

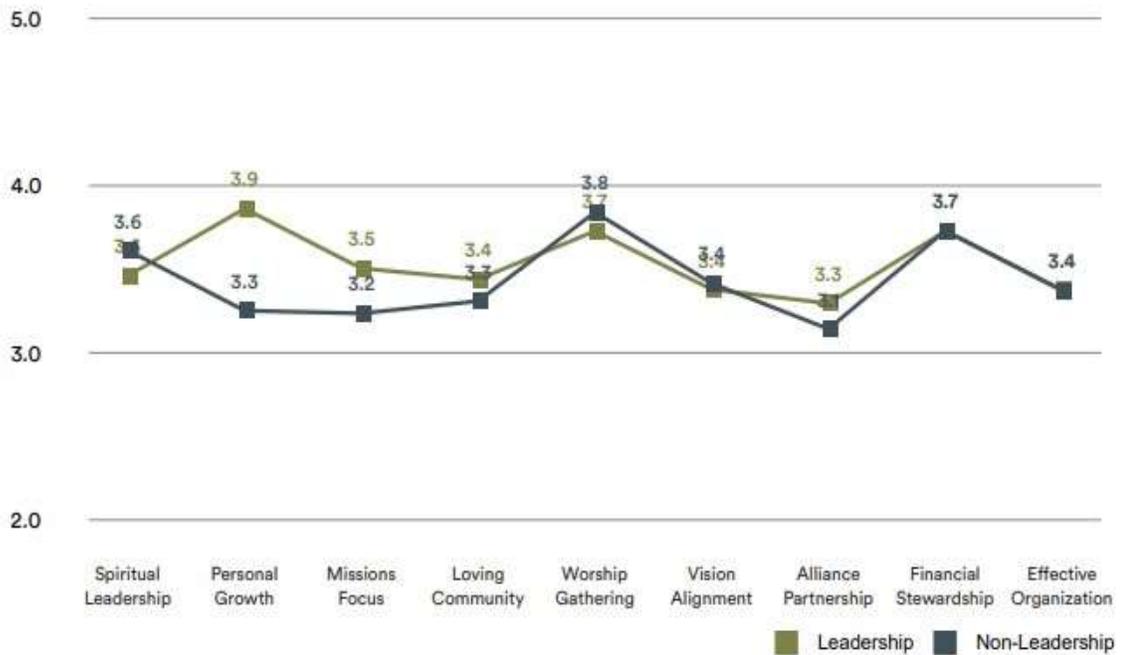
# PEAK Chinese Ministry Report Review

Executive Summary (from data)	1
Background and Objectives	4
Survey Method and Participation	5
How to Read the Report	6
PEAK Summary	8
Personal Growth	9
Mission Focus	10
Loving Community	11
Worship Gathering	13
Vision Alignment	14
Spiritual Leadership	16
Financial Stewardship	17
Alliance Partnership	18
Effective Organization	19

## Executive Summary (from data)

# PEAK Review

Comparative review between the congregation and the leadership of the church



For the congregation, areas of moderate development are: Spiritual Leadership, Worship gathering, and Financial Stewardship, areas of low development are Personal Growth, Missions Focus, Loving Community, Vision Alignment, Alliance Partnership and Effective Organization.

The largest gaps between leadership and the congregation are Personal Growth (0.6) and Mission Focus (0.3).

From the 101 comments by the Non-Leadership/congregation, the main strength areas:

Area	# of Comments
Financial Stewardship	19
Spiritual Leadership	42
Worship Gathering	40

From the 180 comments by Non-Leadership/congregation, the main weaknesses are:

Area	# of Comments
Personal growth	55
Mission Focus	37
Loving Community	27
Vision Alignment	25
Alliance Partnership	14
Effective Organization	22

Some of the comments will be highlighted in each area as below.

# Background and Objectives

As part of the transition process to a new Lead Pastor, the C&MA Northwest recommends going through a church health assessment. From their “Lead Pastors Search Packet”:

“The season between two lead pastors provides an incredible opportunity for the church to address health issues and repositions the church for greater impact.”

SCAC selected the [PEAK Profile](#) tool for the church assessment. PEAK was developed by the [C&MA Metro District](#) and evaluates nine essential elements based on the growth and development of the early church in the book of Acts.



## Spiritual Leadership:

Cultivates and empowers people to carry out the mission of the church.



## Personal Growth:

Fosters the spiritual growth of people in the image of Christ



## Missions Focus:

Advances the Kingdom of God locally and globally



## Loving Community:

Fosters an environment of belonging and connection to grow in relationship with God and others.



## Worship Gathering:

Welcomes the Spirit of God, glorifies Christ, and exemplifies the Gospel to all people.



## Vision Alignment:

Aligns ministry according to God's unique mission, vision, and values for the church.



## Alliance Partnership:

Carries out active appropriation of C&MA Values, doctrines and perspectives. \*Not applicable to non-Alliance churches



## Financial Stewardship:

Stewards resources and fosters a culture of financial wisdom, accountability, and generosity.



## Effective Organization:

Supports effective operations and expansion to carry out the church's mission.

What drew SCAC to PEAK was their experience in the Chinese church context. The English and Chinese congregations both went through the PEAK assessment.

The PEAK process consists of a survey and follow-on coaching sessions. The survey was conducted over five weeks from April 10 to May 30. The current Chinese Congregation and anybody that has left SCAC within five years were invited to participate in the survey. PEAK coaching sessions with the Governing Board and Deacons started in June and are planned to end in December.

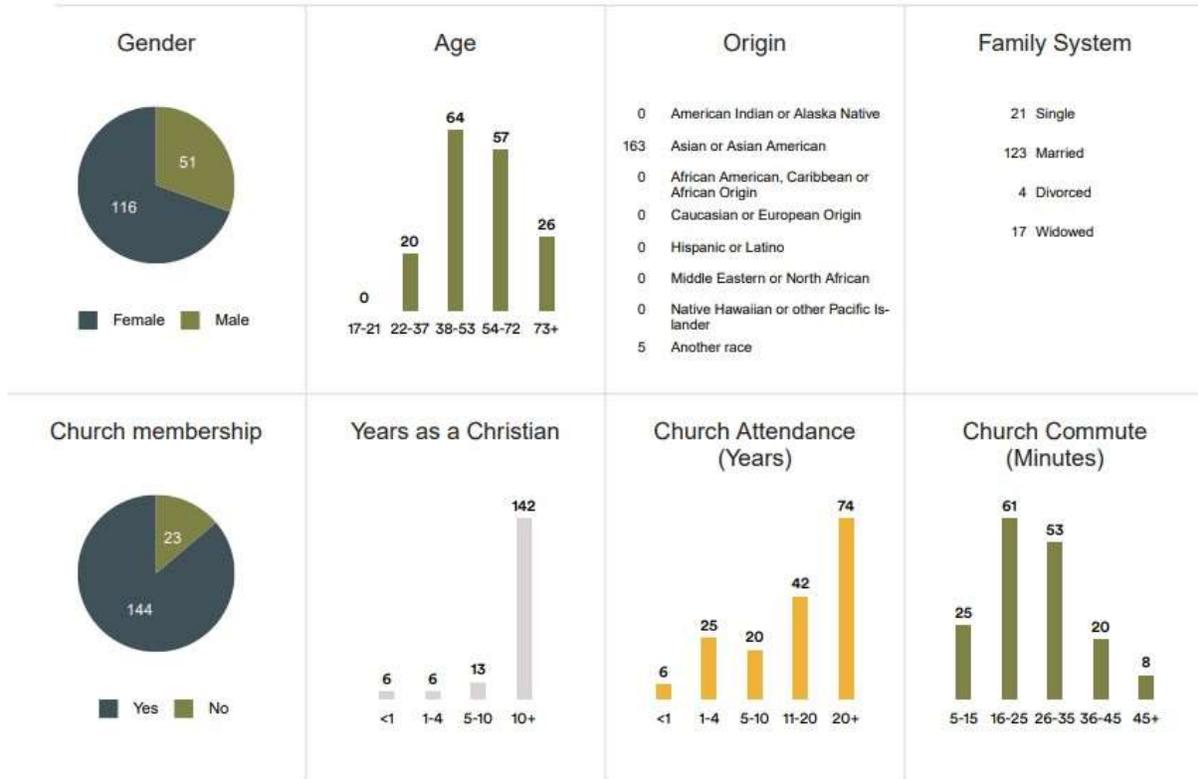
This report is authored by the CM Elders board and aims to provide context and analysis for the PEAK survey results. It is intended for anybody interested in learning more about SCAC church health. The report focuses on the congregation responses (defined by PEAK as non-leadership) as those that the leadership (Governing and Deacon board members, pastors) seek to serve.

There is a comment section regarding of the strengths and weaknesses of the church, we suggest the Chinese Deacon board follow up and review all comments. Those comments will not include in this report.

# Survey Method and Participation

## Congregation Demographics Report

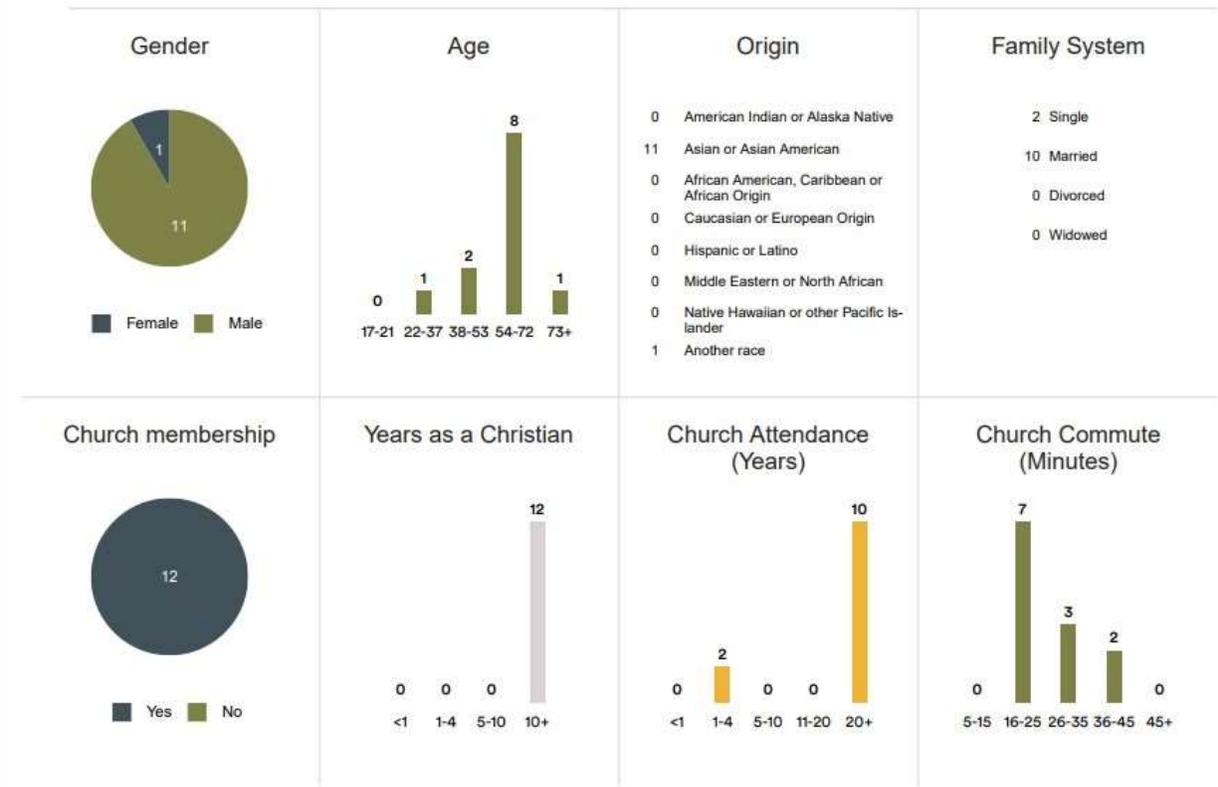
Respondents: 167



The PEAK survey had good participation from the Chinese congregation with 167 respondents out of approximately 239 Sunday worship attendees (in-person and online). The respondents are engaged in SCAC, 70% worship in-person.

# Leadership Demographics Report

Respondents: 12



There was also good participation from leadership, defined as Chinese Ministry Governing Board members, some Chinese Ministry Deacon Board and Chinese Pastors. Majority of the leaders have attended SCAC for more than 20 years and all have been a Christian for more than 10 years.

## How to Read the Report

For the graphs, leadership (includes GB and pastors' members) is the green line and non-Leadership is the white line. To make the report easier to read, the term "congregation" references non-Leaders (essentially everybody except eight people).

The questions on the survey correspond to a single or multiple attributes of each Essential Element. The attributes are measured using a scale of 1- 5. The scores correspond to a range of development found within the church according to the collected data. The word "development" indicates the process of growth to healthy maturity.

The developmental ranges are as follows:

<b>Score</b>	<b>Development Level</b>
1 - 2	No Development
2.1 - 3.4	Low Development
3.5 - 3.9	Moderate Development
4 - 5	Strong Development

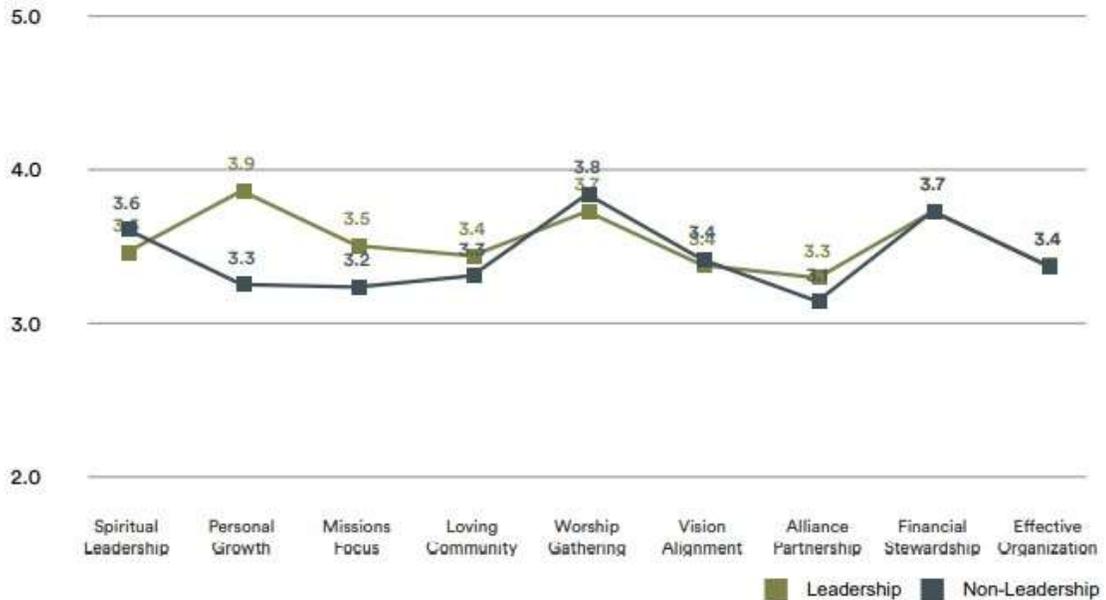
In the PEAK Survey, Leadership generally consists of Pastors, Governing Board Members and Chinese Ministry (CM) Deacon Board Members, while non-Leadership is for the rest of the CM members.

# PEAK Summary

The follow chart consists of all respondents

## PEAK Review

Comparative review between the congregation and the leadership of the church

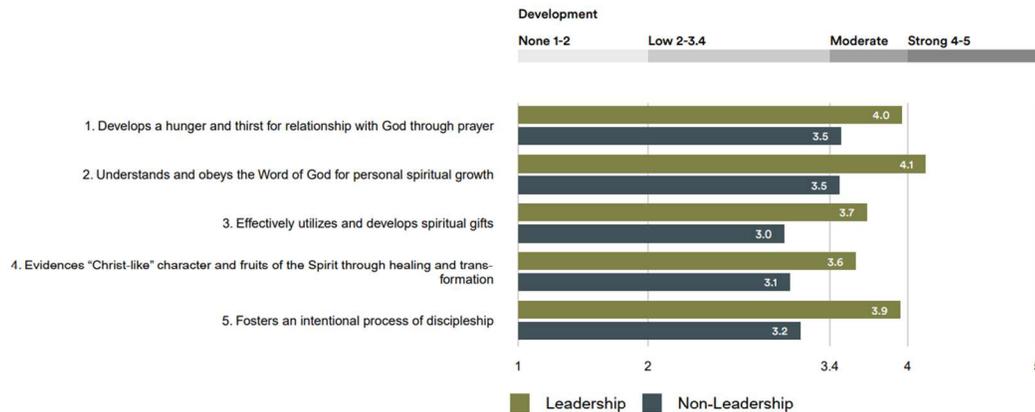


The Non-Leadership/Congregation’s average score is 3.4.

Development Level	Essential Elements
Strong Development (4 - 5)	
Moderate Development (3.5 - 3.9)	Spiritual Leadership (3.5) Worship Gathering (3.8) Financial Stewardship (3.7)
Low Development (2.1 - 3.4)	Alliance Partnership (3.1) Personal Growth (3.3) Missions Focus (3.2) Vision Alignment (3.4) Loving Community (3.3) Effective Organization (3.4)
No Development (1 - 2)	

# Personal Growth

Personal Growth intentionally fosters the spiritual growth of people towards the image of Christ with an increasing desire to serve the church and reach the world for the Gospel (Eph 3:14-21, Matthew 28:18, Colossians 3)



## Highlight Comments

“Lot of personal growth comes from deeper book study and bible study as I often need to prepare for leading small group on discipleship and bible studies. Also, church ministries help me a lot on relying on Holy Spirit's guidance as I see people's work is limited in changing others' life without God's initiation. I am constantly reminded by many situations and my limitation during the teaching, preparation, and counseling with others that the growth of a person is in the grace and mercy of God. People can only open to Him, look up to Him, and trust Him.”

“教會聚會生活提供了成長的平台，但真實的成長仍在乎人與神之間關係的建立，一般來說小組比較能做到關懷別人成長的機會，但這氣氛因人各自忙碌，關懷也流於淡薄。”

## Analysis

In the PEAK Survey, Leadership generally consists of Pastors, Governing Board Members and Chinese Ministry (CM) Deacon Board Members; while Non-Leadership is for the rest of the CM Members.

The average score for the non-Leadership is 3.3 (high end of low development), while for Leadership is 3.9 (highest end of moderate development).

For Non-Leadership, our members are stronger (in the moderate development range) in the areas of “Develop a hunger and thirst for a relationship with God through prayer” and “Understands and obeys the Word of God for personal spiritual growth”. However, our members are not as strong in the areas of “Effectively utilizes and develops spiritual gifts”, “Evidences ‘Christ-like’ character and fruits of the Spirit through healing and transformation”, and “Fosters an intentional process of discipleship”.

For Leadership, the Survey shows the same trend of the five “stronger” and “not-as-strong” Personal Growth areas, as for non-Leadership. The only obvious difference is that the Leadership appears to have higher developments in all five Personal Growth areas than the non-Leadership.

### Recommendation

Therefore, for the CM to progress in the areas of Personal Growth, it appears that the Leadership Members can look into ways to bring the Non-Leadership Members along in the journey of Personal Growth. Although SCAC focuses on learning the bible and spiritual growth in the past, for some reason it does not connect with the Chinese congregation and cannot transform into personal growth. CM should re-visit the program in the near future. Perhaps one of the ways is for the Leadership Members to open up more of their own Spiritual journeys, share with the rest of the CM Members, and celebrate God’s guidance in our Personal Growths.

### Mission Focus

A Missions Focus advances the Kingdom of God by demonstrating and proclaiming the good news of Jesus to their community, region and world (Acts 1:8, Matthew 10, Luke 10).



### Highlight Comments

“Both international and local missions are more or less carried by a small group of members and not a widespread phenomenon.”

“The church has a lot of discipleship programs and classes to equip people. On the other hand, the church needs to do better with leading people to put those discipleship training into real practice in daily life.”

“The main challenge is that most people attending SCAC come from the Eastside which is a totally different community compared to where SCAC is located. It is extremely hard to have the congregation feel connected to the local community where the church is located”

### Analysis

The average score for the non-Leadership is 3.2 (high end of low development), while for the Leadership is 3.5 (lowest end of moderate development).

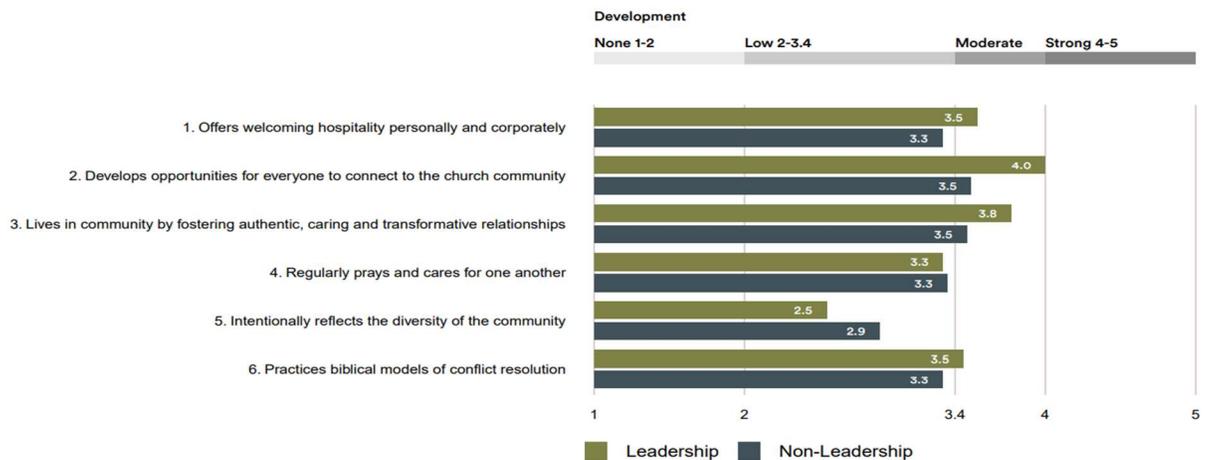
Per the PEAK Survey, it appears that the SCAC CM Leadership “Trains and equips the church to present the Gospel” relatively well. All of the CM Members “Engages in prayer as the foundation of missions” fairly well. When it comes to the actual Mission Focus, SCAC CM engages more on the international mission fronts (Fosters global partnerships for long-term impact), than on the local front (Prays for and invests in the needs of the community). And the congregation scores low in all three categories.

### Recommendations

CM might need to look into this imbalance of our Mission Focus – international & local and determine if this is the trend that should be addressed or if it is reasonable/acceptable to continue. In CM, we have the gas station 生活加油站 as an evangelical event, but the program is carried by a small group of people and still does not connect with most of the Chinese congregation. Also, CM might also need to investigate the relatively imbalanced participation of Mission from our members. Is it healthy, reasonable, or something else?

## Loving Community

A Loving Community fosters a welcoming environment where people feel a sense of belonging and can build loving and caring relationships to grow in community with God and others (Acts 2:45-47, Matthew 18:15-19, Hebrews 10:25)



## Highlight Comment

"I truly believe that having a loving community takes intentional effort and starts with me, and us. Everyone needs to participate, unite together under God through lots of prayer to put what we have read from the words to put into practice and create a loving community together. For me, by joining the prayer team, being on the fellowship staff or participating in the welcome team or leading a small group have helped with fostering that sense of belonging because I'm a member of the family, I have prayed fervently for the church leadership as well as those who are in need in addition to serving in the community. These are what a family member is supposed to do if we love the family"

"Over the past 20 years, somehow found it very difficult to establish very close spiritual relationships within SCAC"

"The answers to these questions can be biased as people tends to draw from recent memory and experience. I feel that our church operates in silos and creates policies that unintentionally make the English and Chinese congregations further apart than united without realizing that the families may very well belong to both sides. The adults may go to the Chinese congregation and their children go to the English side. The church culture seems to 'ignore' conflicts and not to handle them healthily."

“教會的確有積極幫助弟兄姊妹在關係建立上。特別在招待新朋友方面十分熱心。不過要在關係建立上更進深，需要弟兄姊妹在屬靈生命上更多成長，才可有更深入的靈裡交流，否則關係好快會變得流於表面。建議投放更多資源和時間幫助弟兄姊妹在屬靈生命上成長。”

## Analysis

The average score for the non-Leadership is 3.3, while for Leadership is 3.4, both at the high end of low development.

Having average scores at “Low Development” for both Leadership & Non-Leadership, usually, it would mean that there is some room for improvement from all CM Members. Reviewing various categories within “Loving Community”, it looks like “Intentionally reflects the diversity of the community” is the lowest score among all categories. It would be interesting for the CM Leaders to find out how the respondents of the Survey interpreted/understood this category in general. Did the ‘diversity of the community’ mean different races or just Cantonese-speaking, English-speaking & Mandarin-speaking members to the respondents; or mean white-collar & blue-collar members? The relatively low score would be understandable if the respondents interpreted the ‘diversity of the community’ as Cantonese-speaking, English-speaking & Mandarin-speaking members because that is exactly how the Church is organized. If the respondents interpreted the ‘diversity of the community’ as white-collar & blue-collar members, or even other types of diversity, then it would be important for all CM members (especially the Leaders) to understand how to improve this area.

Otherwise, the CM is doing relatively well in the areas of “Develops opportunities for everyone to connect to the church community” and “Lives in community by fostering authentic, caring and

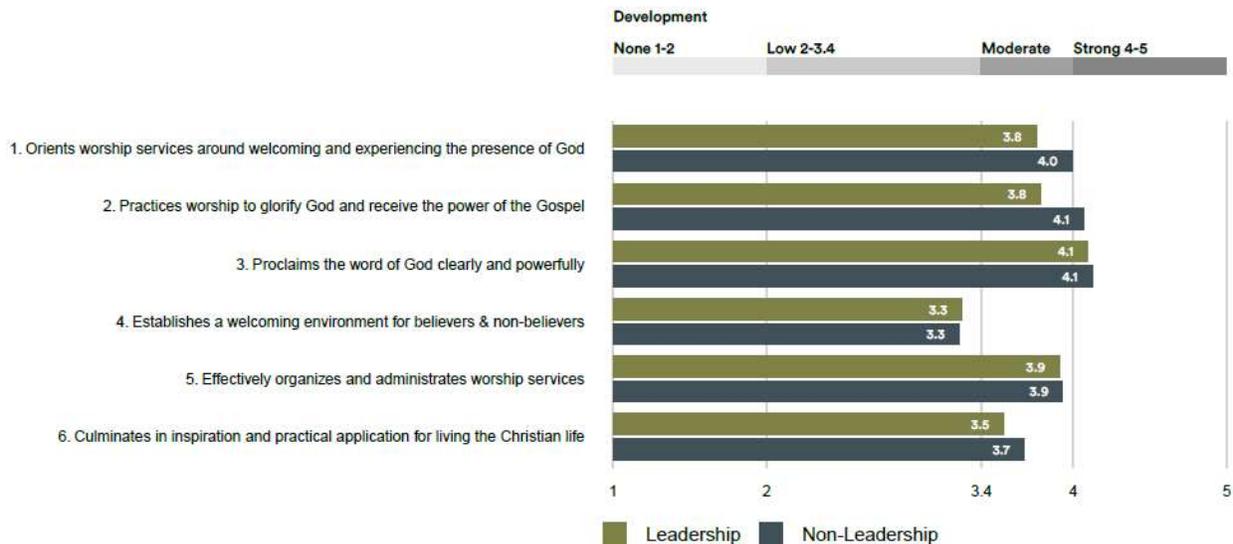
transformative relationships”. The CM is also doing relatively decent in the areas of “Offers welcoming hospitality personally and corporately”, “Practices biblical models of conflict resolution”, and “Regularly prays and cares for one another”.

**Recommendation**

Recommendation is that CM might need to consider investing more of its resources into the further development of our Loving Community. In the area of “Intentionally reflects the diversity of the community”, CM Leaders might need to understand more of how the Survey respondents understood this question and might need to address this area depending on further understanding.

**Worship Gathering**

A Worship Gathering welcomes the Spirit of God, glorifies God, and exemplifies the gospel relevantly to children, youth and adults (1 Cor 2:4-5, Psalm 100, Isaiah 6:1-8)



**Highlight Comments**

“Some messages were preached in a way that can promote life application while some other messages I find them difficult to comprehend and live out.”

“音響系統過時，未能發揮最好的效果！敬拜聚會有太多新詩歌，會眾較難投入於敬拜中！”

**Analysis**

Worship gathering receives the overall highest evaluation (average score of 3.8) compared with the other 8 Essential Elements. The average scores between the congregation and the leadership of the church are very close. Nevertheless, there are only few positive comments

received. Some positive comments include great and enjoyable worship and worship songs help to draw closer to God.

Other comments seeking for improvements include asking for stronger application and ways to apply the message, finding a balance when picking between new worship songs and traditional hymns, and enhancing AV quality and congregational experience.

An area of growth is item 4 “Establishes a welcoming environment for believers and non-believers”.

### Recommendations

Sermon messages should be easy to comprehend for both believers and non-believers. When non-believers or newcomers find sermon messages relevant to their daily lives, they are more likely to remember those messages. Besides, if follow up properly, there is a higher chance that they would return and stay. A more in-depth discussion is needed among leaders and pastors.

## Vision Alignment

The church aligns their ministry according to God’s unique mission, vision, and values for the church (Jeremiah 29:11, Psalm 32:8-11, Proverbs 15:22)



### Highlight Comments

“The pastors and leaders can do a better job in communicating to the congregation about its vision and mission strategy.”

“The vision statement may not too vague or not serving the needs of the congregation. It is unclear how to achieve the goals and how to evaluate them”

“感覺中英文堂的方向很不同，好像各有各做。”

## Analysis

This area is borderline low development (skewing towards moderate) with an overall average score of 3.4. Both the leaders and non-leaders agree on vision alignment with the same overall score (3.4).

Nevertheless, there is a noticeable discrepancy between leaders and non-leaders on item 3 (Effectively aligns programs, ministries, and events to the Mission, Vision & Values). The leaders give it an average score of 3.0, while the non-leaders give it an average score of 3.6.

Several comments received indicate that some people do not clearly know or understand the vision of the church. Perhaps it is the case because the vision has not been communicated clearly, or the vision is vague and lacks achievable goals. Meanwhile, the vision of CM and that of EM may not align with each other. This situation may discourage collaboration and cooperation between the two congregations. As a result, each group would develop a sense of disconnection from the other.

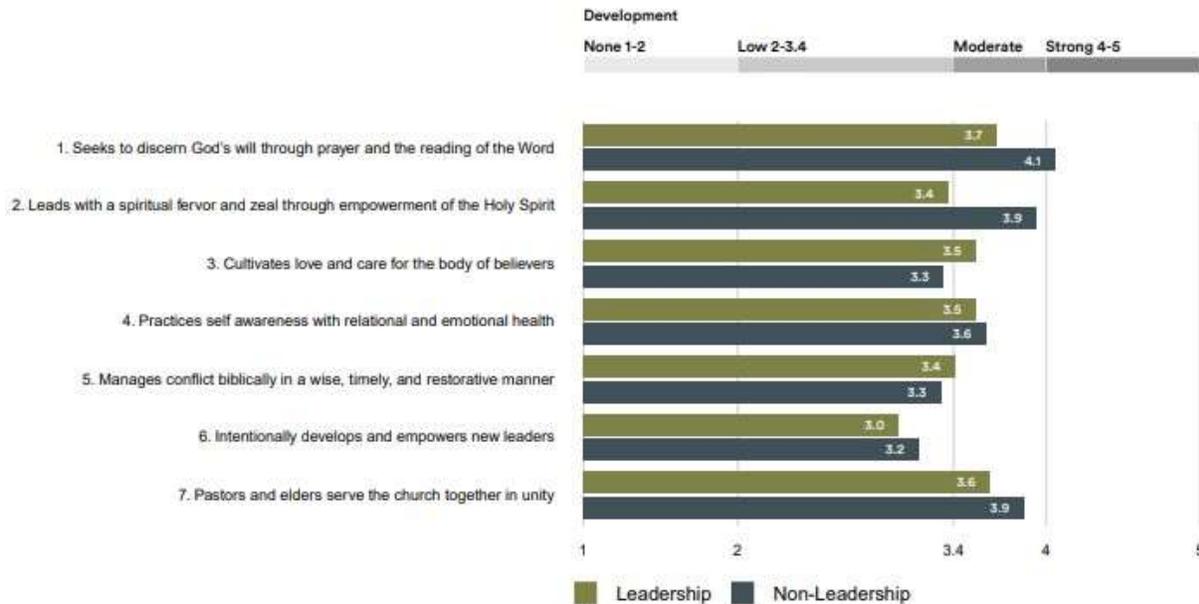
## Recommendations

SCAC should develop the vision with an action plan and goals, not just a slogan. SMART goals should be established based on the Mission, Vision & Values of SCAC. Pastors and Leaders should discuss among themselves to identify SMART goals for the growth of SCAC. Please refer to the following image for the details of SMART goals.



# Spiritual Leadership

Spiritual leadership is led by biblically qualified leaders who serve the church in the model of servant leadership to protect & care for the body of believers while empowering, teaching and leading according to the discernment of God's will for the church (1 Titus 1:6-9, 1 Tim 3:1-8)



## Highlight Comments

“The leaders are guided by the Holy Spirit.”

“Suggest to improve the communication (both the quality and venues) within our church community.”

“Need to develop more spiritual leaders within the church. The pastors need to empower more leaders to lead. The current leaders need to be more visible to congregations.”

“教會雖然有屬靈領導的方向， 但卻每每未能實踐出來， 像是紙上談兵...”

## Analysis

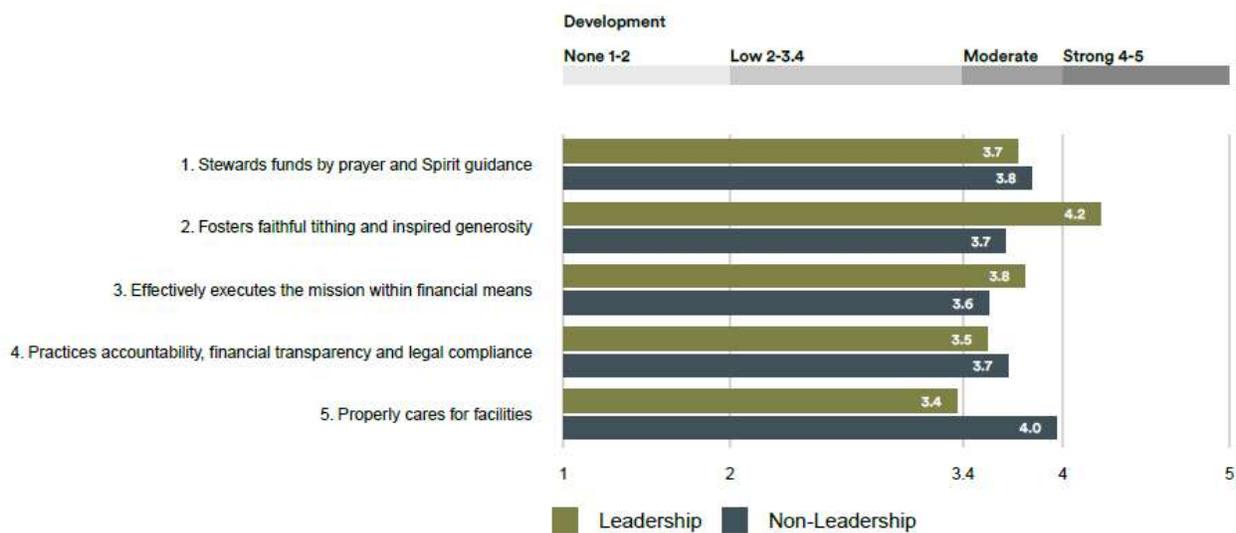
It has both positive and negative comments about spiritual leadership. Some members believe that SCAC is headed in the right direction, but some are concerned about not having a concrete goal and never seek the root issues. Among all the categories, the congregation is more optimistic than the leaders, but both suggested that we lack “intentionally develops and empowers new leaders” with the lowest score 3.0 and 3.2. The congregation also gives low scores (3.3) to “cultivates love and care for the body of believers” and “manages conflict in a biblical way”.

## Recommendation

SCAC must develop new leaders to lead the ministries. Currently, the “Mentors and Mentees program” is a good start, but SCAC should have a better plan to develop leaders, not just share the questions with any further actions or plans. The development plan should include equipping leaders on how to cultivate love and care for members and biblical knowledge on how to manage conflict. Regarding the discernment of the Holy Spirit, the leadership should study more on the topic of discernment and develop the skill to discern God’s will in a group setting.

## Financial Stewardship

The church is a wise steward of their God given resources and foster a culture of financial wisdom, accountability, and generosity within the church body (Luke 19:11-26, 1 Chronicles 29:14)



## Highlight Comments

“Too little resources dedicated to ministry developments”

“中文堂對用錢會很小心，好像是應用則用，甚至去到應用不用的地步，但英文堂卻是雙反，尤其對外的工，會用很多不必要的錢，例如用很多錢去弄一個兒童 event”

## Analysis

Financial Stewardship receives the second overall highest evaluation (average score of 3.7). Both the leaders and non-leaders agree on financial stewardship with the same overall score of 3.7 which is in moderate development.

Despite that, there are two items within financial stewardship where leaders and non-leaders have obvious differences in views. The first one is item 2 (Fosters faithful tithing and inspired

generosity). Leaders give it a strong average score of 4.2, while non-leaders give it a moderate average score of 3.7. The second one is item 5 (Properly caring for facilities). Leaders give it a low average score of 3.4, while non-leaders give it a higher average score of 4.0.

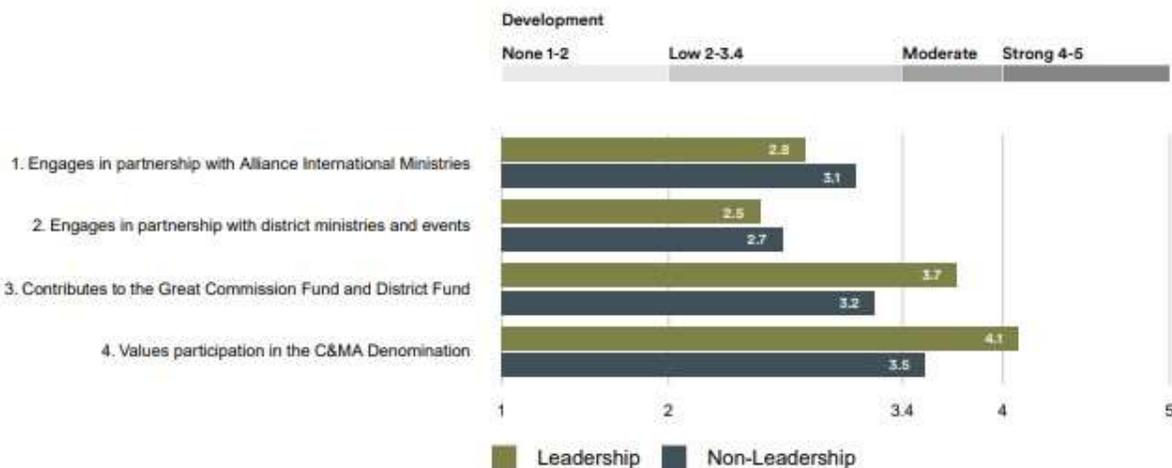
Several comments express that an inadequate number of resources is dedicated to ministry development. Some also question the need of keeping excessive reserve, while some find that money is not spent wisely. There are also comments suggesting that church facilities need better utilization and some renovation.

### Recommendations

SCAC should recruit more volunteers to do the ministries so that it does not depend on full-time staff so that we can allocate more resources to ministries. Also, leaders should develop a plan of the church facilities for future use. They should express their concerns and suggestions.

## Alliance Partnership

Alliance partnership is evident through living as the Christ Centered, Acts 1:8 family with active appropriation of the C&MA Values, Doctrines and Perspectives. – Philippians 1:1-11



### Highlight Comments

“Can’t tell what’s the relationship between 宣道會&西宣”

“本教會是否宣道會，對於我沒有影響。”

“SCAC has been showing a good practice supporting the international ministries.”

### Analysis

Alliance partnership has the lowest score with 2.8 and 2.5 in some categories. The congregation is not familiar with our denomination and knows little about C&MA. The leaders know about the

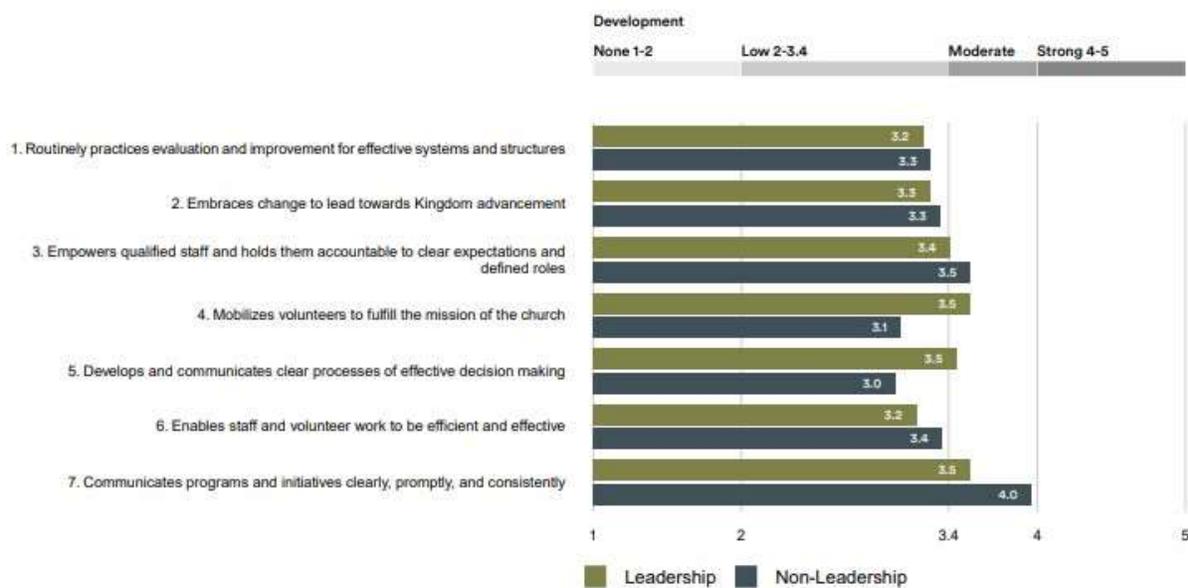
Great Commission Fund and our denomination, but the partnership between SCAC and C&MA is about the mission which is an important distinction as the C&MA church.

### Recommendations

SCAC should educate our members about the history of C&MA, the relationship between SCAC and C&MA, and the fourfold gospel.

## Effective Organization

Effective organization supports the church to operate effectively and expand to attain the Mission, Vision & Values of the church – Hebrews 11:6, Luke 14:28-33, Exodus 18



### Highlight Comments

“領導階層組織能力未有達到最大效率多源於欠缺有效的溝通能力. 提議可從與弟兄姊妹改善溝通方法開始.”

“教會運作的效率很低，未能高效率地作出決定及實施計劃。教會牧師太多，但能夠處理的事情太少，大部分工作都是靠義務同工”

“領導階層組織能力未有達到最大效率多源於欠缺有效的溝通能力. 提議可從與弟兄姊妹改善溝通方法開始.”

### Analysis

Most of the comments state that our church lacks an effective structure and communication. The lowest score among all categories is “develops and communicates clear processes of effective decision making.” The congregation also stresses that the church does not mobilize

volunteers to fulfill the mission of the church with a score of 3.1. Both congregation and leadership see that SCAC does not practice evaluation and improvements for effective systems and structures,

### **Recommendations**

Peak recommends aligning our ministries with the core mission (Make Disciple) and SCAC must identify new leaders who are passionate about implementing an effective organizational culture. Equipping leaders with tools and knowledge is another key element. Also, Chinese Deacon board can consider sending out the quarterly newsletter or the report of the SCAC Chinese ministry. Leadership should encourage the two-way communication between leaders and CM congregations.