many people in Brookside do not know who we are because Second’s building lacks outstanding identifying features when viewed from the west.
♦ Our church building generally is closed several evenings a week as well as on Saturdays and, for security reasons, is almost always locked to outsiders.
♦ We are predominantly a white, economically well off and highly educated congregation.
♦ Second’s location means many people regularly pass by our building and shop in our neighborhood.
♦ Hundreds of non-members visit our church building weekly for any one of several purposes or events, including bringing children to our ECLC program and La Causerie language school.

We recommend:
❖ That the atmosphere and people of Second be a living message of welcome.

Some ideas for implementing this recommendation:
- Hospitality training could be offered for all leaders and any members willing to be trained in how best to greet members and non-members coming to the church building or to any function outside the building sponsored by the congregation. This training program could be offered on a regularly scheduled basis and would be mandatory for church officers. It would teach appropriate ways to greet non-members and also lessons about what not to say or do. Among the trainers could be members of the Martha Society and the wedding coordinators, two groups that also could report to the Outreach and Hospitality Committee for organizational and budget purposes.
- Upon completion of the training, people would be able to answer frequently asked questions about Second or know where to find the answers.
- Once trained, members would go through a training update at least every two years.
- Persons volunteering to serve as ushers would go through this training as well as specific training covering the duties of ushers at worship services. Oversight of the ushers could then become the
Radical Intentional Hospitality

responsibility of the Outreach and Hospitality Committee, which would coordinate with the Worship Committee as appropriate.

- Second could create welcome/information desks at strategic spots in the building. They would be staffed by trained volunteers on Sunday mornings. Video screens on walls could provide additional information. (See the Communications section of this report.)
- Second could provide parking lot greeters for Sunday mornings and other events.
- See the Learn/Grow section for a recommendation on creating a kid-friendly sanctuary space.
- Consider eliminating the welcome registry, to be replaced by a perforated section of the worship bulletin that could be filled out not just with name and contact information but also with prayer requests and notes to the church office about such things as reservations for upcoming church meals. These perforated sections would be put in the collection plates.

**Time:** This work would begin no later than 2013 and then be ongoing. The transition of oversight of the ushers to the Outreach and Hospitality Committee would be completed by the fall of 2013.

**Responsibility:** The Outreach and Hospitality and Worship committees, staff.

- That Second invite others to participate in God’s community at Second through fun, festive, neighborly events because we are transformed through connections with our brothers and sisters in Christ as well as with those outside Second’s family. And that we tell members of our community that wherever they are on their path, Second is here to meet them.

Some ideas for implementing this recommendation:

- Through new member classes, adult and children’s education and sermons, the Second family would be trained and encouraged to talk about faith in an authentic and non-judgmental manner.
- Session could assign oversight of the annual Journey to Bethlehem drama to the Outreach and Hospitality Committee to make sure it is well publicized and that everyone who attends is individually welcomed and knows what is about to transpire and where.
- Other special events could be planned to attract neighborhood residents to our premises. Among possibilities could be a bazaar for fair-trade items, offered more frequently than it is now, and a coffee shop either on our premises, in a corner of Aixois or somewhere else in the neighborhood. A possible location on our own premises would be the current parlor with an entrance from 55th Street.
- Second could investigate the possibility of a Crestwood Shops block party that would celebrate our neighbors and introduce shop owners and employees to Second.
- Members could be given cards, website links and other ways to invite friends to participate in the life of Second. And Second could let newcomers know that one of the categories of membership recognized by the Book of Order (G-1.0404) is “participant,” which acknowledges those who participate but are not full, voting members.
- Second could send out quarterly mailings to our community inviting people to worship and to various events.
- Many additional ideas for other events to sponsor can be found in the “What If?” section of this part of the report.

**Time:** Work on these and similar events should begin in the fall of 2012 and be created as time and opportunity permit.

**Responsibility:** The Outreach and Hospitality Committee, the new Communications Committee, staff.
That Second’s building be a place where members and strangers alike feel welcome and never lost.

Some ideas for implementing this recommendation:

- Second’s church building would contain clear directional signs so it would be easy to navigate for strangers and members alike. Wherever people looked inside or outside they would see evidence of a warmly welcoming congregation that cares about others. The Outreach and Hospitality Committee could conduct periodic reviews of interior signage to make sure newcomers always know not only where they are but also how to get where they need to go.
- Outside signage, especially on the west side of the building, would be improved, possibly including a larger sign clearly visible from Brookside Boulevard and an attractive canopy over the entrance from the west parking lot.
- Our church building would be handicap accessible from the west side parking lot.
- In addition to wall signage, the pews could contain attractive and up-to-date information about all aspects of the congregation. Similar information would be available in select areas around the building. (See the Communications section for a suggestion about information kiosks.)
- The interior wall space of the church building would use a variety of art, graphics, decorations, paint colors and signage to give people a sense of the congregation so our halls reflect an artistic, lively, faithful, diverse, mission-oriented congregation. This could include a designated “Heritage” section in which the church’s history could be told in photos, signs and framed documents, perhaps in Meeting Room A or the Celtic Room.
- Consider widening the hallway that leads from the sanctuary to the education wing and installing good lighting.
- Consider designating a percentage of the budget or capital endowment for aesthetic and hospitality changes in the building and on our grounds.
- Consider renaming such spaces as Witherspoon, Westminster, the Celtic Room and Meeting Room A to reflect either Second’s own history or the purposes of those spaces but in any case communicate our desire to be hospitable and understandable.

Time: This work should begin by the fall of 2012 and then be ongoing.
Responsibility: The Outreach and Hospitality Committee, working, when appropriate, with the Halls and Walls subcommittee of the Buildings and Grounds Committee.

That Second become known as a place where the community gathers for many purposes.

Some ideas for implementing this recommendation:

- The Outreach and Hospitality and Finance committees could do a thorough review of Second’s policies related to the use of our building by groups inside and outside the congregation. That review would assess the costs and benefits of offering free or inexpensive meeting rooms to community groups in the hopes that they would think of Second Church as “the” place to be.
- The review also could include our policies for weddings both for members and non-members.
- While the review is under way, Second could do a test by offering free or inexpensive meeting rooms to at least one or two community groups. In turn, such groups would receive and agree to distribute to their members basic information about Second.
- The ultimate result of the review would be policy recommendations about building use to be adopted by Session so that the church building would become more of a community center than it is now and be open more often.
Radical Intentional Hospitality

- The review also could analyze Second’s current relationship with La Causerie Française to determine who at Second should have responsibility for the terms of use and appropriate levels of payment for such a for-profit organization.
- The Outreach and Hospitality and Faith Development committees also could consider creating special luncheon forums after worship to which Second might invite speakers on topics of interest to the congregation and to non-members.
- A goal could be for all groups that use Second’s building to have some direct connection to the congregation.
- Whenever members of Second’s family are invited to a public event at the church building, such as a UMKC Conservatory concert, the sponsors of the event could work with the new Communications and Technology Committee to invite members of the community.

**Time:** The building-use review should be completed by the end of 2012 so any policy changes could be adopted by Session no later than early 2013.

**Responsibility:** The Outreach and Hospitality and Finance committees, staff.

❖ That Second become known as a congregation that promotes interfaith and ecumenical connections and dialogue.

Some ideas for implementing this recommendation:

- Create opportunities for interfaith understanding, perhaps starting with more intentionally supporting the Kansas City Interfaith Youth Alliance, which Second member Jon Willis was instrumental in starting.
- Find ways to be active with the Greater Kansas City Interfaith Council.
- Use outside speakers as well as study groups to educate the congregation about other faiths and how they relate to Christianity. This could be a joint project of the Outreach and Hospitality Committee and the education committees of Second.
- Make sure Second’s library has appropriate resources necessary to learn about other faiths.
- Seek out opportunities to welcome representatives of other faiths in our neighborhood, whether that’s at UMKC or in the former “I Am Temple” across the street on Brookside, now in process of becoming an urban Jewish center.
- Second could create an intentional relationship with a predominantly African-American church so we would exchange our choirs, exchange pulpits and do service projects together. We could consider starting with the Blue Hills Church of the Nazarene, with which we developed a relationship several years ago.

**Time:** This work should begin by 2013 and then be ongoing.

**Responsibility:** The Outreach and Hospitality Committee, the education committees and the new Mission Committee, staff.

**What If?**

- Second sponsored a neighborhood carnival on the church grounds, at the nearby park at 56th and Brookside or Loose Park?
- We held a trunk/yard sale to which the community would be welcome?
- We sponsored a sports team in a community league?
- We held an arts and crafts fair for children?
- We sponsored a youth car wash for the neighborhood?
- We created a “rent-a-Grandma” opportunity for neighborhood families?
Radical Intentional Hospitality

- We offered trained and certified babysitters to families in our community?
- We created a consistent and friendly relationship with all the merchants of the Crestwood shops?
- The whole community, including students at UMKC and Rockhurst University, were invited to special musical events at Second?
- We sponsored a day camp for children, similar to camps operated by Heartland Center?
- We used advertising and other means to let the community know that Second is a regular stop on the Country Club MAX bus route?
- We held parenting workshops for ECLC parents?
- We asked our members to spend the first five minutes after worship talking to people they don’t know before they talk to their friends?
- We joined with others in the Brookside neighborhood to sponsor a Habitat house?
- We offered valet parking on Sundays?
- All members of Second, including our youth, were well enough educated in their own faith tradition that they could carry on respectful and accurate conversations with people of any other faith?
Communications

The Reality Now in our world:

♦ Communications of all sorts today are less frequently conducted one-to-one and in print but, rather, through social networking tools.
♦ Communications are more immediate and more quickly rendered out-of-date by virtue of the speed of dissemination and the ease of transmission.
♦ Activities in many community organizations (business, political, spiritual, educational, artistic, scientific, medical etc.) are directed through social networks, online media, broadcast and wired electronic media.
♦ Electronic media and online social networks are potentially global in scope but can be effectively targeted on local level.
♦ Traditional populations are in danger of becoming more isolated as current forms of communication are being phased out.

The Reality Now for Second Presbyterian:

♦ Members, attendees, neighbors and the larger community are becoming rapidly more reliant on new media, social networks and the Internet in general for day-to-day informational needs.
♦ Our visibility even in traditional media channels is weak in our market and close to non-existent in the online community. For instance, a Google search on “Kansas City, churches and Brookside” doesn’t call up Second’s home page among the first-page search results.
♦ Second’s staff devotes as much time as it can spare to creating effective communications — and does a remarkable job, given the limitations of time and personnel — but the staff currently is simply overwhelmed with other tasks.
♦ Second currently has no one on staff whose primary job is internal and external communications. Such communications now are handled mostly by Marsha Kirsch but her many other duties make communications a lower priority for the church than it should be. As a result, internal and external communications can be hit-and-miss, resulting in missed opportunities for members and non-members alike.
♦ We have many members who rely on more traditional forms of communication and are either not in a position to explore newer forms or need guidance to do so.
♦ Second is creating a centralized, up-to-date calendar of events available to all members but it’s still a work-in-progress.
♦ Information about members and attendees is slowly becoming part of our new cogent, full-service database that keeps track of talents, interests and availabilities. Much work remains to be done, however.
♦ Contact and outreach for communications from Second usually originates from church committees and staff and is rarely initiated independently by members.

We recommend:

❖ That every Second member, attendee or peripheral interested party be considered a vital congregant in whom the church is interested and whom we know to be interested in the church.

Some ideas for implementing this recommendation:

❖ Second could verify all current contact information with members, potential members, known attendees, mission partners and other potential partners.
Communications

- This could mean requesting that members submit information, preferably online, on how and how often they want the church to contact them.
- As a result, Second could develop specific lists of members and others who want to receive information by email, mail, phone or other means.
- Make laptops available — with assistance if needed — after services or in Sunday school classes to allow people to enter their personal membership information in the church database.

**Time:** This work should begin by the fall of 2012 and then be ongoing.
**Responsibility:** The Outreach and Hospitality Committee, new Communications and Technology Committee, staff.

**That Second add a part-time staff member or contract employee to devote at least 20 hours a week to improving the way the congregation does internal and external communications of all kinds. Also, that Second create a new Communications and Technology Committee of Session.**

Some ideas for implementing this recommendation:

- Do a thorough search to hire someone competent in all areas of communications, including social networking tools.
- The Personnel Committee would investigate what such a communications director position looks like at other churches.
- The current staff and the Personnel Committee could develop a job description for a communications director and be prepared to modify it after consulting with the person hired to be on staff or hired as an outside contractor for the job.
- More details about the recommendation to create a new Session Communications and Technology Committee can be found in the “Governance” section of this report.

**Time:** This work should begin by the fall of 2012.
**Responsibility:** The Outreach and Hospitality, Personnel and new Communications and Technology committees, staff.

**That Second consider contracting with an individual or company to consult with the church about technical equipment and video capabilities.**

Some ideas for implementing this recommendation:

- The staff, the Outreach and Hospitality Committee and the new Communications and Technology Committee would investigate various options for companies or individuals who can help make sure Second is up to speed in terms of technology.
- This individual or company would be seen as offering short-term transitional help to make sure the church is using the appropriate equipment to be able to use such social networking tools as YouTube, Twitter and Facebook effectively and in a professional manner. This individual or company also would make recommendations regarding purchase and installation of digital projectors and flat-screen monitors in classrooms, hallways, the sanctuary and chapel.
- Eventually Second’s part-time director of communications or contracted communications assistant would be able to recommend ways to keep the church up to date in terms of technology and know-how.

**Time:** This work should begin by the fall of 2012.
**Responsibility:** The Personnel, Outreach and Hospitality and new Communications and Technology committees, staff.
Communications

That Second make access to information about the church easier and more direct.

Some ideas for implementing this recommendation:

- Second could create a physical information kiosk in or near Westminster or the Parlor, keep it stocked with up-to-date information and monitor its use.
- As currently being discussed by the Halls and Walls subcommittee of the Outreach and Hospitality Committee, Second could install internal video monitors in appropriate places that would list current activities and perhaps be able to show worship services in the chapel and sanctuary.
- Second could have available in the church building at least one member-accessible computer for self-entry of database information and retrieval of relevant data.
- There could be a thorough assessment of Second’s Web site to make sure it is user friendly and that it contains all the information needed for member and non-members alike.

Time: This work should begin by the fall of 2012 and then be ongoing.
Responsibility: The Outreach and Hospitality Committee, staff.

That Second’s staff and lay leaders, once the church acquires the equipment and expertise to use new media and social networking tools effectively for outreach, be thoroughly and regularly trained in the use of such tools.

Some ideas for implementing this recommendation:

- We would take stock of our current capabilities and limitations, the status of development of a member database, members’ online photo directory, updated contact directory and other tools needed for a comprehensive communications strategy.
- Second would be relentless in its approach and follow-up in all communications to ensure effectiveness, while making certain we are not seen as badgering members or non-members because we are needlessly duplicating communications efforts.
- Second would seek the help of members to develop contact information within Second and in the community at large. This would require identifying members’ expertise in all aspects of communications and drawing on that expertise when possible.
- Second could find ways to educate and guide interested members who want to acquire contemporary electronic communications devices so they can receive church information in all its forms. One avenue might be Second-sponsored seminars, workshops and training in the use of computers and other devices. Another might be an intergenerational effort to connect tech-savvy people with members who need help understanding and using this technology.
- Second could consider sponsoring informational events to introduce members to various communications channels as well as connect with Mission partners and, when appropriate, connect mission partners with one another.
- Second could ensure that people searching online for churches in our area find Second’s website immediately.
- Second could put scripts, rehearsal schedules and all other matters related to our annual Journey to Bethlehem drama on Second’s Web site in an easily located and regularly updated spot. This kind of online presence would create more traffic on our site and thus ultimately could attract non-members searching for holiday events to attend.

Time: This work should begin no later than in 2013.
Responsibility: The Outreach and Hospitality and new Communications and Technology committees, staff.
That Second work to become known as the center of communication for anyone in the community who desires to help spread Christ’s love.

Some ideas for implementing this recommendation:

- Second could tell the community in various ways of its goal to become the church of choice for helping Christ-centered ministries communicate their projects, programs, facilities and resources.
- This would mean positioning Second as a transformational communications hub.
- Second could consider becoming a clearing house or key resource for Christian ministries needing to consolidate their messaging and communications to the community at large and even harbor an online bulletin board that would welcome postings for events in harmony with Second’s Christian vision.

**Time**: This work should begin in 2015.  
**Responsibility**: The Outreach and Hospitality Committee, new Communications and Technology Committee, staff.

**What If?**

- Nobody at Second ever felt in the dark about what the congregation is doing?
- Second encouraged each small group to stay in touch using the church’s Facebook page, Twitter or other social networking tools?
- Any Internet search on churches in the Brookside area always would turn up Second’s Web page first?
- The new Session Communications and Technology Committee made sure all parts of the building, including our sanctuary, are equipped with all needed technology?
**Worship & Gather**

**The Reality Now in our world:**

♦ Although worship is important to us, fewer and fewer people connect with God/spirituality in church sanctuaries.
♦ With growing demands on people’s time, Sunday mornings are less frequently set aside for attending worship.
♦ Surveys show that if people are interested in trying worship, many increasingly shy away from services at which “Sunday best” attire is expected.
♦ Traditional worship styles in many places have embraced a more casual atmosphere and more diversity in terms of music, especially among churches in the “emergence Christianity” movement.
♦ There is a demand for all kinds of worship styles, from radically informal to high-church liturgical.

**The Reality Now for Second Presbyterian:**

♦ Our worship services are well prepared, well executed, theologically sound and moving to most of those who attend. But on any given Sunday, about half the members on our rolls are not attending one of our worship services.
♦ Of those who do attend, there is a spectrum of opinion regarding which aspects of worship were meaningful and moving and which were not.
♦ The two services we offer — 8:15 a.m. in the chapel and 10:15 a.m. in the sanctuary — do not meet the needs of all those at Second or those outside our walls wanting to participate.
♦ People who commit to singing in our choir at second service rehearse during the 9 a.m. education hour and are unable to participate in adult education classes.
♦ Although we work to be a church that emphasizes mission, people in worship do not get enough detailed information about what that commitment looks like.
♦ Over the last several decades, total attendance at worship services has steadily dropped.

**We recommend:**

❖ That Second provide believers, nonbelievers, seekers and skeptics ample opportunities to attend and participate in excellent worship services.

Some ideas for implementing this recommendation:

- Building on the work done by the Sunday Worship Task Force in 2011, a special worship assessment task force could continue a thorough assessment of the worship experiences Second offers and make recommendations for more effective and diverse worship opportunities.

To be considered in such an assessment:

- Offering additions to our traditional worship at additional times in different styles and length, including Taizé or predominantly musical services. Different music options could be part of the discussion. Second’s staff already has set four dates in 2012 on which such alternative services will be offered: Feb. 1, March 4, April 14 and May 9.
- Offering opportunities for worship outside of the walls of Second, in such places as Loose Park, in homes, at the facilities of our mission partners or in an area restaurant or coffee shop.
- Having available written information for newcomers about various aspects of worship, from the wording we use in the Lord's Prayer to how we celebrate Holy Communion.
- Offering Communion more often and in various formats.
- Our use of silence and reflection in worship and whether we might put more emphasis on that. In addition, there could be discussion about how we pray for ourselves and others in worship, with the prayer leader at each service either asking those in the congregation for prayer requests or drawing on the prayer list kept by the church staff and regularly distributed by the Parish Ministry Team to its members.
- Possible elimination of the welcome registry, to be replaced by a perforated section of the worship bulletin that could be filled out not just with name and contact information but also with prayer requests and notes to the church office about such things as reservations for upcoming church meals. These perforated sections would be put in the collection plates.
- Training of a group of volunteer lay liturgists — youth and adults — to be part of most worship services, thus increasing lay participation in worship.
- Having a core of well-trained ushers who would be greeters at every door in the sanctuary, chapel or wherever else worship happens inside or outside the building. (See the Hospitality section of the report.)
- Incorporating in the worship bulletin an outline of the points the preacher of the day wants people who attend — adults and youth — to think about in the upcoming week.
- In various ways, giving people planning to attend worship pre-service access to the biblical texts to be used that day as well to any other information that might help them understand the messages of that particular service. These ways might include daily or weekly devotionals available online or via the social networking tools, especially in Advent, Lent and other special liturgical seasons. Through announcements, signs or words in the worship bulletin, those who attend worship would always be told what liturgical season it is.
- Creating audio and video access to worship services in several places within Second’s building as well as online. In addition, podcasts or other copies of services could be available soon after the service ends and available to all who ask for them. (See the recommendation in the Hospitality section about creating a child-friendly space in the sanctuary.)
- Considering, the next time Second needs new Bibles, changing from the New Revised Standard Version to the newly published Common English Bible.

**Time:** This work should begin in by the fall of 2012, though it may take several years to complete. **Responsibility:** The Worship, Outreach and Hospitality and Communications and Technology committees, staff.

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That Second provide worship services that integrate our mission message and that showcase our outreach to our community and beyond.

Some ideas for implementing this recommendation:

- The staff and Worship Committee could consider ways to expand the opportunities for “Minute for Mission” reports, whether by a congregation member or in print.
- The preacher at each worship service could give special attention to announcements about mission work and upcoming events.
- We could consider using special bulletin inserts and front-of-the-sanctuary banners to provide information about a mission partner that Second could highlight as the “Mission Partner of the Month.”
- People attending worship would learn where to find literature or online information about mission work, including volunteer opportunities.
- The clergy would continue to think of ways to integrate our current mission work into sermons or sermon series.
Worship & Gather

- On special occasions, we could highlight specific mission efforts within our worship services through such means as commissioning our members traveling to, say, Pakistan or Guatemala, or creating a ceremony in which we might make a special mission donation to one of our mission partners.
- Offer occasional “Be the Church” Sundays on which the congregation would gather at the site of a mission partner for work and worship there.

**Time:** This work should begin in 2012.

**Responsibility:** Paul Rock and staff, the Board of Deacons (and, starting in 2013, the Session’s new Mission and Communications and Technology committees), the Worship Committee, the Outreach and Hospitality Committee.

**What If?**

- Our worship services were so inviting and popular that it would be hard to find a seat in the sanctuary or chapel five minutes before they began?
- Everyone who attended worship at Second — including visitors — always knew what was happening in the service and why?
- Week after week, someone got involved in mission activity because of what he or she learned in worship?
- We had a thoroughly trained group of lay liturgists whom the congregation looked forward to hearing in worship?
- Anyone attending worship could readily find information about the church and the requirements for membership?
- Our children and youth preferred being in worship or Sunday school rather than on a soccer field?
Because our governance structure, or “polity,” is mandated by the Book of Order of the Presbyterian Church (USA), this section will begin with some introductory remarks to describe a context for the rest of the section.

Presbyterian polity is based on a belief in the fallen nature of humanity — the nature of an individual to act in his/her own interest and to sin (to separate oneself from God). Our polity uses committees and elected officers acting together on behalf of church members as a governing body rather than using a hierarchy of individuals. It is intentionally connectional and institutes accountability on the part of the individual through those connections.

Unlike other communities of faith, we ordain lay people (ruling elders and deacons) elected from our membership to serve in ministry in fulfillment of God’s mission to the world through Jesus Christ. These officers are not meant simply to be administrators but, rather, the spiritual leaders and ministers of our congregation, an assignment that requires thorough preparation and regular practice of spiritual disciplines.

The Reality Now in our world:

♦ The PCUSA is governed by the polity set forth in its Constitution. Part of that Constitution is The Book of Order.
♦ The Book of Order contains a chapter called the Form of Government, which describes a system of governance for the entire denomination, including individual congregations. A significant revision of this chapter took effect in 2011 to allow for more local flexibility and autonomy.
♦ The Book of Order also contains a chapter called “The Foundations of Presbyterian Polity.” That chapter declares: “The mission of God in Christ gives shape and substance to the life and work of the Church. In Christ, the Church participates in God’s mission for the transformation of creation and humanity by proclaiming to all people the good news of God’s love, offering to all people the grace of God at font and table, and calling all people to discipleship in Christ. Human beings have no higher goal in life than to glorify and enjoy God now and forever, living in covenant fellowship with God and participating in God’s mission.”
♦ In the world and in the United States substantial changes have occurred over the past half century, many of them described on Page 7 of this report.
♦ Some of these changes influenced the PCUSA’s approach to church governance, with the result that the governing body of a local congregation now has more authority than it had in the past to decide how it approaches its governance and mission. Authorization for this new flexibility is found in the new “Form of Government” section of the Book of Order.

The Reality Now for Second Presbyterian:

♦ The foundations of Presbyterian polity set forth in the Book of Order form the basis for the governance of Second Church. In fact, Second Church has always asserted its allegiance to Presbyterian polity, including the Principles of Presbyterian Government, which date to 1788, and the Historic Principles of Church Order contained in the Book of Order. In addition, to provide for its internal governance, Second has bylaws consistent with the Book of Order.
♦ Second is governed by the Session, which, beginning in 2012, consists of 21 members of the congregation elected as “ruling elders” plus all “teaching elders” (also called “pastors”) called by the congregation. Currently they are the Rev. Dr. Paul T. Rock and the Rev. Don Fisher. Each ruling elder serves in a class of seven for a term of three years.
♦ Session has created these committees with these duties: Building and Grounds (care and support of church property); Christian Education (nursery through college age education); Congregational Life (connect members of congregation with one another and build community); Endowment (increase
reserves for mission, programs, emergencies and capital needs); **Faith Development** (explore, discuss and develop understanding of God — adult programming); **Finance** (oversee church finances — budget — operations); **Memorial Gifts** (determine appropriate use of funds contributed in memory of deceased members); **Outreach and Hospitality** (liaison for Second extending its reach into community and welcome visitors — marketing — PR — media); **Pastoral Ministries** (support for families during crisis and challenging times); **Personnel** (support pastor/head of staff — identify staffing needs — employee matters); **Stewardship** (promote generosity and giving to support reasonable and necessary congregation operations, mission and work of Second); **Social Justice and Peacemaking** (raise awareness of issues involving human rights and social justice); **Worship** (support Pastor and Music Director to ensure joyful fellowship with God)

* Second is justifiably proud of its history and its pursuit of God’s mission over its nearly 150-year history.

* Without abandoning its history, Second recognizes that our new context requires some adjustments to the way we govern our church, including the recognition that under our polity no individual committee of the Session has any formal or informal veto power over another.

* The Board of Deacons now consists of 24 elected members of the congregation. Each deacon serves in a class of eight for a term of three years, although tradition has been to elect a deacon or two of high school age to serve for a period of one year.

* In the Book of Order, deacons are called “The Ministry of Compassion and Service.” The Board of Deacons is subject to the Session and tasked, consistent with that polity, with the things delegated to it by Session. At Second, the Board of Deacons has been assigned the task of mission outreach since the early 1990s. A more detailed description of the current work of the Board of Deacons can be found in the Service & Mission section of this report.

* In recent years, a Parish Ministry Team has been formed to provide ministry to congregation members who are confronted with life challenges. The PMT has functioned as a part of the Congregational Life Committee until its formation as a Session committee — the Pastoral Ministries Committee — beginning in 2012. The Parish Ministry Team, thus, has been doing work consistent with the scriptural description and Presbyterian tradition of deacons.

* The Nominating Committee consists of nine persons selected annually: Six elected by the congregation from among its active members; two selected by the session from its members, one of whom serves as moderator, and one selected by the Board of Deacons from its members. The pastor/head of staff serves as an ex-officio member without a vote.

* There’s a growing sense of a need to be more intentional about training people who serve on the Nominating Committee so they will have the knowledge and resources to best equip them to nominate people with the gifts, interests and passions that Second will need in the future.

**We recommend:**

* That we work to ensure the nomination and election of men and women to serve on the Nominating Committee and as ruling elders and as deacons who have gifts and interests best suited to meet the needs and visions of Second.

Some ideas for implementing this recommendation:

- The Nominating Committee, shortly after its formation, could attend training sessions designed to give members a clear understanding of their duties and of the skills and gifts needed by the Session and its committees and the Board of Deacons and its committees. It also would use database information about members to help choose nominees.

- The bylaws could be changed (specifically Article V.2.) so the date for the election of officers and the Nominating Committee (currently no later than the second Sunday in November) be moved to
Governance

no later than the first Sunday in October to allow more time for those elected to be prepared for
taking office upon their ordination/installation.

- Each Nominating Committee would select members of the next Nominating Committee who have
  broad knowledge of as many Second members and their skills as possible.
- The Nominating Committee could create many methods for members of the congregation to
  respond with suggestions for officers for the next year. A new Communications and Technology
  Committee of Session would work with the Nominating Committee to help accomplish this goal.
- The Nominating Committee also could hold open the possibility of having people serve just a year
  or two of a normal three-year term if that best meets the needs both of the individual and the
  Session or Board of Deacons.
- The Nominating Committee would inform the potential elders and deacons it brings before the
  congregation for a vote that immediately after their election they would start attending Session or
  Board of Deacons meetings as observers as well as attending meetings of the committees to which
  they will be assigned once in office — all to prepare them to be ready on their first day in office.
  The pastor/head of staff would make committee assignments to newly elected ruling elders as soon
  after their elections as possible and that deacons would be assigned to their committees equally as
  early, too.
- A written description of each committee of Session and its duties and responsibilities could be
  created and reviewed/updated annually and made available to the Nominating Committee as part
  of its training and then be used by the Nominating Committee as it seeks candidates. It also would
  be included in the officers training materials provided to newly elected elders and deacons.
- Second’s database would always include up-to-date information about the gifts and interests of
  individual members of Second’s family. And the Nominating Committee would work with
  Second’s staff to make sure that members of Second’s family have various ways of reporting their
  gifts and interests for the database.
- Participants in each class for new members would be asked to fill out a gifts and interests form and
  Second’s various ministries and committees would have regular access to this information.
- All individuals or families joining the Second Church family would receive comprehensive
  information about possibilities for how they might use their gifts and talents, including information
  they could gather through a new volunteer jobs bank (see the Service & Mission section of this
  report).

Time: This work should begin in 2012 and then be on-going.
Responsibility: The Nominating and new Communications and Technology committees, Session,
staff.

❖ That we strive to develop and use more fully the gifts of ruling elders and deacons in discerning
God’s Spirit in the life and governance of Second.

Some ideas for implementing this recommendation:

- At every opportunity and in many ways, the idea that elders and deacons are not just administrators
  but ministers could be reinforced.
- Elders and deacons, in consultation with Second’s clergy, could develop individual and group
  spiritual formation plans that will better equip them for their roles as spiritual leaders of the
  congregation. Such plans might include Bible study, prayer covenant groups and time at each
  meeting spent focusing on the spiritual needs of the congregation.
- One of the tasks that will require the skills both of administrators and ministers will be for Session
to do a regular review of whether and how ideas and recommendations contained in this GPS
report are being adopted and implemented. The work of a Session-appointed GPS Implementation
task force would be done in consultation with the Board of Deacons and the staff and regularly
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reported to the congregation. This task force would include at least the chairs of the Finance and Outreach and Hospitality committees, the moderator of Deacons and the pastor/head of staff. It would be given the responsibility not just to monitor and report on the progress being made in response to the recommendations of this GPS report but also to decide when the next planning effort should begin.

**Time**: This work should begin in 2012 and then be on-going.

**Responsibility**: The Session, the Board of Deacons, staff.

- That Second create a new Communications and Technology Committee of Session to oversee an improved system of internal and external communications and to keep the church responding in a timely and appropriate manner to its technology needs. (Without repeating details here, we will note our recommendations outlined in the Nurture and Service & Mission sections of this report that the Board of Deacons assume responsibility for the caring ministries of Second and that the Session create a new Mission Committee to assume responsibility for the church’s mission outreach.)

Some ideas for implementing this recommendation:

- This new committee would draw on the expertise of members of the congregation as well as outside sources to make sure the church stays up to speed in these areas.
- The new committee could conduct an early and thorough examination of how communications are being handled now, how they can be improved and what technology might be needed to accomplish the tasks. (For more recommendations in this area, see the Communications section of this report, where the recommendation to create this new committee also can be found.)

**Time**: This work should begin in 2012 and then be on-going.

**Responsibility**: The Nominating Committee, Paul Rock or a member of the staff he designates and the new Communications and Technology Committee.
Southwest High School proposal:

Southwest High School at 65th and Wornall used to be a nationally recognized school of excellence. For many reasons it fell on hard times. A few years ago it became a college preparatory school and was doing pretty well. In 2010 the district made the mistake of loading in far too many students, most of whom were not committed to the high standards required of the college prep model. The district now is committed to returning Southwest to the college prep model and to making it an asset again for the Brookside neighborhood, of which Second is a part. With that in mind, here’s a way Second could help and benefit students, the school, the district and our own community:

- Members of Second who would commit to making a long-term investment in Southwest and its students first would sit down with school leaders — staff, students and parents — to find out what they think would be most helpful from Second. Among other things we might offer:

  - Tutoring and mentoring from professionals in various fields.
  - A $40,000, four-year college scholarship to one student each year. That would be $10,000 a year paid to the college for the Second Scholar’s account as long as the student was enrolled full-time (usually 12 hours minimum) and in good academic standing. We’d have to decide on what basis to give the award. In Year One it would cost the church $10,000, Year Two $20,000, Year Three $30,000 and Year Four and after $40,000 (four students at $10,000 a year).
  - We’d stay in regular touch with each Second Scholar through all four years, receiving reports in person annually from the student and offering emotional, spiritual and practical support to help each achieve success.
  - We’d hold an annual dinner or other celebration to which all present and past Second Scholars and their immediate families would be invited and where their updated stories could be told to the congregation.
  - Each Second Scholar would be connected with one Second family on a long-term basis to provide moral support, advice and whatever else the family thought it could offer. This would be in addition to any assigned mentors from church.
  - We would invite other area churches (Country Club Congregational United Church of Christ; St. Andrew’s Episcopal; Wornall Road Baptist, others) to consider making a similar commitment to Southwest. If any does, we could hold our annual celebration events together. Indeed, there’s already a group of churches, called the Southwest Early College Campus Faith-Based Coalition, committed to Southwest’s improvement. Though not formally a member of that coalition, Wornall Road Baptist, particularly, has been doing excellent ministry with Southwest students.
  - The top two runner-up students in the running to be a Second Scholar each year would be eligible to apply for Daniels Fund scholarships.

- We’d have to decide whether to create an endowment from which the scholarship money would be paid or whether to keep it as a regular line-item in the budget.
- We’d consider asking a Southwest High counselor or another member of the administration there to speak at a Witherspoon class or as part of a dialogue sermon in a worship service.
- Obviously we’d also be open to any other ideas (including a rejection of the ones listed here) presented by Southwest’s staff, students and parents in our initial meetings. None of us can predict what they might suggest and how we might be able to respond.
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UMKC proposal:

- Second would commit to creating a working relationship with UMKC in a way that benefits students and gives them access to whatever assistance, programs, resources and people Second Church can offer. The goal would be to support students spiritually, including making them aware of what it can mean to be transformed by Jesus Christ.
- Second could investigate the possibility of opening a coffee house near campus (or within Second’s building) at which various fellowship, educational, recreational and spiritual growth activities might occur. This could be similar to Homer’s Coffee House in Overland Park, operated KC CBMC (Kansas City Christian Business Men’s Committee). This idea may require creation of a separate 501-c-3 organization. Another coffee house option would be to locate it in the current parlor.
- Second might begin by conferring with representatives of UMKC’s campus ministers, available at 816-235-1155. The goal will be to assess current needs and find ways that Second can help meet those needs, though Second should not feel bound to respond solely to what campus ministers might suggest.
- Second would work to create mission partners with other areas churches to serve UMKC students. Such churches might include, among others, Central United Methodist Church, St. Francis Catholic Church, Visitation Catholic Church, St. James United Methodist Church and Blue Hills Church of the Nazarene.
- Second could create a special working relationship with the UMKC Conservatory of Music so Second may continue to draw on the talents of students for its musical needs and so Second may support those students in various ways.
- Second would investigate how other churches and para-church organizations have created solid working relationships with students on other campuses. Among the programs to investigate is the Campus Y’s relationship with the University of Illinois in Champaign-Urbana, particularly its “Dump and Run” program of collecting reusable furniture and other items from students as they leave campus in the spring and making those items available at bargain prices to students coming to campus in the fall. See: http://www.universityymca.org/dumpandrun/. Proceeds could be targeted to support Second’s UMKC ministry.
- From time to time, when appropriate, Second could offer special music and worship services for UMKC and its students — either at Second or on campus.

Church planting proposal:

- Second Church could recruit and train a group of 15 to 20 families or individuals to begin meeting weekly at a time and place of their choice. Those in the group may recruit others to join, especially people who aren’t currently members of Second. Second would make space available in the church building if the group wants to meet there.
- Activities may include meals, book study, discussion of topics of interest to the group, worship, Bible study, prayer, music, ways to support one another in all aspects of life and other activities the group deems important.
- Second Church would make child care available for whenever the group meets if group members want that service. Second members also could be available to assist the group in any way the group thinks would be helpful, including providing speakers for programs, study materials, Bibles, Bible commentaries, Christian educational material for children and meals.
- Members of the group would covenant to attend worship at Second once a month — perhaps on Communion Sunday — and be available after worship that day for conversation with other interested Second members about how the group is doing.
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- Second’s pastoral staff would provide the group with theological oversight, other requested guidance and pastoral care as needed.
- If the group at some point wants to be chartered as a separate church of Heartland Presbytery, Second Church would do all it can to make that happen.
- Second would help determine — and then provide — an initial budget to cover the first two years of operations. Group members also may take up collections amongst themselves and be responsible for the accounting and expenditure of those moneys in a way mutually agreeable to the group and to the Session of Second Church.
- Second members working on this project would consult with Village Presbyterian Church and leaders of its church plant, Neema Community Church, and its pastor, the Rev. David Nzioka.

Mentoring proposal:

- Second Church would provide mentors (or sponsors) for its youth.
- Trained adult mentors would be provided for any child of a member or child of an individual or family in regular fellowship with Second. This would begin when the child enters fifth grade.
- The child would have a mentor through high school and could elect to have one through college.
- Any adult in the Second Church family would be eligible to be a mentor provided he or she successfully completes a mentorship training program and successfully passes a screening process that would include a background check of criminal records, including sexual offenses.
- Mentors would agree to meet with the assigned child for at least an hour at least monthly after an initial meeting with the child and his or her family.
- In addition, mentors would commit to being in more informal contact with the assigned child at church functions, school functions or other appropriate activities.
- The mentor’s primary task would be to help with the child’s spiritual formation and to help guide his or her path to a life committed to being a disciple of Jesus Christ.
- Mentors would report at least quarterly to the Christian Education Committee on their experiences with this assignment and would alert pastors, teachers or others if the mentors believe there is an issue with which such people could be of assistance.
- Mentors would agree to be assigned to a child for a minimum of two years. But in any case no child would be without a mentor after entering fifth grade unless parents or guardians declined to participate.
- A new Mentoring Ministry would create the specific guidelines for the program and would be in charge of recruiting and arranging for the training of mentors. The committee also would determine a budget to cover training and approved mentor expenses specifically related to the program.
Appendix

Community LINC Proposal:

- Second would continue to develop additional avenues of ministry with the Community LINC agency, to which we donated $80,000 in mission funds in 2011 to help create a medical clinic.
- We would find ways to bring LINC children to Second or bring Second members to Community LINC or another appropriate venue for such events as movie night, an Easter egg hunt, a mother/teen daughter spa day, a father/teen son event, MADD camp, sending LINC children to camp at Heartland Center, a back-to-school picnic, a fall festival, Journey to Bethlehem and any other activity that seems to meet the needs of the LINC children and families.
- We would consider how to provide transportation for the children, parents and staff to events held outside the LINC center.
- We could provide mentors, tutors and pen pals for the LINC children.
- The new Mission Committee could create a LINC task force of church members to dream about other ways of building on this relationship.
Profiles of GPS Task Force Members

- **Jenny Erdman:** Jenny and her husband, Warren Erdman, have been members of Second since 1999, when they were married in the church. They have two children, Gus, age 9, and Audrey, 7. Jenny teaches Sunday school in the kindergarten-1st grade class, and serves on the Board of Deacons.

- **Anne Hasselberg:** Ann was born and raised in central Illinois and grew up in a Presbyterian church. She was graduated from the University of Missouri-Columbia with a bachelor’s degree in business. While attending Mizzou, she attended Easter services at Second with Mary (Nesbitt) Young and her family. Anne has been a member at Second since 2007. She currently serves on the Building and Grounds Committee. She is a consultant and accredited lighting designer for Ferguson Enterprises. Anne lives in Fairway.

- **Molly Hundley:** Molly is vice president and treasurer/CFO of the Multi Service Corporation, which provides specialized credit card processing services to the transportation industry. She’s attended Second since she was in the womb and has served as a deacon and elder, with two terms on session. Her committee work has included Christian Education, Worship, Finance and the PDO Board, and she has served on two PNCs for associate pastors. She and her husband Doug have been longtime leaders of the Covenant Class. She’s also served on the Heartland Center Board.

- **Dave Jeter:** Dave was born and grew up in Kansas City. He graduated from the University of Missouri in Columbia with a Bachelors degree in 1970 and a J.D. from the Law School in 1973. He practiced law for 35 years, mostly in Blue Springs. Dave and Lydia were married in 1969 and have lived in Blue Springs since 1973. They have two adult children: son Chris, who lives in New York City, and daughter Courtney, who lives in Denver. Lydia and Dave joined Second in 1996 and have been active in many ways.

- **Tom Nelson:** Tom and his family have been members of Second for four years. Tom came back to the Presbyterian Church, the denomination of his early years, with his wife, Jennifer, and their twin daughters, Audrey and Claire. He’s in his second year as a deacon and is involved with Jennifer in the young parents group and family ministries events and is the regular chef for senior lunches. An alumnus of the University of Iowa, he has enjoyed a varied career path, including retail management (primarily in the specialty foods market), litigation paralegal work and independent music enterprises. He currently teaches guitar and enjoys being a full-time at-home Dad.

- **John Nesbitt:** John is the Session liaison on this task force, and is a member of the Session Class of 2013. He is married to Christie Nesbitt. They live in Lee’s Summit with their two children, Caroline, 6, and Tommy, 4. John manages commercial insurance claims at Swiss Re in Overland Park. He’s been a Second member since 1998.

- **Ardyce H. Pearson:** Ardy and with her husband, Stanley, joined Second shortly after moving to Kansas City in 1972. Their three children went through Sunday School at Second. She has served as a deacon and has played a speaking role in Journey to Bethlehem annually. She is retired after three careers (teaching, accounting and property management). Ardy has taken significant volunteer positions with the American Association of University Women, Kansas City Public Library and the Heart of America Shakespeare Festival.

- **Amy Person:** Amy and her husband, Paul Person, have a son, Cole, who is three. Both Amy and Paul were raised at Bethany Lutheran Church in Overland Park. When they were married in April 2000 they moved to the Brookside area. After commuting to their home church for three years, they visited Second, where they found that they loved the sense of community, and became members shortly thereafter. Amy served as a deacon from 2008-2010. The Persons regularly attend the 8:15 service. Amy has a Bachelors degree from Kansas State University and a Masters of Arts Degree from the University of Missouri-Kansas City. For 10 years she taught at St. Thomas Aquinas High School, where she chaired the history department. She’s currently a homemaker and mother.

- **Bill Tammeus:** Bill, moderator of the task force, is a former columnist for *The Kansas City Star*. He currently writes the daily “Faith Matters” blog that *The Star* features on its Web site, in addition to writing a monthly column for *The Presbyterian Outlook* and a biweekly column for *The National Catholic Reporter*. He joined Second in 1978 and married Marcia at Second in 1996. He has served
Profiles of GPS Task Force Members

as a deacon and elder (two terms on Session), been on many committees and taught Sunday School. He’s also served on two PNCs for senior pastors. Between them, Bill and Marcia have six children and six grandchildren, all in the Kansas City area.

- **Paul Rock**: Second’s pastor/head of staff was the staff representative on the task force.
- **Leta Anderson**: Leta, a member of St. Michael and All Angels Episcopal Church in Mission, Kansas, is a professional planner employed as a consultant to the GPS team.

This report is respectfully and prayerfully submitted to the Session of Second Church for consideration and implementation on this 17th day of January 2012.
Profiles of GPS Task Force Members