

A Note from Your Consultants

It has been a joy and privilege for the Healthy Church Group of the California Southern Baptist Convention to work with Bell Road Baptist Church in a “healthy church” consultation. Rick Warren, pastor of Saddleback Church and author of the *Purpose Driven Church* and the *Purpose Driven Life*, has said, “The key issue for churches in the twenty-first century will be church health not church growth”. The Healthy Church Group identifies a healthy church as one that balances worship, evangelism, discipleship, ministry and fellowship. As we have examined these areas for your church, we feel confident that Bell Road Baptist Church can make significant progress toward balanced health by addressing several key areas. The following report is a result of many hours of research, analyses and prayer. May God use it to help your church be healthy.

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Healthy Church Group Consultants

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The Consultation Process

May 2004	Roy Harbour, on behalf of Bell Road Baptist Church, contacted the Healthy Church Group inquiring about a consultation.
June 20, 2004	Mike McGuffee and Tom Belew met with the Leadership Team on Sunday evening to present what would be involved in doing a comprehensive consultation.

August 7, 2004	Mike McGuffee, Tom Belew and Galen Reames conducted interviews and completed the space evaluation.
August 8, 2004	Mike McGuffee observed Sunday School and Worship, lead a group of members to complete the Healthy Church Survey, and preached the morning message.
August 15, 2004	Tom Belew observed Sunday School and Worship, and lead more members to complete the Healthy Church Survey.
September 22, 2004	Mike McGuffee, Tom Belew, and Roy Harbour met to review findings and make plans for reports to the Leadership Team and the church.
October 24, 2004	Report to the Leadership Team

Demographic Trends

What people groups can we reach?

- Conspicuous Consumers – 8674 households
- Down Home Living – 3773 households
- Rustbelt Nesters – 3021 households
- Mid-income Career Builders – 1732 households
- Ethnic Mix - 477 households
- Freeway Families (Urban Commuter Families) – 400 households

Refer to demographics on pages 11-19.

Is the area population distributed evenly for preschool, children, youth, young adult, median adult, and senior adults?

There seems to be more people in the 35-65 age range compared to other ages. Refer to demographics on page 10. This translates into smaller preschool, and children ministries. By the end of the five years the large population will be around 40-50 age-range and you will begin to see lower numbers in the youth area.

Is there cultural opportunities?

92.6% of the population is the area in white. There are no other significant ethnic groups. Refer to demographics on page 8.

Is the area stable, growing, or declining in population?

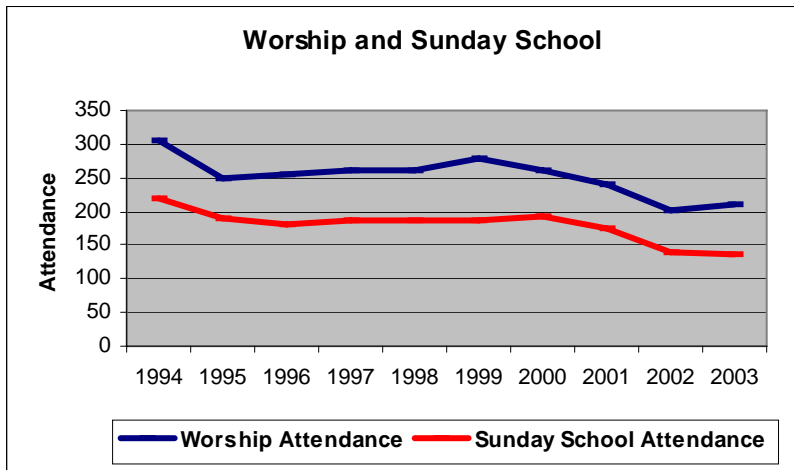
The area is expected to grow by about 20-25% over the next 5 years. Refer to demographics on page 9. This is a relatively rapid growth rate. The growth is predicted to fairly closely match the makeup of your community.

Identify Key Issues

- Church membership is probably comprised of Down Home Living, Rustbelt Nesters, Mid-income Career Builders and Freeway Families. The church needs to know who they are good at reaching.
- Preschool, Children, and Young Adults are going to be hard to find and reach because there are fewer of the as compared to media and older adults.
- Young adults provide an opportunity for a unique worship service but it appears that it may not be effectively reaching young adults in the community.

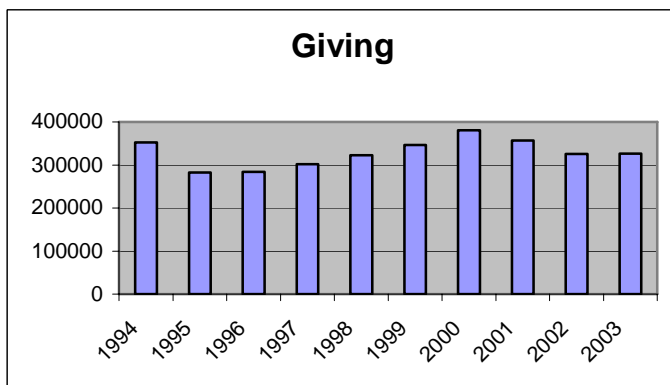
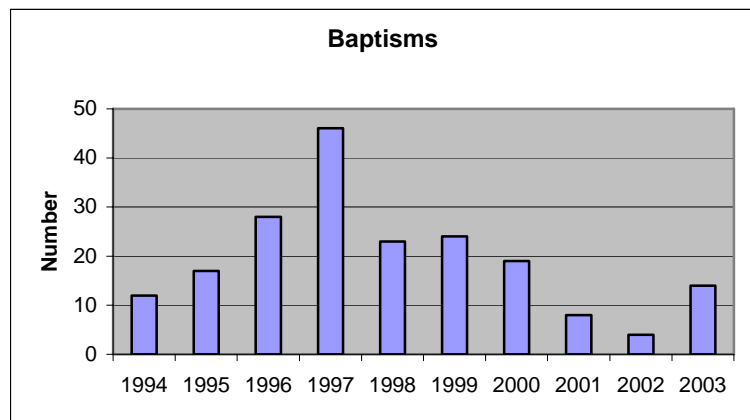
Statistical and Growth Trends

A churches statistics reveal important facts about a churches health. The follow graphs will give us a glimpse into the last 10 years of Bell Road Baptist Church. The first graph is worship attendance. Worship attendance dropped in 1995 during a pastor change and then begin to rise. In 1999



worship reached a peak of 280 and then begin to decline until 2003. The chart does not reflect a recent turn upward trend in worship attendance. Sunday School over the last 10 years has run about 30% less than worship attendance. As a general rule, this would indicate that leadership has placed a greater emphasis on worship than Sunday School. A well-balanced church would see Sunday School attendance within 10% of Worship Attendance.

Baptisms almost never follow exactly the patterns of worship and Sunday School attendance. In 1997 Bell Road Baptist Church had a peak of 46 baptisms in a single year. One of the contributing factors to the large number of baptisms in 1997 was a large youth ministry. From 1997 to 2002 baptisms declined. Then in 2003 there was a small up swing. Many decisions typically come from children and youth, ages 10-15. In 1997 there were substantial numbers of children and youth attending Bell Road. Several identifiable factors have lead to declining participation by children and youth including youth graduating from high school and leaving the area; families with children moving out of the area; and unchanged population in the youth and children's age groups.



Giving has followed a pattern similar to Sunday School attendance. This is predictable. Sunday School tends to represent a stable and committed membership. It is logical that Sunday School participation would reflect a pattern similar to giving.

Overall, the statistical trends did not reveal any unexpected information.

Identify Key Issues

- The church has relied on biological or transfer growth. There is a need to develop new evangelism strategies.
- The church needs to develop strategies to increase worship and Sunday School attendance.
- There is a need to lead to church to understand the importance of Sunday School and how it is linked to evangelism.

Facilities Analysis

Bell Road Baptist Church has a great church site, excellent parking, and quality space. The single greatest need is to increase visibility for visitors and traffic on Bell Road. The drive to the church is in a location where motorists are generally looking away from the church and is obscured by the slope of the road and vegetation in the area. We believe two things could be done to help people notice the church. The church working with the city/county needs to construct a large sign that is visible from the street. Second, the church needs to place signs about 100 yards east and west of the church to alert motorists that they are approaching Bell Road Baptist Church.

The day we conducted the space walk at Bell Road Baptist Church, the church was having a workday to clean rooms and carpets. This was a good step at bring space back to excellent condition but more needs to be done. Two weeks later the carpet was beginning to show spots again. We believe several cleanings will remedy most of the carpet concerns. Storage was another issue. We notice several areas including the handicapped elevator, media library, and the anteroom. It is typical when rooms or space is not used it will soon begin to collect storage items.

Identify Key Issues

- Get a sign out by the road ... visible from both directions. Realtor type signs to put out on Sunday "Bell Road 100 yards"
- The handicapped elevator needs to be cleaned and clear of storage.
- Throughout the building items need to be stored away or discarded.
- The Media Library needs to be cleaned up and made ready for service.

Ministry Analysis

The Church Health Survey found Bell Road Baptist Church to be **marginally unhealthy**. Refer to page 18. It is important that the Church Health Survey accurately measure member's perception of their church. It would be typical that the church may already be addressing some of the surveys perspectives. An overall issue identified in the ministry analysis is the need for the church to determine it's vision and values.

Worship scored the highest in the survey with a 73.11, marginally healthy. Refer to page 19. During our observations, we noted several minor improvements to the worship service. The worship service has been transitioned to be more contemporary. We have noticed that very few churches are able to transition existing services to be effective at reaching young adults who prefer a significantly different worship style. A question we have for you is, "has your evening worship service been effective at reaching unchurched young adults or is the service primarily to maintain young adults already attending Bell Road?"

Three areas scored unhealthy including fellowship, discipleship, and evangelism. Refer to pages 22-24. Interviews with members validated the findings of the Church Health Survey. Several member indicated that one of the challenges facing the church is getting "beyond the past" or the period of

“upheaval.” This period of time in the life of the church has left some members feeling hurt and isolated. Fellowship is more than a potluck dinner; it is the way a church rallies around each other and those hurting in the community. For fellowship to be fully restored, members need to make every effort to nurture, support, and encourage each other.

Discipleship is most reflected in the lack of emphasis on developing new leaders. The survey indicated that many were willing to serve but that the church was doing very little to equip members to serve. In addition, children, youth, and young adult ministry were seen as weak because of a lack of leadership. Finally, people feel that most of the ministry is being done by a few members.

The need to be more evangelistic was underscored by the survey and interviews. Members think the church should be doing more to reach out to the community, to plan evangelistic ministries, and to provide regular times for reaching out into the community.

Identify Key Issues

- Think in terms on what we can do to reach our community. Build a strategy to reach into the community with a variety of approaches.
- The continuing hurt over the way the former pastor was dismissed/resigned. The church should consider an appropriate process to help the church bring closure to conflict of the past.
- The church needs to develop several discipleship strategies including mentoring, leadership development, and member skill development such as personal evangelism training. The church should be thinking ...who would the leaders be in the future? How will we get to the next level?
- The worship service is a strength at Bell Road. It is always easiest to build off of your strengths. We noted several things that could be improved in the worship service.
 - The church needs to continue to discover and utilize gifted musicians to assist in the worship.
 - Consider putting announcements on PowerPoint prior to the service.
 - Require members to submit announcement to the church office in advance of Sunday
 - Train members and leaders to be on the platform and ready to lead when they are on the program. There was a great deal of time lost in transitions during the service.
 - Train decision-counseling teams to assist the pastoral staff with the invitation. Consider taking people who make a decision to a counseling area to insure adequate time to deal with spiritual matters.

Sunday School Analysis

The Sunday School analysis evaluates the teaching units, leadership, and a Sunday School space against the potential to involve members and prospects in Bible study. The interviews revealed concerns about the churches efforts to reach preschoolers, children, youth, and young adults. The demographics indicated the preschool, children, youth and young adult population would remain stable in the church area. Population growth projections should provide the church with more opportunities in the 40-50 year age-range. **The key to Sunday School growth is starting new units.** New units easily reach new people while established units tend to be hard for newcomers to get assimilated. Teaching units with 20 or more as a general rule have lost their ability to reach out.

Secondly, the church needs to evaluate their Sunday School in light of “open group” and “closed group” strategies. “Open groups” are class that someone can join anytime. “Closed groups” are classes that can only be joined at certain intervals like every 13 weeks. It appears that some of your Sunday School classes are “closed groups.” Sunday School should provide an “open group” opportunity at Sunday School or “open groups” off campus for every age group. It is ok to have

“closed groups” during the Sunday School time as long as a parallel “open group” exists for visitors or new prospects.

Other concerns were that the young adult class was really not a young adult class. As a general rule, adults under the age of 25 do not want to be in a class with adults over 25. Like wise adult under 30 do not like to be in a class with adults over 30. Classes need to be developed that address both of these age groups. We noticed that all the adult classes except the young adult class had their own room. As a result, we believe the church is sending a message that young adults are not as important as the other adults. Think about your unspoken messages. Your first priority gets the best space.

To better understand the group needs and opportunities the church needs to complete an adult profile. The healthy church group can assist the church with a profile.

Identify Key Issues

- Young married & young adult classes
- Open group vs. closed groups
- Development of new leaders
- Developing space for new units

Summary and Recommendations

As your consultants have studied Bell Road Baptist Church we have come to believe it has many fine qualities. The church is located in a community with people of varied lifestyles, many of who are unsaved and unchurched. The growth in the community is expected to be in the 40-50-age range, an age group the church is already skilled at reaching. The area still has lost of preschoolers, children, youth, and young adults that need to know Christ and provide a great opportunity for the church.

Recommendations:

- To develop an intentional evangelism strategy
- Develop an effective Sunday School/Open Group strategy includes leadership development and to start new units for adults.
- Address the issues of the past, vision and values, and the future with the assistance of an intentional interim pastor.

The Strategic Plan Synopsis

Immediate Need: Within Six Months

1. Secure an Intentional Interim Pastor
2. Improve signs along Bell Road
3. Continue following through with cleaning & storage issues.

Within Twelve Months

1. Develop Vision and Values statements with the assistance of an Intentional Interim Pastor.
2. Develop an intentional evangelism strategy using your new Vision and Values.
 - a. Use *Building A Contagious Church* to assist in the development of an evangelism strategy.
 - b. Implement GROW, a weekly outreach strategy through the Sunday School.
3. Develop a Sunday School Strategy using your new Vision and Values.
 - a. Plan a strategy to start new open groups with a focus on young adults.

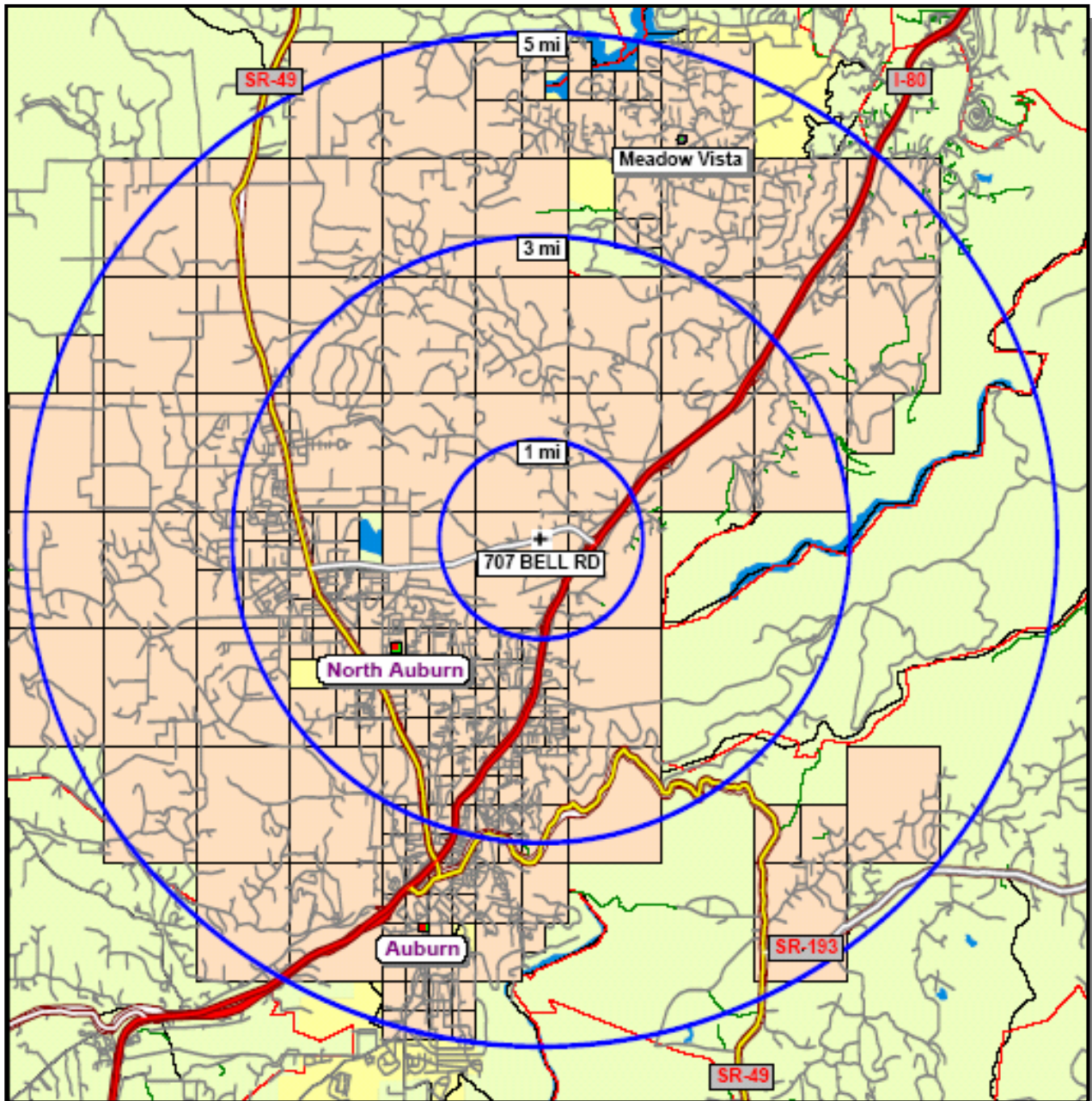
- b. Plan a strategy to discover, develop and train leaders.

One to Three Years

- 1. Develop a comprehensive Strategic Plan for Bell Road Baptist Church.

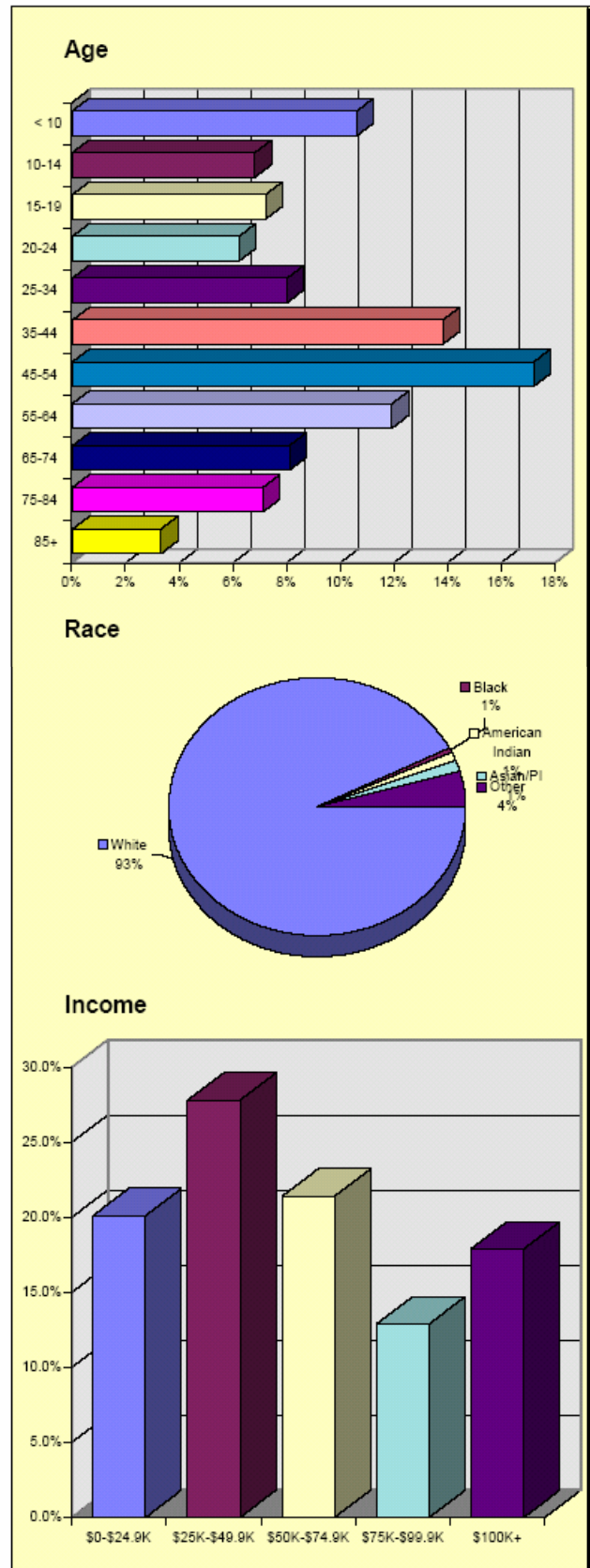
Demographics

The following map reflects geographic area around the church at the 1, 3, and 5 miles radius. For the purposes of this study we believe the church easily reaches people living within the 5 mile radius.



Bell Road Baptist Church Study Area

Population	45,175	
In Group Quarters	1,264	2.8%
Race:		
White	41,828	92.6%
Black	231	0.5%
American Indian	442	1.0%
Asian/Pacific Islander	644	1.4%
Other Race	2,030	4.5%
Hispanic Origin	3,107	6.9%
Sex:		
Male	21,652	47.9%
Female	23,523	52.1%
Age:		
< 10 Years	4,766	10.6%
10 - 14 Years	3,055	6.8%
15 - 19 Years	3,236	7.2%
20 - 24 Years	2,780	6.2%
25 - 34 Years	3,594	8.0%
35 - 44 Years	6,247	13.8%
45 - 54 Years	7,764	17.2%
55 - 64 Years	5,380	11.9%
65 - 74 Years	3,671	8.1%
75 - 84 Years	3,199	7.1%
85+ Years	1,483	3.3%
Median Age	43.4	
Households	18,077	
Average Household Size	2.4	
Family Households	12,047	66.6%
Average Family Size	2.9	
Non-Family Households	6,030	33.4%
Average Non-Fam HH Size	1.5	
Households by Income		
\$0 - \$24,999	3,631	20.1%
\$25,000 - \$49,999	5,026	27.8%
\$50,000 - \$74,999	3,863	21.4%
\$75,000 - \$99,999	2,323	12.9%
\$100,000 +	3,234	17.9%
Average HH Income	\$66,384	
Median HH Income	\$52,075	
Per Capita Income	\$27,412	
Vehicles Available	34,228	
Average Vehicles/HH	1.9	
Total Housing Units	18,723	
Owner Occupied	12,496	66.7%
Renter Occupied	5,581	29.8%
Vacant	646	3.5%

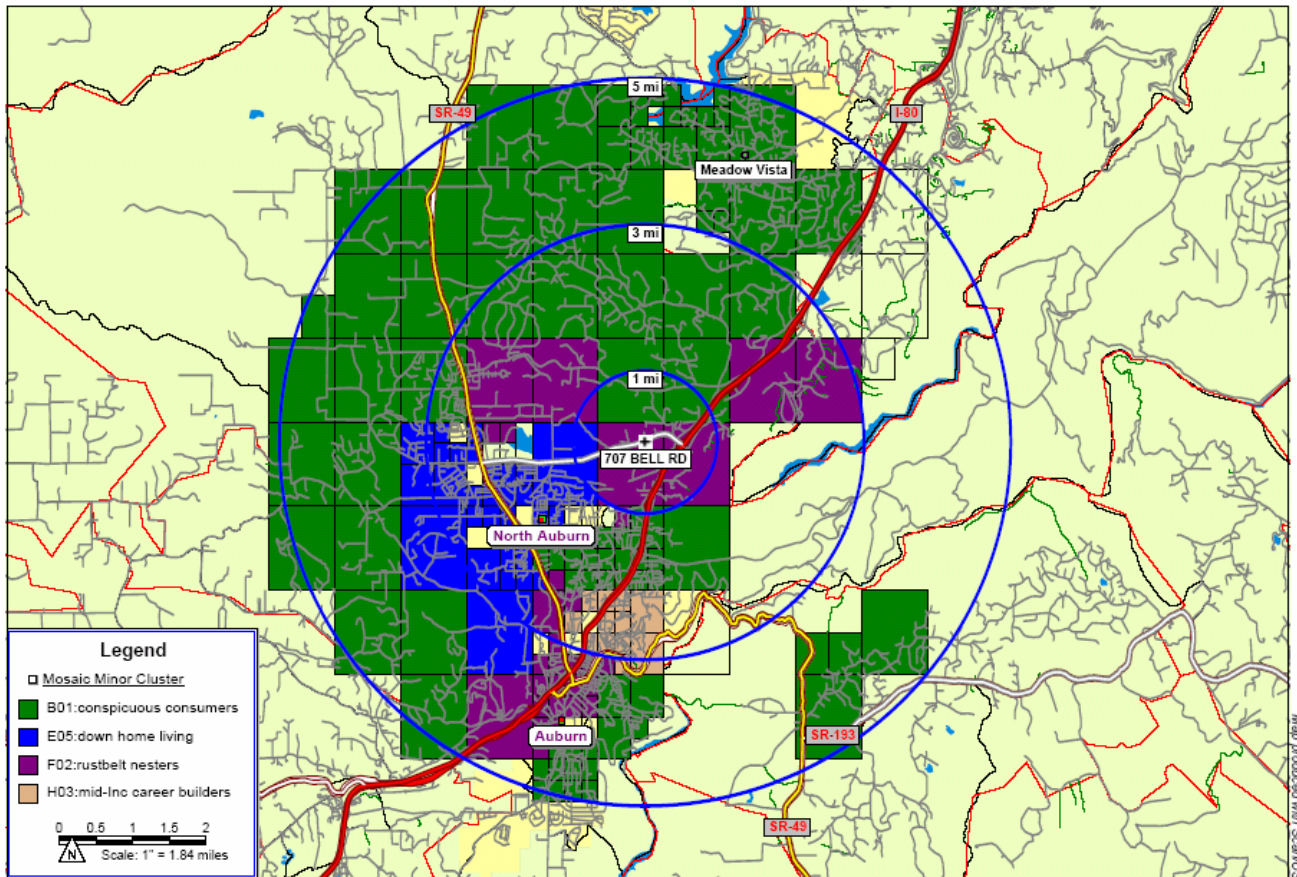


	2003 Estimates		2008 Projections		2003-2008 Change	
Population	45,175		54,839		9,664	21.4%
In Households	43,911	97.2%	53,575	97.7%	9,664	22.0%
In Families	35,128	77.8%	41,946	76.5%	6,818	19.4%
In Non-families	8,783	19.4%	11,629	21.2%	2,846	32.4%
In Group Quarters	1,264	2.8%	1,264	2.3%		
Population By Race						
White	41,828	92.6%	50,728	92.5%	8,900	21.3%
Black	231	0.5%	290	0.5%	59	25.5%
American Indian	442	1.0%	537	1.0%	95	21.5%
Asian/Pacific Islander	644	1.4%	792	1.4%	148	23.0%
Other Race	903	2.0%	1,124	2.0%	221	24.5%
Multiple Races	1,127	2.5%	1,368	2.5%	241	21.4%
Hispanic Population	3,107	6.9%	4,048	7.4%	941	30.3%
Households	18,077		22,254		4,177	23.1%
Average HH Size	2.4		2.4		0.0	0.0%
Family Households	12,047	66.6%	14,563	65.4%	2,516	20.9%
With Children	5,589	30.9%	6,726	30.2%	1,137	20.3%
Average Family Size	2.9		2.9		0.0	0.0%
Non-Family Households	6,030	33.4%	7,691	34.6%	1,661	27.5%
With Children	72	0.4%	94	0.4%	22	30.6%
Average Non-family Size	1.5		1.5		0.0	0.0%
Households By Count Of Persons						
1	4,942	27.3%	6,284	28.2%	1,342	27.2%
2	6,632	36.7%	8,091	36.4%	1,459	22.0%
3 - 4	5,080	28.1%	6,152	27.6%	1,072	21.1%
5+	1,423	7.9%	1,727	7.8%	304	21.4%
Households By Count Of Vehicles						
0	1,288	7.1%	1,569	7.1%	281	21.8%
1	5,383	29.8%	6,576	29.5%	1,193	22.2%
2	7,130	39.4%	8,784	39.5%	1,654	23.2%
3+	4,276	23.7%	5,325	23.9%	1,049	24.5%
Total Vehicles Available	34,228		42,454		8,226	24.0%
Average Vehicles/Household	1.9		1.9		0.0	0.0%
Total Housing Units	18,723		23,119		4,396	23.5%
Vacant	646	3.5%	865	3.7%	219	33.9%
Owned	12,496	66.7%	15,718	68.0%	3,222	25.8%
Rented	5,581	29.8%	6,536	28.3%	955	17.1%

	2003 Estimates		2008 Projections		2003-2008 Change	
Total Population	45,175		54,839		9,664	21.4%
< 5 Years	2,193	4.9%	2,552	4.7%	359	16.4%
5 - 9 Years	2,573	5.7%	2,751	5.0%	178	6.9%
10 - 14 Years	3,055	6.8%	3,222	5.9%	167	5.5%
15 - 19 Years	3,236	7.2%	3,907	7.1%	671	20.7%
20 - 24 Years	2,780	6.2%	4,070	7.4%	1,290	46.4%
25 - 34 Years	3,594	8.0%	4,533	8.3%	939	26.1%
35 - 44 Years	6,247	13.8%	6,091	11.1%	-156	-2.5%
45 - 54 Years	7,764	17.2%	9,544	17.4%	1,780	22.9%
55 - 64 Years	5,380	11.9%	7,798	14.2%	2,418	44.9%
65 - 74 Years	3,671	8.1%	4,717	8.6%	1,046	28.5%
75 - 84 Years	3,199	7.1%	3,765	6.9%	566	17.7%
85+ Years	1,483	3.3%	1,889	3.4%	406	27.4%
Median Age	43.4		45.0		1.6	3.7%
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Males	21,652	47.9%	26,258	47.9%	4,606	21.3%
< 5 Years	1,110	5.1%	1,274	4.9%	164	14.8%
5 - 9 Years	1,286	5.9%	1,355	5.2%	69	5.4%
10 - 14 Years	1,556	7.2%	1,622	6.2%	66	4.2%
15 - 19 Years	1,677	7.7%	2,005	7.6%	328	19.6%
20 - 24 Years	1,511	7.0%	2,171	8.3%	660	43.7%
25 - 34 Years	1,837	8.5%	2,388	9.1%	551	30.0%
35 - 44 Years	2,989	13.8%	2,916	11.1%	-73	-2.4%
45 - 54 Years	3,702	17.1%	4,502	17.1%	800	21.6%
55 - 64 Years	2,591	12.0%	3,766	14.3%	1,175	45.3%
65 - 74 Years	1,675	7.7%	2,166	8.2%	491	29.3%
75 - 84 Years	1,220	5.6%	1,471	5.6%	251	20.6%
85+ Years	498	2.3%	622	2.4%	124	24.9%
Male Median Age	41.4		42.7		1.3	3.1%
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Females	23,523	52.1%	28,581	52.1%	5,058	21.5%
< 5 Years	1,083	4.6%	1,278	4.5%	195	18.0%
5 - 9 Years	1,287	5.5%	1,396	4.9%	109	8.5%
10 - 14 Years	1,499	6.4%	1,600	5.6%	101	6.7%
15 - 19 Years	1,559	6.6%	1,902	6.7%	343	22.0%
20 - 24 Years	1,269	5.4%	1,899	6.6%	630	49.6%
25 - 34 Years	1,757	7.5%	2,145	7.5%	388	22.1%
35 - 44 Years	3,258	13.9%	3,175	11.1%	-83	-2.5%
45 - 54 Years	4,062	17.3%	5,042	17.6%	980	24.1%
55 - 64 Years	2,789	11.9%	4,032	14.1%	1,243	44.6%
65 - 74 Years	1,996	8.5%	2,551	8.9%	555	27.8%
75 - 84 Years	1,979	8.4%	2,294	8.0%	315	15.9%
85+ Years	985	4.2%	1,267	4.4%	282	28.6%
Female Median Age	45.3		46.9		1.6	3.5%

Mosaic Minor Cluster

California Southern Baptist Convention

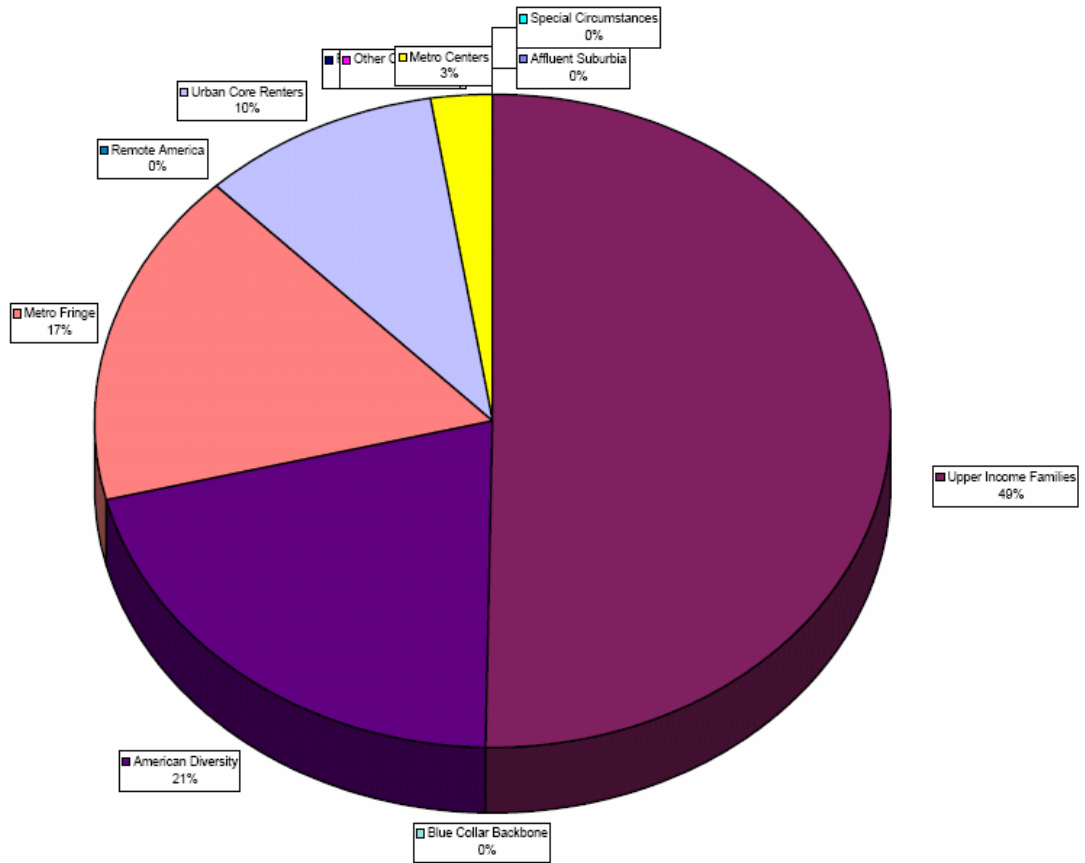
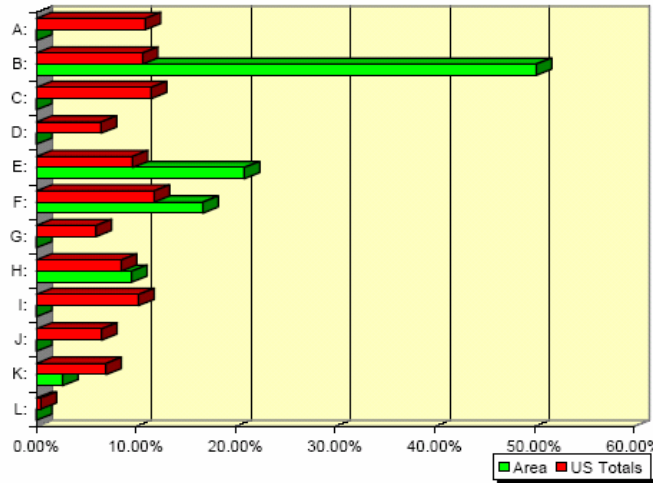


CSBC disclaims responsibility for damages or liability that may arise from the use of this information.
All reasonable efforts have been made to ensure accuracy.

07/27/04

MOSAIC Households			MOSAIC Population		
	18,077		45,175		
Group A: Affluent Suburbia	0	0.00%	Group G: Remote America	0	0.00%
A01:America's Wealthiest Lifestyles	0	0.0%	G01:Hardy Rural Families	0	0.0%
A02:Suburban Dream Weavers	0	0.0%	G02:Rural Southern Living	0	0.0%
A03:Busy Career Families	0	0.0%	G03:Coal & Crops	0	0.0%
A04:Emptying Nests	0	0.0%	G04:Native America	0	0.0%
A05:Fast Track Acquisition Years	0	0.0%			
A06:Small Town Success	0	0.0%	Group H: Urban Core Renters	1,732	9.58%
A07:New Suburbs	0	0.0%	H01:Young Cosmopolitan Professionals	0	0.0%
			H02:Solid Income Metro African Americans	0	0.0%
Group B: Upper Income Families	9,074	50.20%	H03:Mid-Income Career Builders	1,732	100.0%
B01:Conspicuous Consumers	8,674	95.6%	H04:Young Hispanics	0	0.0%
B02:Affluent Urban Professionals	0	0.0%			
B03:Freeway Families	400	4.4%	Group I: Rural Villages & Farms	0	0.00%
B04:Solid Suburban Family Life	0	0.0%	I01:Industrious Country Living	0	0.0%
B05:Second Generation Success	0	0.0%	I02:America's Farmlands	0	0.0%
B06:Successful Urban Sprawl	0	0.0%	I03:Comfy Country Living	0	0.0%
			I04:Small Town Empty Nesters	0	0.0%
Group C: Small Town Success	0	0.00%	I05:Hinterland Families	0	0.0%
C01:Second City Success	0	0.0%			
C02:Middle Income Rural Families	0	0.0%	Group J: Other City Centers	0	0.00%
C03:Metro Fringe Families	0	0.0%	J01:Rugged Southern Style	0	0.0%
C04:Rural Great Lakes	0	0.0%	J02:Rio Young Hispanic Families	0	0.0%
C05:Middle Market Mix	0	0.0%	J03:Struggling City Centers	0	0.0%
			J04:Academics, Townies & Prisoners	0	0.0%
Group D: Blue Collar Backbone	0	0.00%	J05:Young & Single	0	0.0%
D01:Mid-Income Urban Hispanics	0	0.0%			
D02:Working Rural Suburbia	0	0.0%	Group K: Metro Centers	477	2.64%
D03:Lower Income Homebodies	0	0.0%	K01:Young Tenement Dwellers	0	0.0%
D04:Small Town Struggles	0	0.0%	K02:University Metros	0	0.0%
			K03:African American Neighborhoods	0	0.0%
Group E: American Diversity	3,773	20.87%	K04:Ethnic Mix	477	100.0%
E01:Ethnic Urban Renters	0	0.0%	K05:Low Income Ethnic Generations X & Y	0	0.0%
E02:Northeast Ethnic Mix	0	0.0%	K06:American's Poorest	0	0.0%
E03:Self-Sufficient Professionals	0	0.0%			
E04:Retired Execs, Managers & Professionals	0	0.0%	Group L: Special Circumstances	0	0.00%
E05:Down Home Living	3,773	100.0%	L01:Military Family Life	0	0.0%
E06:Aging in America	0	0.0%	L02:Major University Towns	0	0.0%
			L03:Hard Time	0	0.0%
Group F: Metro Fringe	3,021	16.71%			
F01:Middle Americana	0	0.0%			
F02:Rustbelt Nesters	3,021	100.0%			
F03:Gulf State Blue Collar Mix	0	0.0%			
F04:Western Blues	0	0.0%			
F05:Heartlanders	0	0.0%			

MOSAIC Households	Count	Percentage
A: Affluent Suburbia	0	0.00%
B: Upper Income Families	9,074	50.20%
C: Small Town Success	0	0.00%
D: Blue Collar Backbone	0	0.00%
E: American Diversity	3,773	20.87%
F: Metro Fringe	3,021	16.71%
G: Remote America	0	0.00%
H: Urban Core Renters	1,732	9.58%
I: Rural Villages & Farms	0	0.00%
J: Other City Centers	0	0.00%
K: Metro Centers	477	2.64%
L: Special Circumstances	0	0.00%



Group B Upper Income Families

Cluster B01 Conspicuous Consumers

Census 2000: 1,957,817 Households Representing 1.86% of U.S. Population
2003 Estimates: 2,088,483 Households Representing 1.90% of U.S. Population

This cluster flaunts its status mainly with homes, cars and travel. Not ones to spend their hard-earned cash on expensive clothing, jewelry or the latest gourmet kitchen gadgets, they'd rather own new camera equipment for their domestic, European or Asian vacations.

With median incomes over \$70,000, they can afford to drive premium Audis, Acuras, Toyota Land Cruisers, Lexus, Infiniti and Volvo models. Yet they're just as likely to include a Chevy Suburban or Chevy F30 Truck or van in their vehicle choices.

They tend to live in newer homes built in the 80's and 90's that have a median home value of over \$220,000. Over half of these households feature dual income earners. The median age is 38.9 years. Only thirty percent of households have children present.

Their occupations run the gamut - professionals and managers in the health, education, service and retail fields.

As a group they're nearly twice as likely as the national average to have over \$75,000 in stocks and they manage their portfolios through Paine Webber, Prudential Securities, Morgan Stanley Dean Witter, discount brokerages and E*Trade. They're fairly savvy online banking customers, own U.S. Treasury notes and aren't adverse to money management courses.

They're avid Internet users, book readers, family restaurant and fast food customers and enjoy purchasing clothing and home and garden furnishings through catalogs.

Among their TV viewing habits, many households are fans of VH-1 and Comedy Central. CNBC and MSNBC are their choices for news. And for leisure activities, these hard workers turn to gambling for entertainment. They're over two times as likely to prefer Reno gambling but they also enjoy Atlantic City or any casino gambling.

Cluster B03 Urban Commuter Families

Census 2000: 1,525,624 Households Representing 1.45% of U.S. Households
2003 Estimates: 1,591,054 Households Representing 1.45% of U.S. Households

Though the median age for this group is 40, a fifth of the population are early boomers age 50 to 64, and nearly a quarter are age 35 to 49. Only a third of these households have children. The majority are married couple families. Median home value for these families is \$140,000.

Scattered throughout second tier urban centers in upstate New York, Pennsylvania, New Jersey, Maryland, Texas and Colorado. This conservative crowd commutes to their educational, financial and health services jobs in Subarus, Toyotas, Chryslers and Ford trucks.

Though 20% have household incomes over \$75,000, the median household income is about \$65,000. With half the households having two workers in the family, there's not much time to cook, so these families dine out regularly at family and steak restaurants.

When they're home, they opt for reading newspapers and watching the Golf Channel, the Food Network and home and garden programming. Not big at-home computer users, they're not prone to shop online. But they do rely on catalogs for gift shopping, clothing, jewelry, home and garden décor purchases.

This cluster includes a contingency of veterans as they index high for having Veterans life insurance and USAA homeowners insurance. They tend to invest conservatively in Prudential Securities, U.S. Treasury notes and savings Certificates.

Mostly homebodies, they're just average domestic travelers. When they hit the road, they're headed to Atlantic City to gamble. As avid collectors of antiques, train sets, etc. they attend their collector club events. They also participate in religious and community groups. Their preferred sport is ice hockey. For exercise, they enjoy their treadmills, stationary bikes, cross country ski and rowing machines. Their preferred sports are ice hockey and golf.

Group E American Diversity

Cluster E05 Down Home Living

Census 2000: 3,038,433 Households Representing 2.88% of U.S. Households
2003 Estimates: 3,226,616 Households Representing 2.94% of U.S. Households

Located in low-density urban centers and rural areas throughout Florida, the West and even pockets of Massachusetts, this cluster trails the U.S. median in income, education and home value. Twenty percent are age 65 plus.

With median incomes of \$34,000, seventy percent own their homes with median values of \$34,000. Indexing at over four times that of the U.S. median, 25% live in mobile homes. Seventy percent of households do not have children.

They drive large pick-ups and small imported and domestic budget vehicles to blue collar jobs in manufacturing and clerical jobs in retail, education and healthcare. They tend to own older, basic PCs and are below average Internet users. For leisure, they enjoy woodworking, bird watching, crafts and sometimes, gambling. They enjoy country music and country entertainment via their satellite dishes. Their sports activities include hunting, fishing, and cross-country skiing. They like to order their tools, outdoor or western apparel, hunting and fishing gear, collectibles and gardening supplies through catalogs and other direct media. They prefer domestic travel, usually by car or motor home.

Group F Metro Fringe
Cluster F02 Rustbelt Nesters

Census 2000: 3,534,217 Households Representing 3.35% of U.S. Households
2003 Estimates: 3,680,958 Households Representing 3.35% of U.S. Households

Located in urban centers throughout the Midwest and Northwest, 30% of this group lives alone and just 44% are married with half married couples having children at home. Two-thirds own their homes. The median home value is \$106,000.

Thirty percent of this crowd is over age 50. The group's median age is 36. Median income is \$42,000 with 27% reporting Social Security income, 35% receiving interest or dividends and 18% collecting retirement funds.

They drive imported or domestic mid-range and economy vehicles to jobs in manufacturing, construction, retail, health, education and other service industries. Outside of work, they're active in local civic issues, business clubs and volunteer groups. And when they travel, domestic vacations outweigh international trips to Europe.

Frequent buyers of recreational apparel, this group also indexes high as catalog buyers of tools, automotive goods, hunting and fishing gear. Above average Internet users, a healthy percentage go online frequently to track investments, make purchases or visit news and weather sites. The majority are conservative savers and investors with treasury notes, government bonds and IRAs. A small percentage has fairly substantial stock portfolios.

With over 50% in the 35 plus age bracket, these folks regularly visit doctors for common middle age and elderly ailments.

Group H Urban Core Renters
Cluster H03 Mid-Income Career Builders

Census 2000: 2,400,796 Households Representing 2.28% of U.S. Households
2003 Estimates: 2,496,938 Households Representing 2.27% of U.S. Households

Just 14% of these households are married couples with children. 42% live alone while 30% represent married couple families. Single parents with kids comprise 10% of the group.

With a strong Asian ethnic representation and slightly higher than national average Hispanic contingent, this diverse group is just over 50% white. Located in high-density urban metros throughout California, Texas and Colorado – they can also be found in pockets of Queens and Westchester, New York as well as Chicago's Cook County.

Twenty percent live in single detached homes with median values of \$130,000. Forty-five percent rent apartments with 60% of them paying between \$500 and \$1,000 a month. Median income for the group is \$40,000 while average income just tops \$50,000. Twenty-five percent collect Social Security and a modest 15% in this 33-year old median age cluster is retired.

Big on entry or mid-level Volvos, Acuras, Mitsubishis and Hondas, this practical and very urban-minded group also favors Daihatsu, Daewoo, Nissan and Toyota basic driving models.

Given their general age and urban lifestyles, they don't report to be much more than average computer or Internet users. They're major subscribers to satellite networks, though not reportedly big sports fans. They enjoy reading newspapers, motorcycle and automotive magazines.

While they index high for fast food and family restaurant consumption, much could be attributed to lunch hours between workloads in information, health, financial, educational and food service jobs.

This crowd tunes in Spanish, Black and Sports radio with a dedicated following of Christian programming. Reno, Las Vegas and Atlantic City gambling top their limited vacation travel.

Group K Metro Centers

Cluster K04 Ethnic Mix

Census 2000: 2,423,412 Households Representing 2.30% of U.S. Households
2003 Estimates: 2,527,849 Households Representing 2.30% of U.S. Households

Located in high-density urban areas throughout the Northeast, the Mid-Atlantic, the Deep South, Texas and the Midwest, this cluster is 20% Black, 20% Hispanic and 5% Asian.

Just 15% are married couple families with children. Single parent households account for another 15%. Thirty percent are married couples. Median age is 31. Over 60% rent. For those who own, median home value is close to \$120,000. Median income is \$30,000, with 43% earning less than \$25,000. Twenty-one percent collect Social Security. The unemployment rate is over 8%.

Employment industries include construction, manufacturing, retail, transportation, administration, health, education, sales, food service and public safety.

The group drives mostly budget imports and small domestic pick-ups.

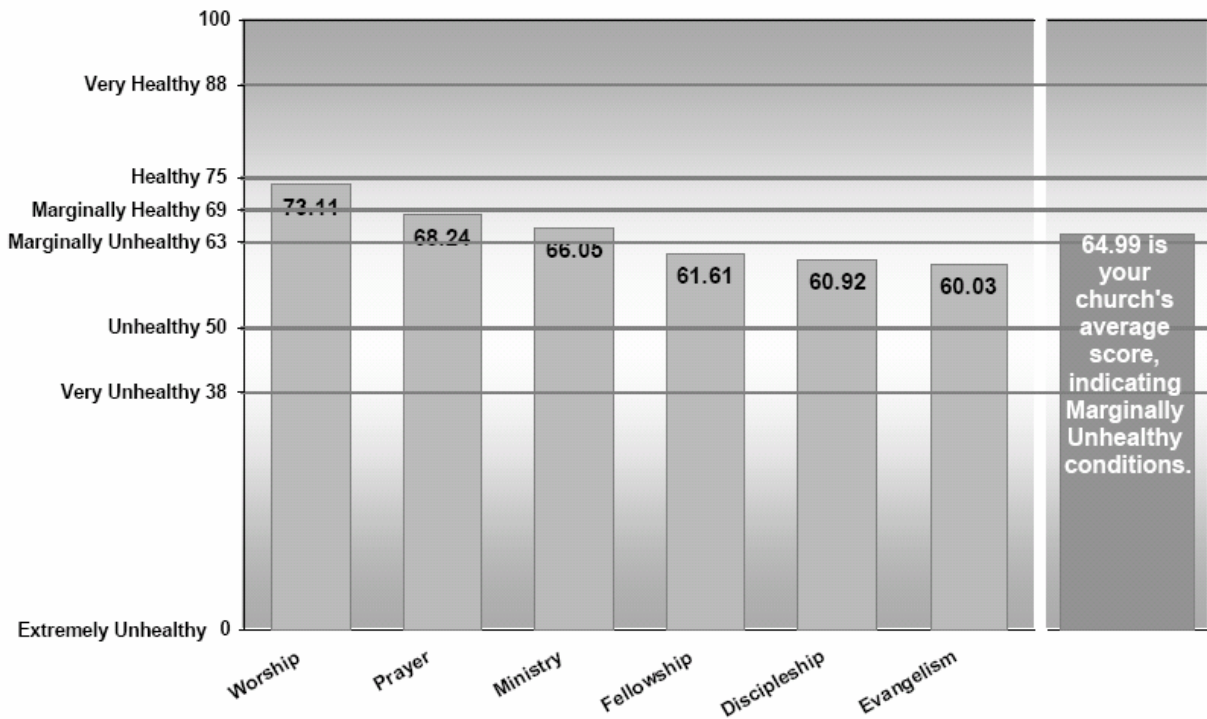
A small percentage of households own computers or use the Internet. Music preferences include urban contemporary, Spanish some Black. Television viewing includes BET, Lifetime, daytime dramas, premium movie channels, and some sports events. A healthy percentage of the group enjoys video gaming systems and going to movies. Magazine preferences include parenting, music, women's and sports magazines. Limited catalog, phone and mail orders include cosmetics, religious music, books, outdoor and western apparel.

Those who are active in sports participate in kickboxing, snowmobile, martial arts, target shooting, basketball and football. Generally, the group indexes very low for any kind of travel.



**Church Health Survey
Results Analysis Packet**

Bell Road Baptist Church - #1178(1) - Auburn, CA - aaa



The reports contained herein will help explain the results summarized above.

Summary Scores by Church Function	1
Response Highlights	2
Detailed Scores by Church Function	8
Detail of Responses	20

Bell Road Baptist Church - #1178(1) - Auburn, CA - aaa

THE CHURCH'S OVERALL SCORE FOR THIS SURVEY IS 64.99. To help you understand this overall score, explanations appear below. For each function, some of the highest and lowest scores are given for individual questions.

73.11 - Worship - The church's highest scoring category.

This score typifies a church which is, in the area of Worship, marginally healthy. The church shows some positive signs, but has significant room for improvement.

- ◆ Question #61 is, "I have trouble finding a parking place when I come to church."
3.61 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. There appears to be adequate parking for everyone.
- ◆ Question #55 is, "Our sanctuary/worship center is a good facility in which to worship."
3.37 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. The sanctuary/worship center is apparently a good facility for worship make certain that the worship itself is excellent – capitalize on the positive building atmosphere.
- ◆ Question #1 is, "When I come to my church, I truly sense that I worship God."
3.34 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. The worship service is a key strength of the church. Encourage members to invite others.
- ◆ Question #19 is, "Disagreement exists among the members at our church about the type of music and worship style."
1.42 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Disagreement is present about the type of music and worship style. The church leadership should seek resolution and reconciliation in this area.

68.24 - Prayer - The church's 2nd highest scoring category.

This score typifies a church which is, in the area of Prayer, marginally unhealthy, with only a few positive signs. The church needs immediate attention to curtail further deterioration.

- ◆ Question #125 is, "I believe that prayer works."
3.89 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. The church perceives that prayer is effective. Build on this strength by emphasizing prayer as an essential element of church growth.

- ◆ Question #105 is, "I believe the Bible teaches that prayer should be a daily part of every Christian's life."
3.84 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. Members see the biblical basis for a daily prayer life. Make certain they are encouraged to be involved in a dynamic prayer life.

- ◆ Question #45 is, "Our church makes available to everyone a list of prayer needs."
3.55 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. Members recognize that the church provides a list of prayer needs. Be sure to train members how to pray effectively for these needs.

- ◆ Question #149 is, "Sometimes our church is so busy "doing church" that we pray too little."
1.79 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The church perceives that they are sometimes so busy "doing church" that they pray too little. Do an honest evaluation of the church's commitment to corporate prayer. Raise the level of prayer in the church.

66.05 - Ministry - The church's 3rd highest scoring category.

This score typifies a church which is, in the area of Ministry, marginally unhealthy, with only a few positive signs. The church needs immediate attention to curtail further deterioration.

- ◆ Question #124 is, "I am willing to serve in the church."
3.82 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. Most members are willing to serve in the church. Make certain that members are aware of opportunities and are equipped for service.
- ◆ Question #96 is, "The leadership of our church does a good job of equipping people to do ministry."
1.84 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The membership does not perceive that the church leadership does a good job of equipping people to do ministry. Evaluate immediately the equipping ministry of the church.
- ◆ Question #18 is, "Our church has a good preschool and children's ministry."
1.47 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The church's preschool and children's ministry is perceived as weak. A new focus is needed in this area since childhood is the greatest time of evangelistic receptivity.
- ◆ Question #78 is, "Most of the ministry in our church is done by a small number of people."
0.87 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The membership sees the bulk of ministry done by a few in the church. Seek to get more involved in ministry.

61.61 - Fellowship - The church's 3rd lowest scoring category.

This score typifies a church which is, in the area of Fellowship, unhealthy, perhaps barely functioning! The church needs immediate attention.

- ◆ Question #126 is, "I feel like I belong in this church."
3.74 is your church's average score for this question, from a maximum score of 4.00. This is a HIGH response compared to the others in this particular church function. Members feel like they belong to the church. Continue to foster a spirit of family and fellowship within the church, while also emphasizing an openness to outsiders.
- ◆ Question #89 is, "Our church deals quickly with open, flagrant and unrepentant sin of church members."
1.50 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. A perception exists that open, flagrant, and unrepentant sin of church members is "swept under the rug." If this perception is true, the health of the church is in jeopardy.
- ◆ Question #41 is, "We have unresolved conflicts in our church."
1.11 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Members perceive that there are unresolved conflicts in the church. Work to determine the source and solution to these conflicts. Build unity in the church.
- ◆ Question #29 is, "Our church has been recently involved in conflict between members."
0.92 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Many members believe a recent conflict still has a negative effect on the church. Seek ways to bring this conflict to a resolution.

60.92 - Discipleship - The church's 2nd lowest scoring category.

This score typifies a church which is, in the area of Discipleship, unhealthy, perhaps barely functioning! The church needs immediate attention.

- ◆ Question #92 is, "People in our church are given good training on how to develop a prayer life and quiet time."
1.82 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Many members discern the need for training and developing a prayer life and quiet time.
- ◆ Question #44 is, "We tend to lose members within a few months after they have joined."
1.79 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The church seems to lose members not long after they join the church. Design and implement a strategy to "close the back door" after members join.
- ◆ Question #56 is, "I would describe the commitment level of the majority of our members as low."
1.68 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Members describe the commitment level of the majority of members as "low". Raise the expectation level of members, challenging them to discover their specific role and responsibility in the church.
- ◆ Question #80 is, "We have many people involved in one-on-one discipling or mentoring."
1.39 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The membership sees a failure in the church to provide one-on-one discipling. Seek ways to meet this need.

60.03 - Evangelism - The church's lowest scoring category.

This score typifies a church which is, in the area of Evangelism, unhealthy, perhaps barely functioning! The church needs immediate attention.

- ◆ Question #16 is, "Our church seeks ways to reach people in our area."
1.45 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The church does not seem to have an intentional outreach to people in the community. Brainstorm to develop such an outreach.
- ◆ Question #82 is, "Our church provides regular opportunities for evangelism training."
1.29 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Church members are unaware of regular opportunities for evangelism training. Make certain that such opportunities exist and are well communicated.
- ◆ Question #34 is, "Our church emphasizes church planting as a means of reaching people."
1.26 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. Church planting is an important strategy to keep a church focused outward. Consider beginning a church plant or helping to support a current plant.
- ◆ Question #52 is, "We have a known plan for regularly reaching out in our community."
1.05 is your church's average score for this question, from a maximum score of 4.00. This is a LOW response compared to the others in this particular church function. The church apparently does not have a known plan for reaching out into the community. This omission is serious – work to develop an intentional outreach strategy. If the church has a strategy, but the church members do not know of it, work to communicate the strategy to members and enlist their involvement.