



Piedmont Community Church  
2021-2022 Mission Study Report  
*February, 2022*



## Table of Contents

### **OUR MISSION**

Page 3

### **WHO WE ARE**

Our Congregation and Surrounding Community, Pages 4-6

Our History, Pages 7-9

Our Facilities, Pages 9-10

Our Strengths and Opportunities, Pages 11-14

### **HOW WE SERVE**

Our Governance, Page 15-18

Our Worship, Pages 18-19

Our Christian Education, Pages 20-22

Our Service, Pages 23-25

### **WHAT WE SEEK**

Senior Pastor Profile, Pages 25-29



### THE MISSION OF PIEDMONT COMMUNITY CHURCH

In order to envision the future for any organization, it is necessary to re-examine and to re-assess its mission: the core defining, motivating purpose that sets the plan in motion and gives it meaning.

For a Christian church, that purpose is perhaps stated most clearly in what is called “The Great Commission”, the last words the risen Christ says to his disciples at the end of the Gospel of Mathew (Mathew 28: 19-20).

*“Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.”*

There are many ways to interpret the meaning of these words, literally or figuratively, exclusively or inclusively, charitably or arrogantly. But the root message is clear that Jesus sends his disciples, that is the Church, into the world to actively share the Good News of God’s grace and mercy, peace and love.

The Church does this by word and by deed, in humble confidence and compassionate service. Through baptism, it welcomes people who respond to God’s grace into a community of faith, the Body of Christ. Through teaching, it nurtures growth in the Spirit and develops the gift of discipleship.

At the same time, and following Jesus’ own example, it reaches out in love to serve all people, regardless of race, nationality, gender, social status, sexual orientation, or religious affiliation. All this it does, remembering that Jesus promises to be with the Church when the Church is aligned with His mission.

The words of The Great Commission underlie the Mission Statement of Piedmont Community Church:

*“Welcoming and Nurturing, disciples to serve”*





## WHO WE ARE

### Our Congregation and Surrounding Community

Piedmont Community Church is a non-denominational community church located in the geographical center of Piedmont, California. It was founded in 1910 to serve the needs of Christians in the Oakland hills.

There are three communities that we serve through our mission and ministries:

1. Our Congregation
2. Residents of Piedmont
3. The Surrounding Community

#### Our Congregation

Today, our active membership is best described as non-diverse, gender-balanced, and older than the median age of 46 in the surrounding community. Younger members are few, but that number has been growing in recent months. A significant portion of our congregation has been members for decades – many grew up in the church in the 60s, 70s, and 80s, and a few families are multi-generational. These members remember when the church was larger and more vibrant, and they remain the backbone of the church today.

- ~400 annual donors, most of whom are families
- 100 average weekly worship in-person attendance
- 130 average weekly worship online attendance

In March 2020, when Bay Area churches in the area were required to close their doors due to the pandemic, we invested heavily to nurture and scale our Online Ministries, primarily to minister to our current membership. This investment resulted in professional-quality programming that was first filmed and available on-demand is now live-streamed programming.

This channel has met with success, meeting not only the needs of our current members but also enabling our ministry to reach new worshippers both local and non-local, many of them 25-54 years of age.



Piedmont Community Church began livestreaming worship services in August of 2018.

Unique Subscribers:	331
Locality:	52% local 48% non-local
Total Hours Watched: 2021	2,100
Avg. Time Watched:	22 minutes (produced) 16 minutes (live)
Age Demographics:	89% 55+ 11% 25-54
Device Type:	39% Mobile Phone 41% Computer 20% Tablet or TV



## Residents of Piedmont

The City of Piedmont, a small community founded in 1907, as well as its neighboring communities, are among the most desirable in the San Francisco Bay Area. It is a magnet area, drawing many business, professional, and social leaders from all walks of life. Piedmont Community Church members tend to be affluent, family-oriented, well read, thoughtful, strong-minded, and challenging.

Piedmont is, above all, a community. It is a place where Bay Area cosmopolitanism and a small town of 11,000 citizens mix well.

The town has a high level of citizen involvement in all aspects of civic life; beautiful, mostly single-family homes; well-developed parks; and a tangible sense of community that comes from life in a small town.

Racially, the community is predominantly White, but it is becoming more ethnically diverse. Many families have been here for generations, yet there are many newcomers as well. Houses range from California bungalows to large, stately homes. Most families in Piedmont have two wage earners.

See 'COMMUNITY' Page 6



- **1.7 square miles, 3,800 homes & 11,000 residents**
- **83%** have Bachelor's degrees or higher; **35%** have Master's
- **\$210,000** median annual household income
- **\$2,275,000** median home value
- **97%** white-collar professionals; **25%** in managerial roles
- **75%** white, **18%** Asian, **6%** multi-racial, **4%** Hispanic, **2%** Black
- Median age: **46**

Piedmont has its own mayor and city council; fire and police services; recreation department; and state - and nationally ranked public school district.

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## Piedmont Unified School District

Beach Elementary School – 266 students  
Havens Elementary School – 439 students  
Wildwood Elementary School – 296 students  
Piedmont Middle School – 649 students  
Piedmont High School – 840 students  
Millennium High School – 57 students

Rankings:  
Safest School Districts in California: #8 of 704  
Best School Districts in California: #16 of 438  
Best Places to Teach in California: #31 of 689

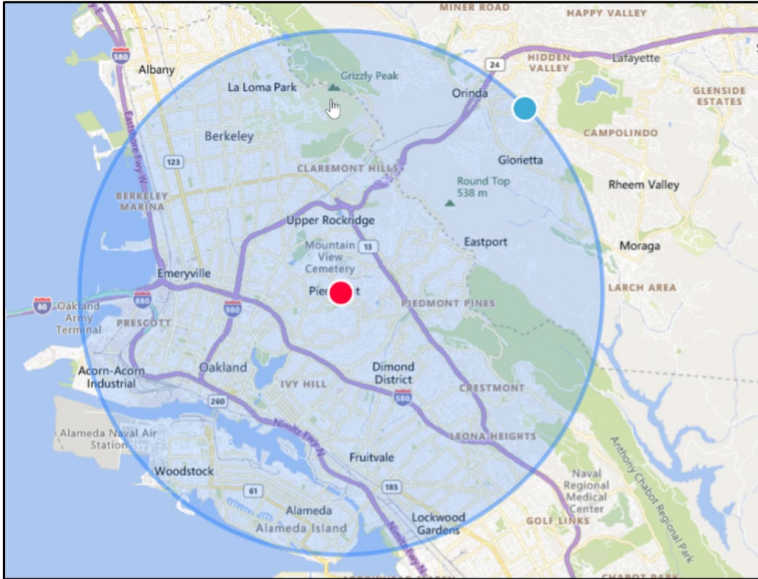


'COMMUNITY' Continued From Page 5

## The Surrounding Community

Within 5 miles of Piedmont Community Church are the cities of Oakland, Berkeley, Emeryville, and Alameda. These communities vary in size and demographic and all are larger and are significantly more diverse than Piedmont. While there are small areas that provide their residents with excellent

educational opportunities, city services, and a wide variety of cultural institutions and programs, there are many more neighborhoods that are characterized by food insecurity, inadequate housing, few or limited social services, and populations living below the poverty line.

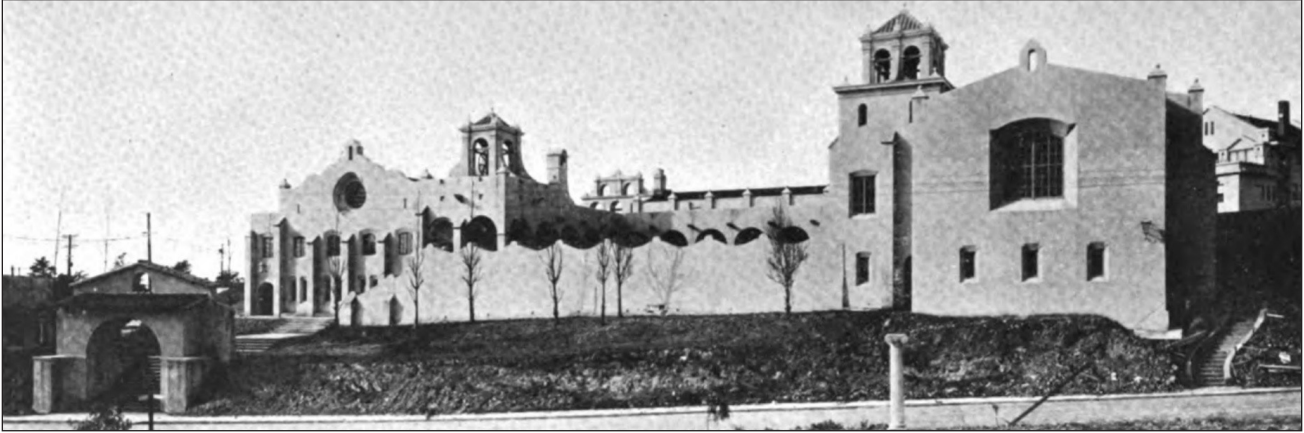


Due to rising home prices and a high cost of living, many of these communities have experienced an egress of long-time residents who are moving away and an influx of younger, high wage-earning professionals. As a result of these factors, as well as the aging of the population over 55, it is expected that by 2031, almost 6 in 10 adults will have been born after 1960.

Generation	Birth Years		2021	%	2026	%	2031	%
Homeland (Z)	2005	2025	115,642	21.3%	161,319	29.6%	174,354	32.8%
Millennial (Y)	1982	2004	155,877	28.8%	138,692	25.4%	135,769	25.5%
Gen X (13th)	1961	1981	154,368	28.5%	148,898	27.3%	144,175	27.1%
Boom	1946	1960	83,639	15.4%	72,526	13.3%	65,666	12.4%
Silent	1925	1945	27,463	5.1%	20,315	3.7%	9,826	1.8%

- 230,000 households • 500,000 residents • 30% ≥ Bachelor's degrees • 25% ≥ Master's degrees
- \$108,000 average annual household income • 39% White • 21% Asian • 18% Black
- 17% Hispanic • Median age: 39





Piedmont Community Church was built in 1916, providing a sanctuary for all faith traditions.

## Our Church History

Following the earthquake of 1906, Piedmont's population quickly doubled – and along with this came the need for a local church. What began as a modest Sunday school on the outskirts of Oakland, originally established for the children of the First Congregational and First Presbyterian churches, soon became The Church of Piedmont.

From the beginning, the church was nondoctrinal and inclusive, and today, Piedmont Community Church continues to embrace a diversity of creeds and opinions. While our roots originally drew from the traditions of the Congregational and Presbyterian churches, Piedmont Community Church members come from Methodist, Lutheran, Baptist, Episcopal, Roman Catholic, Jewish, and other faith traditions.

For over 100 years, this inclusiveness has served the church and the community well. To date, Piedmont Community Church has had 10 senior pastors, with an average tenure of more than 10 years. Today, the church has an active membership of approximately 300 drawn largely from Piedmont and the surrounding Oakland communities.

Our Creed, adopted in 1915, stated in part:

*“We favor a sane, simple, and earnest piety, free alike from cant and extravagance. We assume no right to dictate to another their creed, but with charity for one another’s individual peculiarities of belief, we unite on the broad basis of Christian religion... We believe in God as the Great Father of us all, who reveals Himself supremely in the person of His Son, Christ Jesus our Lord, to whose life and character the Scriptures bear witness; and whose Holy Spirit continually upholds and guides all his children. We believe in trying to realize within ourselves lives of goodness, beauty, strength, and peace; that the noblest career is one of mutual trust and helpfulness... We revere the past but cannot fight again its battles. Our religion is not a thing of history, but a reality to be experienced now in fellowship with God and with one another.”*

Our charter provides the framework in which Piedmont Community Church members live out these words. Piedmont Community Church functions as an independent Christian institution. Drawing from both the Congregational and Presbyterian churches, Piedmont Community Church is governed

See ‘HISTORY’ Page 8



### **'HISTORY'** *Continued From Page 7*

by both ordained staff and lay leaders. Three boards oversee the functions of the church and work alongside the staff to maintain its programs of worship, local outreach, and parish life.

With no formal ties to a larger denomination, the work and mission of Piedmont Community Church is supported by the time, treasure, and talent of its membership. This involvement of Piedmont Community Church members from many traditions enriches both worship and fellowship. It continues to underwrite a community-oriented church in which visitors from the surrounding community feel at home. Whatever their particular focus of ministry, preaching, parish care, mission, or church governance, strong ordained leaders from a variety of faith traditions have guided Piedmont Community Church in collaboration with the lay leadership. Gifted in the pulpit and strong stewards of the church, for more than ten decades, the pastors of Piedmont Community Church responded to the needs of the people of Piedmont and surrounding Oakland in a rapidly changing world.

**Dr. John E. Stuchell, Presbyterian, 1910-1916**  
**Rev. Charles D. Milliken, Congregational, 1916-1927**  
**Rev. Ernest F. W. Swann, Methodist, 1927-1934**  
**Rev. Richard E. Shields, Presbyterian, 1935-1939**  
**Dr. Holland F. Burr, Congregational, 1941-1959**  
**Dr. Paul W. Yinger, Congregational, 1960-1971**  
**Rev. Samuel J. Lindamood, Jr., Presbyterian, 1972-1994**  
**Dr. Jim Davis, Presbyterian, 1994-1999**  
**Dr. William H. McNabb, Presbyterian, 2001-2020**

In 1995, the church called a new pastor, Dr. Jim Davis. He had been an associate pastor at a church of the Presbyterian USA denomination in Washington state that was much like Piedmont Community Church.

Despite being a gifted preacher, it was soon realized that there was a theological mismatch; the pastor proved to be far more conservative and evangelical than the congregation at Piedmont Community Church. This mismatch resulted in the pastor and the church parting ways after four years.

After a two-year break, with the interim pastor who had been at Piedmont Community Church four years prior, the church called a new pastor in 2001, Dr. William McNabb who had been serving at a Presbyterian USA church.

Dr. McNabb served at the church for the next 20 years. During that time, mission both local and international flourished. Very close relationships were established with the Imani congregation of Oakland and the Kafita congregation of Lilongwe, Malawi. Piedmont Community Church brought much support to the Kafita church, both monetarily and through service. Many trips were made to Malawi including several opportunities for high school age youth to serve in the area surrounding Kafita. To some of the participants, these trips were life changing. A close relationship was

established with the Imani Community Church of Oakland, which resulted in combined worship services, music connections, and joint service projects. The dialogue between the two churches was both thoughtful and enlightening. Dr. McNabb was also a strong preacher who was well-read and challenging. As the church aged, the community identified the need for reenergizing

actions to be taken by the church leadership. This direction was not one of the strengths of this pastor as he had aged as well, so after a year-long celebration of his contributions to our congregation, he retired.





Piedmont Community Church is now seeking a new Senior Pastor. With the guidance of Transitional Pastor Dr. Steve Schibsted, the church established a Mission Study Team to create this report showing a picture of where the church is now and where the congregation wants to go. The advent of COVID-19 has

interrupted the church's progress substantially, but there is a consensus that the congregation and surrounding community are ready to recreate the connections that were lost during the past two plus years, and they are ready, willing, and able to work toward that end.

## Our Church Facilities

Piedmont Community Church is blessed with wholly owned buildings and grounds that are beautiful, spacious, and historic. The total area of the facility is approximately 40,000 square feet and is situated on approximately 1.5 acres of land in the geographic center of Piedmont. The 95-year-old California Mission-style complex was designed by the noted architect Albert Farr. It includes several graceful and highly functional buildings that are attractive for members of our church and many more in the community for weddings, special events, and family celebrations.

Church members actively supported the renovation and expansion of these buildings in the early 1990s with a \$1.5 million capital campaign. During this project, the church added a choir room and office wing and restored most of the church's main structures.

The sanctuary seats 330 parishioners in an airy space graced by wood-beam ceilings, hand-carved doors, and a hand-painted ceiling, all bathed in light from striking stained glass windows. A sophisticated computerized sound system greatly enhances the acoustics of the space for both voice and instrumental music. An elevated choir loft and magnificent pipe organ further complement the grace and beauty of this place of worship.

*See 'FACILITIES' Page 10*



**The church facility includes 40,000 square feet of total area situated on 1.5 acres of land in the geographical center of Piedmont.**



### **'FACILITIES'** *Continued From Page 9*

Guild Hall, located across a grassy courtyard with a fountain, provides ample space for dinners and other functions beneath its high, beamed ceiling. It features a fireplace and a complete professional kitchen, with meeting space in the basement that houses many church and community groups. A stage at one end also provides for performances. An additional two-story structure connects the



**Guild Hall is often reserved for weddings and other activities, but serves the people of Piedmont Church as a place of fellowship.**

Guild Hall to the Sanctuary, and provides meeting rooms, rehearsal areas, and office space.

The two-story Christian Education building houses the Chapel, six classrooms, infant and nursery rooms, a gymnasium, and additional staff offices. This building is used by two independent preschools as well as offices of the Boy Scouts of America, and other community groups during the week along with church meetings.

To honor our past, to continue the attention to the physical plant that began in 1994 with the kitchen renovation and the addition of the Lindamood Choir Room, and to secure the future of Christian service in Piedmont, the

East Bay Area, and beyond, the church took on an ambitious plan to repair and restore the entire facility. Fueled by a successful \$3.5 million capital campaign, work began to breathe new life into the buildings and create a foundation for a continuing, vibrant parish life for future generations. Seismic retrofitting and the need for additional structural support meant the first phase of the project

was focused on reinforcing and reconfiguring the staff office and upper meeting spaces, as well as remodeling and refurbishing the Guild Hall. Better access to worship and fellowship areas as well as refreshing plaster, paint, and polish followed. The project encompassed widespread repairs and upgrades that created opportunities to make needed functional changes throughout the facility.

A portion of the capital campaign proceeds was also donated to our sister church, Kafita CCAP in Lilongwe, Malawi, so that they, too, could rebuild their church buildings.

In recent years, the church has invested in a new pipe organ and a high-quality sound system in the Sanctuary as well as fiber-optic cable throughout the campus. As is always true with facilities of this type, however, a continuing effort must be made to make sure everything is in good repair.

To this end, while the church has set aside reserves as well as received generous endowment funds, the church will need to engage in a new capital campaign to restore and upgrade the facility to maintain its beauty and functionality.



## Our Strengths and Opportunities

### STRENGTHS

#### **An engaged, committed congregation.**

Aside from the gospel itself, the greatest strength of Piedmont Community Church is our people, and the time, talents, and treasure they are willing to give in support of each other and our missions. This includes an annual operating budget in excess of \$1.5 million, which can and is being used as we try to live out the commands (and example) of Jesus Christ, who tells us to reach out and care for the lost, the least, the prisoner, the hungry, the poor. (Matthew 25:44-45)

Much like Piedmont, the members of our church reflect a highly educated, diverse, and accomplished group of professionals who bring a wealth of experiences and expertise to what we do and who deeply love their church. There is an earnest desire to see Piedmont Community Church become a healthier, more vibrant church that is having an impact in our world. The congregation knows that the next chapter is a crucial time in the life of Piedmont Community Church. There is a renewed commitment on the part of members, the Board of Trustees, and the staff to transform to meet the challenges that lie ahead.

#### **An open, inclusive non-judgmental theology.**

The Creed written at the founding of Piedmont Community Church may be even more relevant today than it was in 1907:

*We favor a sane, simple and earnest piety, free alike from cant and extravagance. We assume no right to dictate to another his creed, but with clarity for one another's individual peculiarities of belief, we unite on the broad basis of the Christian religion.*

*We cordially invite all who sympathize with our aim, of whatever the sect or of none and who are willing to cooperate with us in the spirit of Jesus for the help of one another and for the salvation of mankind, to join with us in our work and worship.*

We know we don't have all the answers when it comes to life's big questions, but we also trust that God is guiding us in the search for truth. We take the Bible seriously but not always literally. We invite all persons to come to our church as they are - with their hurts and fears, hopes, and joys. Our consistent message from the pulpit is one of grace, accepting people where they are in their spiritual journey but also challenging them to respond to God's grace by living out their faith through acts of comfort, mercy, prayer, service, and friendship.

#### **Thoughtful, relevant and provocative worship services.**

Piedmont Community Church has a long history of inspirational preaching and thoughtful worship services. Our worship of God is the heart of our life together, and we have been blessed with many ministers who challenge us to apply the lessons the Bible offers in their daily lives.

In 2018, we launched online services, which have created a vital way for our parishioners to experience our rich worship services, music program, and thoughtful preaching by way of YouTube. While our digital ministries are nascent, and to date, largely serve our existing membership, they represent a promising new channel in which we can connect with people in new and exciting ways in the future.

#### **Outstanding, unique, and engaging music ministries.**

Our music ministries are lauded by members of the congregation and

See 'OPPORTUNITIES' Page 12





### **'FACILITIES'** *Continued From Page 11*

community alike. Some have even gone so far as to highlight our music ministries as one of the primary attractions of the church. Our annual Christmas Concert inspires many with original, thoughtful, and interpretive scores and helps to introduce non-members to our church community. Our talented church choir, bolstered by four paid professional section leaders, provides wonderful music to the glory of God each week, and offers yet another way for members of our congregation to enjoy fellowship with other, like-minded musically talented members.

#### **A beautiful campus in the heart of Piedmont.**

Our church campus is located in the center of Piedmont on Highland Avenue, one of our community's main streets, and close to Piedmont Park, Piedmont High School, and other civic buildings. Our mission-style architecture, majestic oaks, and mature landscaping of our campus enhance the beauty of the surrounding neighborhood. Our campus is home to many organizations outside of our church, including administrative offices of the Piedmont Council of the Boy Scouts of America, as well as the home of Troop 1, the oldest troop west of the Mississippi; two independent pre-schools; multiple recovery groups; and several other community programs.

#### **A core group of committed long-standing members.**

Piedmont Community Church is blessed with a core group of parishioners who have enjoyed fellowship together and with the church over many decades. These members have relationships that are long, deep, and life-giving. Many of these members have raised their children at Piedmont Community Church, some of whom are now active members themselves. They have walked with each other through joyous and difficult times and have celebrated many milestones of life together. Many of our members are deeply committed to the

successful revitalization of our church and the road that lies ahead.

**Commitment to helping others.** The people of Piedmont Community Church give freely of themselves to reach out to the world with love. We are called by God not only to take care of one another but also to work beyond the walls of our church. We try to follow Jesus Christ wherever He leads us—standing for the downtrodden and marginalized, caring for the poor, and working for justice and peace. We reach out to the world in a number of ways. At the heart of our church's high school ministry is an annual spring trip to Mexico to build houses. This trip is a tradition not only for our church but also for Piedmont High School. More than 200 students and adults participate each year, the majority of whom are students who are not involved in a church. Other important relationships have included sister churches in Oakland and Malawi. Our Refugee Task Force has helped families from Afghanistan and Pakistan to escape religious persecution in their home countries and settle into a new life in the Bay Area. Church members regularly volunteer with mission partners in reaching out to those in need in our surrounding area.

### **OPPORTUNITIES**

Although Piedmont Community Church has many strengths, there has been a decline in the health of the church in the past 10 years. This decline is a result of such factors as:

- Increased competition for time
- Declining vibrancy of some of our ministries
- Insufficient outreach within our church and our community
- Missed opportunities to serve and retain younger generations
- The COVID 19 pandemic



**Clarity of our Vision and Direction.** It has become clear to the Mission Study Team that if one doesn't know where one is trying to go, one is not likely to get there. In 2022, we believe there is an opportunity to launch a follow-up, focused effort to bring clarity to our Vision and Direction for 2032 – who we want to become, the impact we want Piedmont Community Church to have, how we will measure it, and the key strategies that will enable us to achieve these goals. Advancing the work of the Mission Study Team will provide further clarity on what we discern God is calling us to be and do in the coming decade. Undertakings like this have been done in the past without implementation of the Vision or strategic plan. There is a wariness among some members that we will fail to follow our vision, underscoring the need for both strong leadership and congregational commitment to execute our strategic plan.

In the interim, the Mission Study Team has identified several important initiatives that Piedmont Community Church should undertake immediately. These include:

**Reimagine and revitalize our child, youth, and family ministries.** The highest priority for the next 2 to 3 years is to revise, expand, and emphasize our ministries to children, youth, and their families. Of course, this renewed commitment to these important ministries is to serve the families which are already a part of Piedmont Community Church. But just as important, we realize that we must be innovative and bold in our effort to reach out and serve the families outside the walls of the church. We believe this is a pivotal time in our nation, community, and church and we must seize the opportunity to make a difference in the lives of children, youth, and families in Piedmont and our surrounding area.

**Approach the Lord's work with intention and operational effectiveness.** Jesus said, "I will build my church" (Matthew 16:18). We know that the church is not a business and that it takes more than organization, management, and marketing to grow a spirit-filled, healthy church. On the other hand, we realize that God uses people to build a church, and therefore it is essential we have the appropriate and modern technologies, operations, and human resources to facilitate the successful pursuit of our goals. We should look to proven tools, advantage the skills of our church staff, set measurable goals, and incorporate the talents of our congregation to improve our ability to go about the business of the Lord's work. We believe that taking these steps can contribute to a growing vitality, relevance, and positive impact on the community, all the while confessing our dependence on the Holy Spirit to empower us to become a thriving, vital church.

**Respect our past but innovate for our future.**

The adage that says, "that which got you here, will not get you there", is apropos for the situation in which we find ourselves. We are at a pivotal point in our ongoing journey – we can either transform to become a thriving church that meets the needs of our community or continue doing what we always have, becoming increasingly irrelevant, and ultimately ceasing to exist.

Much has changed over the past generation – the way that adults and children spend their time, the role of church in our community, and the methods by which people receive information, to name a few. We must embrace change, however uncomfortable it may be. We must evolve, innovate, and take risks. Guided by the Holy Spirit, we must do things differently in order to attract new members, strengthen our community, and scale our missions.

*See 'OPPORTUNITIES' Page 14*



### **'OPPORTUNITIES'** *Continued From Page 13*

It is essential we take an honest inventory of where we are today, what competencies we have in place and what we are lacking, and then take proactive steps to obtain those skills/competencies. It is also critical that we have the courage to reinvent ourselves, change our methods, update our processes, and leverage technologies to meet the moment ahead. We must take the risk of meeting new people where they are, listen to their life needs, and work with them to discern the new church toward which God is leading us.

#### **Fellowship and community building.**

Fellowship is often the mechanism that brings new people into the church. It is one thing to go to a church, but another to be truly drawn into the community and become a part of it. Joining in fellowship establishes those relationships that are strong and make an individual's bond with the church rich, rewarding, and lasting.

Fellowship at Piedmont Community Church has declined over the years, from many regular programs serving many different groups by age, interests, and event types, to occasional, discrete events that do not lead to the formation of cohesive groups. One of the characteristics of a healthy church is strong fellowship – this, along with shared values helps to create connectedness. While many of our older, long-standing members once enjoyed a strong sense of fellowship with other members of the church, now they as well as newer members and visitors want to establish a renewed sense of fellowship and connection. We see an opportunity to build upon recent successes in the area of small group fellowship, particularly as it relates to visitors, new members, and younger members and, in so doing, make Piedmont Community Church not just any church, but “my church”.

#### **Rethink how we carry out our mission work.**

Although our commitment to mission is listed as one of our strengths, we realize that our world is changing quickly and that we need to adjust how “we do mission.” We have the opportunity to develop stronger relationships with some of our current mission partners. Also, Piedmont is located in the East Bay Area, and within 2 to 3 miles of our church, there is tremendous need for even the basic necessities of life, like shelter and food. We would love to expand our outreach to our local communities by designing mission opportunities that are easily accessible to our members, especially those that involve families. We need to provide mission opportunities that are not routine in action and episodic, but rather result in the creation of relationships between people and organizations, and nurture both the giver and the receiver to continue on this path.

#### **Create more opportunities for spiritual growth.**

The cornerstone to any healthy church is the Holy Spirit and its members' growth in the faith. Many people at Piedmont Community Church have expressed a thirst for strengthening and deepening their relationships with God. Yet there has been a decline in the nurturing ministries at our church. We must make a concerted effort to restore the strength of our ministries because it is spiritual growth that provides us guidance and strength and equips us to serve. It also helps us define direction and purpose for our lives – it is integral to leading an intentional life. Spiritual formation can take different forms - from a very personal journey to a group pathway. The church needs to listen to the needs of all of its members and provide a safe, nurturing environment for each person in the community to explore their spirituality. Helping members of the community in this way will lead to a greater commitment to the church and a deliberate approach to its work in the world.





## HOW WE SERVE



### Our Governance Practices

Piedmont Community Church was founded to serve the diverse Christian community in Piedmont, California, and the surrounding urban area. To that end, the church was founded as a nondenominational entity with its own independent governance. The governance of the church is vested in the church members, all of whom have a vote in exercising the affairs of the church subject to the church bylaws. The general management of the church is vested in the three boards, the Board of Trustees, the Board of Deacons, and the Board of Christian Education.

#### **Board of Trustees**

The Board of Trustees is the principal governing board of the church and is comprised of a twelve-member volunteer board elected by the congregation to a three-year term. The Board supervises the church finances and manages the annual stewardship campaign. In addition, the trustees are responsible for personnel and maintenance of the church

facility. They implement the strategic plan, create and monitor the annual budget, and plan the annual congregational meeting as well as any special meetings that are held throughout the year. The Senior and Associate Pastors are advisory non-voting members of the Board of Trustees and work collaboratively with the Board.

#### **Committees of the Board**

Lay committees that contribute to church management include the Personnel Committee, Stewardship Committee, Finance Committee, Endowment Fund Committee and Building and Grounds Committee. These committees are chaired by a trustee from the Board of Trustees and report to the Board of Trustees. The committees have members that are not trustees. Additionally, the Board of Trustees may create ad hoc committees and special task forces for specific activities.

*See 'GOVERNANCE' Page 16*



**'GOVERNANCE'** *Continued From Page 15*

### **Board of Deacons**

The Board of Deacons is a twelve-member volunteer board elected by the congregation for a three-year term. The Board is responsible for developing the mission program and disbursing mission funds to both local and international non-profit organizations. The deacons coordinate congregational life activities, such as new members classes and orientation, local community outreach projects, hospitality, and all-church dinners. In addition, they arrange for ushers, greeters, and communion servers for the worship services.

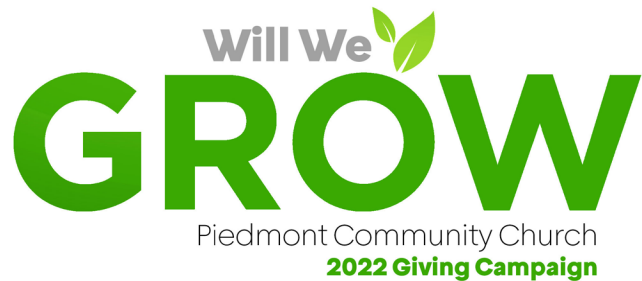
### **Board of Christian Education**

The Board of Education is a twelve-member volunteer board elected by the congregation for a three-year term. The Board chooses the Sunday school curricula and oversees the training of volunteer teachers as well as children's chapel services and the confirmation program. The Board also coordinates children's and youth fellowship groups, nursery care, and special events, such as the Christmas Pageant, the annual high school mission trip to Mexico, and the biannual high school mission trip to Malawi. The Youth Pastor and the Sunday School Director are non-voting advisory members of this board and work collaboratively with the Board.

### **Church Bylaws**

The Piedmont Community Church bylaws can be found at [PiedmontChurch.org](http://PiedmontChurch.org) under 'About.' The bylaws state that the purpose of Piedmont Community Church is to promote Christian worship, to extend the Christian faith, and to advance the Kingdom of God. To these ends, we hold regular special worship and administration of the Sacraments, establish Christian education for children and adults, undertake Christian service at home and abroad, and organize and foster fellowship

and study groups. The bylaws establish procedures for the appointment of the officers of the church: the Senior Pastor, President, Vice-President, Secretary and Treasurer. The Senior Pastor exercises general supervision and management of the ministerial staff and works collaboratively with the Board Trustees regarding the affairs of the church.



### **Financial Stewardship**

Piedmont Community Church is totally self-funded and must raise the operating budget in each full year. The following information provides an overview of how the church funds its operations generally and the current budget.

### **Pledging**

Each year, contributions in the form of pledges are solicited for the upcoming fiscal year. Some pledgers make periodic payments weekly or monthly, while some make one payment or pledge a smaller amount and make an additional year-end gift.

### **Other Revenue Sources**

A portion of the budget is raised each year through facility rentals, special events, and fundraising activities. Grants have been received by the church over the years to fund specific budget items, such as youth interns and church media communication. Gifts designated for certain programs, repairs, or capital improvements are carefully allocated and spent as required. In addition, the church

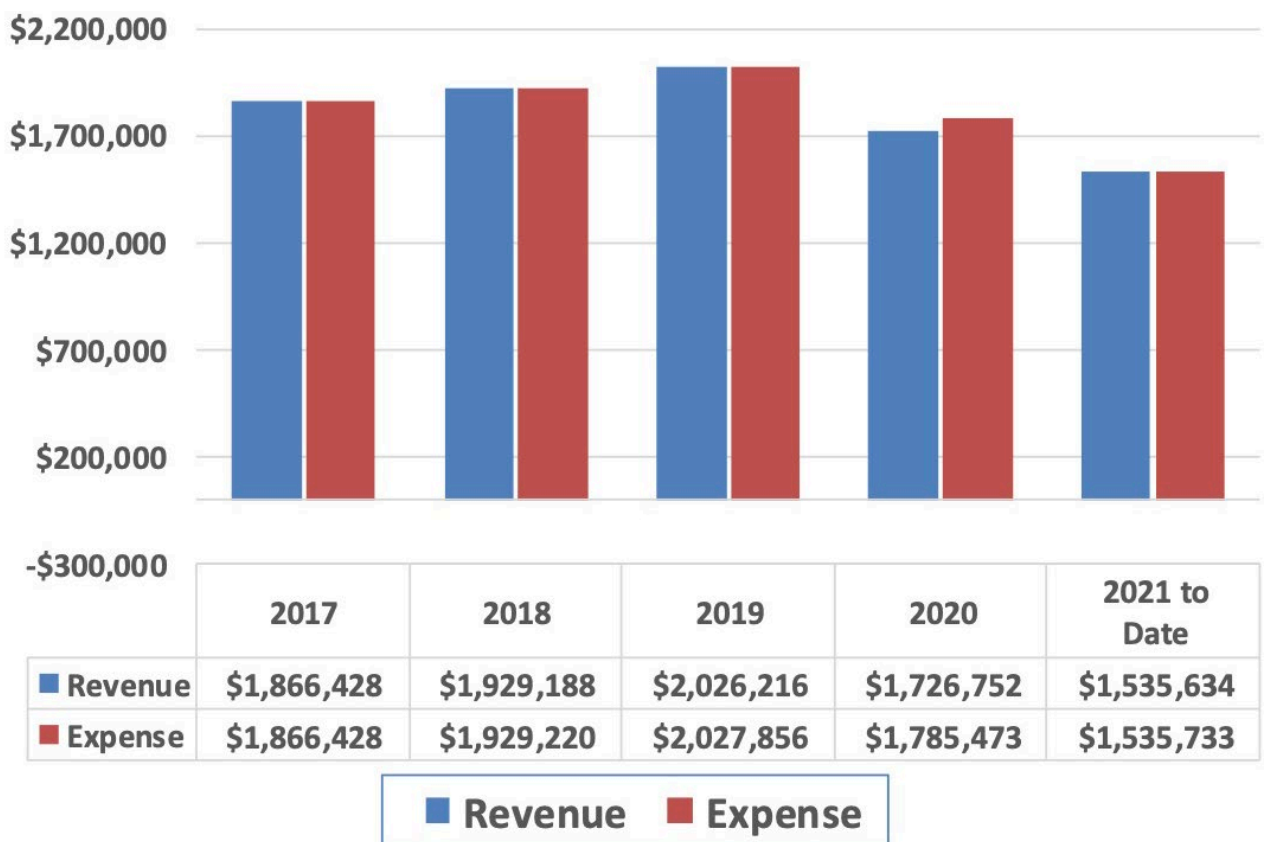


has an Endowment Fund that can be used in a limited way (up to 5 percent of the principal in any fiscal year) to offset some expenses if needed due to budgetary shortfalls. Most the church's expenses, however, are paid each year by annual contributions from members and friends in the form of pledges.

## Budget

The 2021 operating budget was \$1,535,634. This represents a budget with reduced operations because of the COVID-19 pandemic. The chart below shows the budget summaries for the three years prior to the pandemic onset as well. Pledges for the year were \$748,572, well below the planned \$1,025,000 and 29 percent less than the previous year.

See 'GOVERNANCE' Page 18

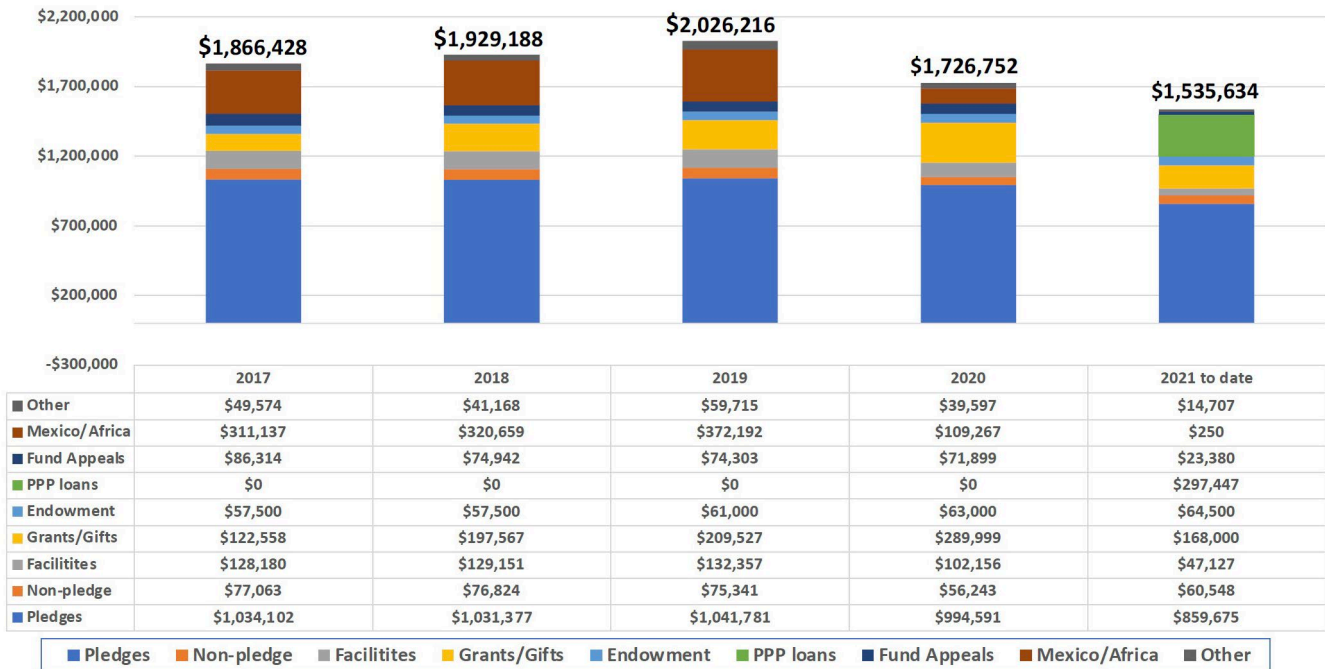




**'GOVERNANCE'** *Continued From Page 17*

Sources and uses of revenues are shown in the chart below. Again, the chart shows the current year with greatly reduced funding and expenses due to the pandemic. The previous values for previous years show a more normal distribution of sources and uses of funds.

## PCC Revenue by Source: 2017-2021



## Our Worship

Coming together to worship God, to grow in our faith, and to experience the fellowship of the Holy Spirit is central to the life of Piedmont Community Church.

Over the last 30 years, our times in worship have ranged from two full services with an early meditative service, a pilot family service, and, more regularly, two full Sunday morning services.

Every Sunday, when worshipping in person is possible, we come together in our beautiful Mission-style sanctuary with open wood-beamed ceilings; hand-carved doors, pulpit, and lectern; specially commissioned stained-glass

windows; and a domed chancel with elevated choir loft and magnificent pipe organ.

Our service, led by both clergy and lay members, are now one hour, in person and online, during which we hear the Word through powerful, Scripture-based preaching and sacred music and we give praise and thanksgiving through a traditional order of worship. Our time together includes hymns and anthems, silent and unison prayer, a time to greet others sitting nearby, and occasional baptisms and special announcements that remind us of the many activities and congregational milestones that enrich our church life.



**Communion is served on the first Sunday of each month, open to all who are called to receive.**

At the conclusion of the service, we gather in the Courtyard or in the Guild Hall for coffee and fellowship. There are often tables to sign up for activities, to support a Mission Project, or to provide information about the church to visitors who might be attending for the first time. It is a time to welcome friends old and new and it is filled with good conversation, laughter, and joy.

On the first Sunday of each month, Communion is at the center of the worship service. We practice an open Communion, inviting all who are called to receive the symbols of bread and wine as the body and blood of Christ, regardless of their faith tradition, ethnicity, sexual orientation, or socioeconomic status, are welcome to come to the Lord's Table.

Piedmont Community Church has several special services throughout the year that include the Mexico Sunday, an Americana Music service, exchanges with our sister

church Imani Community Church, and Choir Sunday, a service dedicated to celebrating our choir through music.

Our congregation also celebrates Advent and Christmas with special worship services that include lighting of a candle on Advent Sundays, a special evening Christmas Cantata or Choir Concert, three Christmas Eve services, and a Christmas service when the 25th is a Sunday.

During Lent and at Easter, we come together on Ash Wednesday, Maundy Thursday, Good Friday, and three services on Easter. For each of these seasonal times of worship, our history of powerful preaching and inspirational vocal, brass, and orchestral music fills the congregation, whether in person or online, with the power and love of our Lord Jesus Christ.



## Our Christian Education

### CHILDREN'S MINISTRIES

Historically, children at Piedmont Community Church had many opportunities to participate in the life of the church. Prior to the COVID-19 pandemic, a number of programs had substantially declined, and the pandemic accelerated that decline. We are looking forward to a time when our children can fully return to church life and the reinvigoration and reimagination of our programs and ministries.

In the last 10 years, children have participated in the following:

#### Sunday School

Each Sunday, the children start in the Chapel with songs, games, and a main Bible story. They then go into separate classrooms where they have age-appropriate discussion and activities. They also work on mission projects that help teach more about Christian service and world citizenship. The Sunday school used recognized curricula including Dig In and Godly Play. Sunday school teachers are adult volunteers.

#### Kidz Club

Kidz Club is a monthly program for 4th, 5th, and 6th graders. This program is designed to give the children exposure to the broader community through service projects such as Operation Christmas Child Shoeboxes.

#### Other Programs

Our Children's ministries also include a special Sunday for 3rd graders to receive a gift of a Bible from the church. Each year, the Children's

Christmas pageant is a well-attended, much-loved part of the Church's Advent Season. Roles in the Nativity are filled by the 5th-grade class and the full Sunday school sings the carols as the story is told. Additional programs for our children have included Vacation Bible School, family dinners, and KidzCamp.

#### Youth Ministries

The student ministries have changed and adapted over the past 18 years that Rev. Scott Kail has been our youth pastor. In the early stage of his tenure, we had many middle school and high school students within the church. As the years and those students moved on, we had fewer and fewer young families joining the church and we realized that we needed to purposefully move beyond our church doors to the broader community. Today, most students who regularly attend our

See 'EDUCATION' Page 21



Middle school students enjoy participating in Livewire activities.





The annual Youth Ministries Mexico Housebuilding trip has provided more than 400 homes for families in need.

### **‘EDUCATION’** *Continued From Page 20*

programs and with whom we maintain relationships are largely from non-member families. As a result of our effort to “go to them” instead of trying to get them to come to us, our ministry is well-known and well-respected in Piedmont and the surrounding neighborhoods regardless of whether the students attend or join the church.

#### **Rock and Livewire**

These programs are our weekly group meetings for middle school and high school students, respectively. This fall, the participation in the groups is not at pre-COVID levels, but attendance is back to a steady pool of 20 to 25 at the Rock and 15 to 20 at Livewire. Rock attendance soared to 160 from October to April in anticipation of the Mexico Mission Trip. A popular part of the Rock program is the Pizza Lunch each Tuesday during the high school lunch hour. This activity draws from 85 to 100 students each week, most of whom are not church members.

#### **Student Service**

Opportunities to serve, for middle school and high school students, occur throughout the

year. These service projects vary, dependent on need. In 2021, students worked with City Team to provide over 300 hygiene kits and bag lunches for the unsheltered population and volunteered approximately 50 hours at the Emeryville Food Bank.

#### **Confirmation**

Each year, confirmation class is offered for those students wishing to be confirmed in the church. Each student attends classes in the 9-week course and has a mentor with whom they meet outside of the classes. This year, 8 students were confirmed and 14 were confirmed in 2020.

#### **Mexico**

The annual Mexico Mission Trip will resume in April 2022. Preparation began this fall and 158 students as well as 44 adults have signed up to participate. Over the past 20 years, the Piedmont Church group has built over 400 homes, often the first home for a family. The trip gives students opportunities to explore and grow in their faith and to learn that their efforts can truly make a difference in the world.

See **‘EDUCATION’** Page 22



**'EDUCATION'** *Continued From Page 21*

### ADULT MINISTRIES

#### Life Groups

Life Groups is a program in which approximately 70 people come together for dinner one night a week. After dinner, provided by Loaves and Fishes, people break into groups of 6 to 8 each for discussions in different rooms at the church. One group also meets via Zoom. In these groups, there is a trained facilitator who has questions for discussion. The questions often concern the sermon from the previous Sunday, but other topics may be included. The small group discussion lasts approximately one hour.

#### Living Room

##### Conversations

Our faith community is made up of many different religious denominations. They are using Living Room Conversations to deepen relationships within their communities, address tensions, invite neighbors in, and even talk to sister faith communities, both locally and in other states. Congregations that are holding conversations on a regular basis tell us that they are seeing more openness, curiosity, and respect, and that members are reporting a greater sense of belonging.

One thing that connects all the great faith traditions is a version of the Golden Rule: "Treat others as you wish to be treated and love thy neighbor." Because faith communities are where people go to become who they aspire to be, conversations in these

communities are a powerful way to build belonging and heal the divides in our country.

#### Men's Bible Study

This group of men from the church have been meeting for more than 25 years on Saturday mornings. They study different texts that are chosen by the leader. The leader is a lay member of the church who has a degree in theology.



#### Wednesday Morning Bible Study

This Bible study is led by our Associate Pastor. It is currently using Zoom for the meetings. Anyone can come to the program without previous requirements. The pastor chooses the study material and typically selects a book of the Bible on which to concentrate for several weeks at a time.

#### Adult Education Classes

During the year, the clergy of the church will lead classes for an average of 6 weeks at a time on specific subjects. These may center around the church calendar with Lent or Advent as the emphasis, or current topics may be the central theme of the class.



Parishioners donated more than \$20,000 to the Hispanic Church of Oakland to fund their feeding program.

## Our Service

Piedmont Community Church provides many opportunities to serve, within the church, locally, and beyond. Service opportunities can be direct person-to-person, working with another outside organization, or contributions of goods and volunteer time in a far-reaching manner. Outreach can come in many forms that involve people who are not church members either participating in or receiving of support from others. Through these activities, Piedmont Community Church is working to touch the lives of many others.

Within our church, caring for those in need takes many forms. It is an important part of our congregational life. Visiting people in hospitals, retirees, and those who cannot engage in church activities keeps many connected to the church. Through the Food Angels, people in need of short-term help receive meals prepared by members of the congregation. Our children also benefit from

those willing to serve as Sunday school teachers and helpers with youth programs such as Kids Camp and the Mexico trip. The Mission Action Team is another important place for service within the church. This team finds and presents activities in which volunteers can take part. They review funding requests from non-profit organizations, they organize and manage the Alternative Gift Market at the holidays, and they recommend how the \$25,000 Deacons fund should be distributed. Service opportunities are almost endless, and anyone can find something they can do to contribute.

In the community surrounding our church, there are many ways for volunteers to become involved. These include the Children Rising Tutoring Program in local East Bay schools in which volunteers from Piedmont Community Church have been engaged since 2000. The Refugee Task Force helps immigrant families

*See 'SERVICE' Page 24*





**A semi-annual mission trip to Malawi helps the people of Piedmont Church maintain a close relationship with sister church, Kafita.**

**'SERVICE'** *Continued From Page 23*

get settled and oriented in their new country by helping with finding places to live, furniture, and household goods. Aid has been given finding health and education assistance for children of the families, as well as helping adults with job hunting. Our church has partnered with Catholic Charities in this endeavor and is actively searching for other partners with whom to continue this work. The Friday Night Walk in East Oakland is an outreach event in which members of Piedmont Community Church have taken part with members of our sister church Imani Community Church.

A large group of people from several churches walk through neighborhoods that have suffered from gun violence, helping to relieve the tension in these neighborhoods. The walk is coordinated by the Oakland non-profit "Ceasefire Oakland." Volunteers

also serve through local programs at Covenant House, City Team, and Habitat for Humanity. Beyond the immediate area, people associated with our church have served in Mexico and in Malawi.

For more than 25 years, the youth ministries at Piedmont Community Church have organized the annual Mexico trip which involves close to 300 high school students and a group of dedicated adults traveling to Mexico to build homes for families, many of whom have never had a house. The program is coordinated by the non-profit Amor, and Piedmont Community Church is one of the larger participants in this program. The trip attracts many students and families from both inside and outside of our church family. Students are required to attend substantial training and attend spiritual classes for many weeks prior to the trip that occurs annually





during the spring break of the school year. Since 2007, a small group of high school students, with a few adults, make a mission trip to Malawi where they engage in such activities as helping at a hospital, a school for the blind, and a home where infants are temporarily housed when their parents need short-term help.

Another important aspect of this trip is that the students raise money before they go to Malawi and then, toward the end of the trip, they decide to whom of the people they have met or groups they have helped they will give these funds, fostering a meaningful philanthropic opportunity and life lesson.

Piedmont Community Church has the goal of offering single event and ongoing service opportunities in which everyone and anyone can take part. There is great interest in more ways to serve that enable families to volunteer



**The annual Treasures Sale benefits the Mexico Housebuilding Mission, bringing donations of goods and money from all over the Bay Area.**

together and this is an area that should be further explored. Opportunities to serve are one way to bring more people into our Christian community. Achieving this goal builds fellowship and community, allows us to live out our call to mission, and gives us each a chance to share the blessings we have been given.



**Small groups from Piedmont Church often team up with local programs to help with their cause.**



## WHAT WE SEEK

### Senior Pastor Profile

We believe the strengths of Piedmont Community Church start with the warm, caring bonds between its members, our shared love of God, and our commitment to serving others in the community.

We also believe that we have opportunities to grow stronger as a church and have greater impact in the world. Therefore, we seek a Senior Minister who will nurture and reinforce our strengths; challenge us to grow as a community of faith; help us find the courage to change; and embodies the characteristics and practices the important skills that we believe will secure our future.

#### Openness

Piedmont Community Church is a congregation that welcomes all regardless of their faith tradition, race, ethnicity, sexual orientation, or socioeconomic status.

We seek a Senior Minister who:

- Accepts people of all faith traditions
- Inspires a spirit of welcoming and fellowship
- Honors and respects diversity and inclusivity
- Seeks opportunities to create relationships with a wide range of people in our community

#### Leadership

Piedmont Community Church is a community of faith and an organization that ministers and serves. We seek a Senior Minister who:

- Brings passion and skill to restore our church to vibrancy

- Prepares for, embraces, and leads transformational change
- Leads and manages our staff with clarity, vision, and strong organizational skills
- Visualizes and initiates new opportunities to strengthen our ministries
- Helps us take our place in the wider Christian Fellowship around the world

#### Wisdom

Piedmont Community Church has a rich tradition of strong preaching and open Christian faith. We live in a time when interpreting the Bible and applying it in our daily lives is challenging but critical. We seek a Senior Minister who:

- Preaches God's word with power to inform, inspire, and comfort
- Teaches us the lessons of the Scriptures
- Challenges our members and the community to question, confirm, and grow in our faith
- Approaches teaching and learning with intelligence, intention, and enthusiasm

#### Compassion

Any disciple of Christ must deeply care for others. We seek a Senior Minister who:

- Is a role model, counselor, and trusted confidant
- Is loving, genuine, and inclusive
- Acts with warmth and empathy
- Enjoys humor, fun, and caring for our community
- Is deeply committed to the welfare of others





### **Spirituality**

Members of Piedmont Community Church want to grow in their faith, their understanding of Scripture, and their commitment to God's work. We seek a Senior Minister who:

- Demonstrates a strong faith in their life, work, and relationships with all people
- Promotes justice, loves mercy, and lives in grace
- Assumes and advocates moral and ethical positions
- Models living in a personal relationship with God

### **OPPORTUNITIES FOR THE SENIOR MINISTER**

The congregation, Board of Trustees, and staff recognize that for Piedmont Community Church to grow and thrive and have a true impact in the world, we must work with diligence, courage, and conviction to reinvent and transform in this next chapter of our life. We recognize that we must change to become a healthy, vibrant church that can meet challenges and seize opportunities in the years ahead.

To lead and guide us in this journey, we seek a Senior Minister who will:

#### **Provide spiritual guidance that is relevant to our current times.**

- Through inspiring worship
- Through Bible-centered teaching
- Through encouraging our community to live by Christian principles when engaging with the world

#### **Inspire and challenge our community to grow in our faith.**

- Through the creation of an inclusive, spiritual home that fosters discovery and exploration of our spiritual journey
- Through encouraging and modeling discipleship and Christian values
- Through building strong bonds within the church to enable ministry and service to those beyond our walls
- Through sharing our gifts of creativity, service, and human compassion to positively impact the world

#### **Strengthen the health of our congregation.**

- Through understanding and meeting the needs of current and prospective members
- Through reinventing and implementing relevant and rewarding fellowship programs
- Through ensuring our children's and young adult ministries meet the needs of this generation and those to come

#### **Guide the evolution of our church as an organization.**

- Through implementing efficient and effective practices in the management of church operations
- Through leading good stewardship of the time, talents, and treasures of our congregation
- Through inspiring our staff to use their talents and develop new skills to the best advantage of our church
- Through working collaboratively with the leaders and members of the congregation

*See 'PASTOR' Page 28*



**Piedmont Community Church is a congregation that welcomes all regardless of their faith tradition, race, ethnicity, sexual orientation, or socioeconomic status.**

**'PASTOR** *Continued From Page 27*

**Attract, invite, and excite members of the wider community to participate in the life and work of the church.**

- Through inspiring a spirit of openness, inclusivity, and welcoming
- Through meeting people where they are in their beliefs and spiritual growth
- Through welcoming people of diverse backgrounds and faith traditions
- Through creating a variety of Christian fellowship programs and service opportunities for individuals and families





# Our Mission Study Team



Cathy Nancarrow  
Co-Chair



MC Taylor  
Co-Chair



Margaret Hiller



Aaron Aubrecht



Bob Cheatham



Katherine Campbell



Steve Schibsted  
Transitional Pastor



Ryan McCorvie



Piedmont  
Community Church