



Annual Report

2014

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# Lead Pastor Report

## Introduction

2014 was a beautiful year of deep growth and new opportunities. We continued to pursue our Strategic Plan and implemented the Flattened Leadership Structure.

*"But if you do not worship it, you will be thrown immediately into a blazing furnace. Then what god will be able to rescue you from my hand?"*

*16 Shadrach, Meshach and Abednego replied to him, "King Nebuchadnezzar, we do not need to defend ourselves before you in this matter. 17 If we are thrown into the blazing furnace, the God we serve is able to deliver us from it, and he will deliver us from Your Majesty's hand. 18 But even if he does not, we want you to know, Your Majesty, that we will not serve your gods or worship the image of gold you have set up."*

- Daniel 3:15b-18

## Rule of Life

The Rule of Life continues to be an important area of growth for our community. This year we continued to encourage Micro Groups, which are operating as a beginning stage for the Rule of Life. The groups incorporate a number of key practices; scripture reading, confession, prayer, and submission. Some have been participating in some form of a Micro Group for a number of years now and it is producing dramatic change in their lives. However, others have continued to resist such intimacy and structured spiritual life. Therefore, we continued to teach and encourage everyone to engage in a balanced Rule of Life.

## Strategic Plan Phase 1

These Micro Groups are very simple and self-organized. They are made up of 2 -3 people. They gather once a week. They are men with men and women with women. And they do 3 things. They commit to reading the same scripture throughout the week (approx 20 chapters). When they gather they talk about what learned and more important what God is asking them to do through the scriptures. They ask each other personal questions about their walk with Jesus, their behavior throughout the previous week, and their addictions. And finally, they pray each day for a number of

**We exist to  
immerse the world  
in the life of Jesus  
Christ!**

CHRIST TO METRO  
DETROIT

CHRIST IN US

CHRIST AMONG US

CHRIST FOR THE  
WORLD

friends who need Jesus.

The Micro Groups have continued to be met with very divergent reactions. Many more have been excited to try something like this and yet, there were still those who resisted for one reason or another. Those who were both open to this rather intimate form of discipleship and accountability and found the right partners discovered that there was tremendous life and transformation. Some struggled to find the right partner or get into a regular routine. These were encouraged to continue to pursue such relationships even though they might not often work out. And finally, there were some who resisted for a multitude of different reasons.

The hope is that all who are a part of the C3 community would be committed to a Rule of Life that includes Micro Groups or something similar. We believe that this is a foundational element to each person's spiritual development and our community health.

## Phase 2

In 2012 we decided to move ahead with the next phase of our strategic plan. This meant shifting our focus to include a renewed look and emphasis on Community Groups. Initially, we held off moving on to this phase until there was a sizeable majority of our regular attenders committed to a Micro Group. After some discussion our Leadership Team decided to move forward despite not having the full momentum we had hoped for within the Micro Groups.

So we began to lay out the vision for the new Community Groups structure. This includes meeting more regularly, full participation, and no longer having a Community Pastor as the traditional leader. While this is in its early stages, so far there is good movement forward.

Despite our attempts to encourage the regional groups to gather again, none of them chose to restart. Some of this may have been due to our focus on the Flattened Leadership. Some of this may have been due to the fact that they were used to having someone else gather them together and not yet ready to take that responsibility on themselves. The neighborhood groups, however, continued to gather, but in far more informal manner. When asked what they were doing, they still contained times of gathering around meals, prayer, serving one another, Bible studies, and mission opportunities.

We focused our attention on the previous Community Pastors, and the structures needing to be adjusted with the new Community Group strategy as well as the Flattened Leadership. We met many times to pray and discuss our roles as leaders in this new model and the means of which we could encourage the regional groups to regather. One of the big ideas that emerged was patience. We felt that it was important that we not push too hard to make this happen as it would likely result in a similar structure of dependency as before. So we prayed and stayed focused on the Flattened Leadership.

## Phase 3

Our focus on 'Normal Life' was dominated by the emergence of a large Teaching Team, made up of normal people. As the different members of the teaching team shared on Sunday mornings, they

naturally wove in their own stories, life situations, struggles, and victories. Because they are well known throughout the community and some were quite hesitant to initially share, but revealed to be quite gifted, many people began to open up to the call of Jesus in their normal spaces. More and more stories from the teaching team and throughout the community began to emerge, of people stepping out in faith in their communities, workplaces, schools, and homes. These stories and experiences were interspersed with significant, and sometimes miraculous, movements of God's Spirit!

Now it has become common to have these incredible stories regularly shared on Sundays and throughout the week, through multiple channels. These stories of God's power and grace are coming from many different locations in our community. And it is encouraging some, who have struggled to enter into this type of faith walk, to take their first steps. Without fail, God has been there as they have risked for Him.

Because of this renewed focus on the Spirit of God and steps of faith throughout the community, new life is emerging, which includes new visitors and new believers!

## **Flattened Leadership Structure**

The Flattened Leadership Structure has become real. Throughout 2014 the Leadership Team, staff, and ministry leaders focused on preparing and implementing this new structure. We focused our attention on a number of key areas:

### **Teaching Team**

As mentioned above, we created new broadened Teaching Team, which included many gifted individuals from throughout our community. The initial team was developed by me (Nathan), who prayerfully invited different individuals help out on a particular Sunday.

### **Structure**

At first, I would meet with the new teachers prior to their particular Sunday. We would discuss the passage or topic they were teaching on and sometimes work through their sermon. I would give suggestions and sometimes resources. Then following their teaching I would meet with him/her to give feedback and encouragement. As the different teachers matured in their teaching (which happened quite quickly), I would either touch base by phone or ask if they wanted to talk prior to their time. I still regularly meet with or contact the teachers with feedback and encouragement.

The texts are chosen by the team. Often there is a book of the Bible we will walk through over a period of months or we will choose a topic or theme. For example we have worked through the book of Acts for much of the year but chose to shift gears and focus on Christmas Music throughout Advent.

The team itself, roughly 12 individuals. The process to invite new people to teach is gentle. Any of the regular Teaching Team members is encouraged to look for and encourage others to share their stories. This can happen one on one, in Community Groups or as a Reality Bite in their time of

teaching on a given Sunday. This allows more voices to be heard as well as begin to see who else may be gifted to teach.

The Teaching Team gathers about every 6 weeks for a time of planning, prayer, and fun! Melanie Reynolds and I (Nathan) are operating as co-leaders for the team, making sure that we are scheduled to meet, setting agendas, and other administrative items. Heather Wood is assisting with administrative tasks. And the entire team is prayerfully involved in all major decisions.

## **Project Plan**

Because there were so many moving parts to the Flattened Leadership Structure transition, the Leadership Team asked me to develop a project plan. So I with the help of other key leaders, especially Heather Wood, worked through all the major areas that were in transition, broke them down into task lists, with time frames and accountable parties. It was primarily focused on the Flattened Leadership Transition, but also included items from other critical ministries that needed to be addressed even though they were not tied to the FLS. By the end of 2014 the vast majority of the items on this project plan were completed with only a few, non - FLS items yet to be finalized.

## **RACI**

RACI stands for Responsible Accountable Consult Inform. This is a simple form that we have encouraged all of our ministry teams to fill out. The respective ministry lists out all of the important tasks that are required and then fills in the RACI accordingly. The tool is very helpful in clarifying roles, establishing good communication, and providing smooth transition in leadership. Each ministry team has had their Leadership Team Liaison walk through the RACI charts with them and in some cases help the ministry fill them out.

## **Part Time**

Through time of prayer and discernment God led our community to set up a time frame for full implementation of the Flattened Leadership. This included a transition period and a stepped budget adjustment.

In one of our Partner Meetings it became clear through a few different people, that this transition was not simply a step of faith for my family (Pawls), but for our entire community. From the beginning I had the sense that this was supposed to be something that was shared by our entire community. My family was supposed to trust the broader community for provision as well as discernment in many of the details. This was beautifully finalized as members of our Leadership Team heard God's call and then confirmed it with each other (including my family) that it was time to move into the final stages of the transition. The Leadership Team shared this with the Partners and all affirmed it.

## **Details of Final Transition**

Starting in November through January, I was asked to move my schedule to part-time, yet be available if needed on a full-time basis. This part-time trial was meant to allow us to actually see how this new system will operate and deal with any unforeseen holes while I was still available. The time was

intentionally structured over the very busy Christmas season. All went well!

Starting in February 2015, the budgetary transition will begin and finalize with a part-time salary by May of 2015.

Throughout this transition my family and I have been overwhelmed with the support, encouragement, and prayers of our C3 family as well as many others outside this immediate community. While the leap of faith we are taking is significant, we have felt God's peace and witnessed his provision.

Over and over again when I think about this crazy journey I am drawn to the story of the three friends and the fiery furnace. Before being thrown into certain death, they said, we know that God can save us, but even if he does not we will be faithful. While this is a huge personal risk for our family, I am more concerned about missing this opportunity to live by faith and experience the power and provision of God than I am about losing our financial and relational security. What if God really shows up??? What an amazing story!

## **Sundays and Large Gatherings**

Sunday mornings were an important place for C3 to gather, encourage one another, learn, sing, and share. Retreats and other large gathering experiences provided wonderful opportunities for people to connect with God in very creative environments.

2014 saw an increase in the number and frequency of new teachers. I still have the privilege of teaching, but sometimes only once a month. Each member of the Teaching Team has brought incredible words from God. While each has different styles, insights and experiences, the Team is unified in its desire to help others See, Hear, and Follow Jesus! Their teaching from 'Normal Space' has had huge impacts throughout our community and beyond. And while the words they share are certainly prayerfully of God, it is their step of faith, by being ordinary people stepping into this unorthodox role, that, I believe, is producing the most fruit!

Thank you friends for these huge leaps of faithfulness!

## **Retreats and Creative Space**

Good Friday – We transformed our space into an interactive stations of the cross. There was artwork, music, guided prayer, and deep questions that helped many engage the incredible sacrifice of Jesus.

Advent Retreat – We created the stations of advent using wonderful art, music, and quiet space. People were given three different opportunities to experience the coming of Jesus. This year we added an all night option. Some stayed and prayed through the night and others were there for until the late hours or early in the morning.

Thank you Erin and Jennifer, who did the lion's share of work on both of these retreats as well as so many other volunteers who helped in countless ways!

## Germany

We continue to be in a strong relationship with our friends in Germany. We regularly meet via Skype for prayer. And we continue to send groups to each our respective countries for mission trips.

## World Vision Detroit Marathon

2013 saw a significant number of C3 friends strap on their running shoes and hit the pavement. The Detroit Marathon World Vision Team grew from just Dan Reynolds to about 1000 participants in the Detroit area. There was a massive amount of money raised for clean water. And lives were changed as many made permanent alterations in their lifestyles to become runners!

## Staff

I am deeply blessed with partners in ministry who I also consider good friends!

Dan Reynolds is our Music Leader. He prepares and leads much of our time on Sundays. He works with the bands, organizes many supporting volunteers, and provides a great deal of creative input into our gatherings. Dan has expanded this ministry to include a wonderful youth band with multiple voices and multiple instruments. Dan is truly a fantastic musician with a gentle and humble heart. His influence is by no means limited to music as he is an example to many of the creative and transformative power of Jesus. Dan has also been a part of our Teaching Team, bringing his own wisdom, learning, and life experience to the broader community. And many times, because of his work schedule, he has served with little to no sleep having worked all night before. We are grateful.

Heather Wood is the C3 administrator. While she continues to be an essential element in the constantly changing landscape of Sunday morning, her responsibilities include other administrative tasks. She keeps the staff organized and connected. She is the primary conduit for information throughout our community. And she is managing the activities for the Beck Facility. Her dedication and consistency is foundational. She has done a tremendous job developing and implementing multiple systems that undergird much of C3. Heather is also a part of our Teaching Team, offering her administrative skills, opening her home, and sharing up front (even when she hasn't wanted to...)! She has a deep passion for Jesus and shares her love for many in her incredible service and now teaching. We are truly blessed.

## Weddings/Funerals

I was privileged to officiate the wedding of Nick and Alicia Durga.

I was also privileged to officiate at two of my great Uncle's funerals this year My Uncle Bill on 2/18/2014 and my Uncle Keith on 7/25/2014.

C3 is my family. I cannot imagine going through the wonderful seasons as well as the difficult seasons without you! C3 is blessing to me and so many others who never enter our building but whose lives

have been and are being forever transformed by the love of Jesus. God is truly at work in our lives and in our world. Thank you for believing. Thank you for risking. Thank you for loving. Thank you for laughing. Thank you for crying. Thank you for living!

Peace,  
Nathan J. Pawl

***Purpose: To intentionally move C3 to a flattened leadership structure (FLS).***

**Why:**

**Align with Biblical Leadership Structure  
Promote Healthier Disciples  
Establish Healthier Environment for the Gospel  
Deploy more resources for mission**

**What:**

**Establish Bi-vocational Leaders  
Establish shared leadership structure  
Re-align Budget  
Adjust Constitution**

**Develop DRAFT FLS Roadmap  
Share / Promote FLS Roadmap to C3  
Move Lead Pastor to bi-vocational Full Shared Leadership**

### ***Align with Biblical Leadership Structure***

- Matt 20:20-28 - Do not lord over / exercise authority over
- Matt 23:1-12 - Do not submit to official hierarchical structure

### ***Promote Healthier Disciples***

- Unleash 95%

- Priesthood of all believers - 1 Peter 2:9
- Community Pastor growth and fruit - Envy of other churches
- More space to use gifts - Matt 25:14-30

### ***Establish Healthier Environment for Gospel***

- All can see, hear, and follow Jesus directly! - Acts 2:17-21
- All are sent into Mission (not just professionals) - Matt 28:18-20

### ***Deploy more resources for mission!***

- Unleashing the 95% - Abundant Fruit for everyone
- Financial - Significant Reduction in Salary
- Focus on the necessities - Better use of resources

### **Phase 1 - FLS Proposal to LT (April 2013)**

1. Develop clear and concise Proposal
2. Develop Biblical / Tactical rationale
3. One on One meeting with each LT member
4. Formal discussion at April Meeting

### **Phase 2 - Develop DRAFT FLS Roadmap**

1. LT establish Task Force
  - a. Define and Prioritize Lead Pastor Duties / Responsibilities
  - b. Re-define Duties / Responsibilities across broader leadership
  - c. Develop new Budget
2. Develop process for C3 communication and participation

### **Phase 3 – Share FLS with C3**

1. Share Proposal and Roadmap
2. Follow Up Letter to Partners
3. FAQs on Website
4. LT Personal Follow Up
5. Partner Meeting 10/27 - Discussion & Prayer
6. Clearness Committee and **Decision** TBA

### **Phase 4 – Move Lead Pastor to bi-vocational**

1. Implement Roadmap
2. Leadership Training
3. Feedback
4. Evaluation
5. Adjust Roadmap
6. Loop
7. Final Evaluation / Recommendations

### **Phase 5 – Full shared leadership**

1. Adjust final leadership responsibilities
2. Adjust budget
3. Adjust Constitution

## **SUNDAY MORNING TEAM**

The goal of the Sunday Morning Team is to set up the church, lead the people of C3 in worship, and provide an atmosphere to lead the people of C3 closer to God.

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### Worship Band

I would like to thank all of the band members who give of their time to lead worship: Tim Andersson, Kurt Tietz, Paul Gustafson and Andrew Wood. A big thanks to Josh Varnhagen and Connor Gustafson who help out when they are home from college. This is our second year with the youth band leading worship. I am amazed at how well they do every time they play. Thank you to the youth band members who work so hard to learn the songs and share your gifts with the church.

### Sound Team

Kurt Tietz and Andrew Wood make up our sound team when they are not playing in the band. Thank you for your hard work and dedication. We are always looking for an additional sound tech to train if you are interested.

### Media Team

Carol Tietz and Heather Wood make up our Media Team. We are always looking for an additional person to help.

### Imprint Team

Sue Davis is the star of this team. She contributes significantly to the smooth running of the yummy pancake breakfasts, seasonal changes, retreats and special events.

Submitted: Dan Reynolds

## **CAFÉ -**

In early 2014 I was asked to head up the Café. This is something that I've always wanted to do, and so was happy to step into this role.

Together with Tim Gotberg, my awesome team member, we supply coffee each Sunday morning, as well as hot chocolate, tea, and needed supplies. We are set up on a donation basis

which so far has covered our expenses.

This is a fun place to serve and can always use more volunteers. I hope to see you Sunday morning getting a fresh cup of coffee

Submitted: Natalie VarnHagen

## **GREETERS**

Late in 2014, I accepted the call to take over the scheduling, coordination and training of the Greeting Team. At this point, I cannot provide a report of our successes, as I have not been in the role long enough. At this point, we have greeters covering 2 of the 4 (or 5) Sundays – we are actively recruiting new team members. I see greeters as important members of the church – to make both existing partners, regular attendees feel immediately welcome and to get first time visitors connected and introduced to others. Early in 2015, the hope is that we will have a full team of greeters and that all coming through the front doors of C3 will receive a warm welcome each and every Sunday.

Submitted: Sandy Adams-Hernandez

## **FACILITY MANAGEMENT COMMITTEE**

The Facility Management Committee (FMT) continues to do the work established by the Leadership Team “to manage the upkeep and repair of and alterations to the C3 Beck Facility”.

Current committee membership is Dan Reynolds and Jeff VarnHagen.

In 2014 we continued in repairs of the sound and lighting system to attempt to keep it up to date and functioning each Sunday. Heating system repairs were made once again this year once winter began.

For 2015 Tim Gotberg will be joining the team and began leading the team.

Submitted: Dan Reynolds

## **YOUTH GROUP**

It was another fantastic and exciting year in Youth Ministries. We began the year with Heather Wood, Paul Gustafuson, Tim Gallagher and Mark Lada working with our youth. In June when the youth group took their summer break. Over the summer several of our High school Graduated and went off to college and we wish them the very best. We started Back in August with a trip to Cedar Point and then normal Tuesday Nights 7:00-8:30 pm. We then began in the fall rotating lessons again this year they

are centered on Faith, Music, Youth concerns, and Missions work. We would like to thank all of the Youth workers for all their time, commitment, energy and love given to our youth to help them become stronger in their relationship with Christ. If you are interested in joining or helping with Youth Ministry please contact Mark Lada. We are looking forward to CHIC this July 2015.

Submitted: Mark Lada

**CHILDREN'S MINISTRY - not submitted**

## FINANCE REPORT

<i>Expenses</i>	
<b>Mandatory</b>	
Salaries	41,668
Benefits	18,400
Payroll Taxes	2,200
Pension	7,400
Insurance	2,100
Rent	27,600
Utilities	3,600
Accounting	1,200
Auto Mileage	1,400
<b>Mandatory Total</b>	<b>105,568</b>
<b>Discretionary</b>	
Cell Phone/Website	1,500
Pastoral Meals	1,200
Office/Print/Postage	0
Copyright License	185
ECC/GLC Support	0
Maintenance	0
<b>Discretionary Total</b>	<b>2,885</b>
<b>Total Budget</b>	<b>108,453</b>
<b>Income</b>	
General Fund Giving	110,000
Ohana	2,125
Yoga	0
<b>Total</b>	<b>112,125</b>

## **LEADERSHIP TEAM**

The 2014 Leadership Team was made up of Nathan Pawl, Mark Lada, Erin Dougherty, Paul Gustafson, Kathy VarnHagen, Melanie Reynolds and our newest addition – Kathy Barnard. At our monthly meetings we start with what we fondly refer to as “Holy Spirit Time” when one team member shares where they have felt the Holy Spirit leading in their life or the lives around them. We strongly believe that if the Holy Spirit isn’t leading our direction at Christ Covenant, then we need to stop and listen for where we are to head. This time has led to a stronger emphasis on corporate prayer, fasting as a group, sharing where God has miraculously healed someone we’ve prayed for or lives that we touch when we stay connected to God.

In December the LT along with our community as a whole stepped into our trial period of the Flattened Leadership Structure. What began as the Holy Spirit whispering in the hearts of Nate and Melissa, and later was voted on as a community is now being implemented and fine-tuned. We have seen God provide as our community stepped forward to cover needed finances, as well as workers for jobs that needed to get done.

It has been a blessing to work alongside this team over the past year, and we are looking forward to what God will do through us in 2015 as we listen together for His voice to lead us.

Submitted by: Erin Dougherty and Kathy VarnHagen  
Co-chairs