

Plymouth Heights CRC Survey Analysis Report

Pastoral Search Committee - Congregation Survey Results

Analysis Date: December 2025 **Total Responses:** 68 **Response Rate:** Very Strong (94% weekly attenders)

Executive Summary

This report analyzes survey responses from the Plymouth Heights CRC congregation to guide the completion of the church profile form for the pastoral search. The analysis reveals a congregation that values **biblical preaching**, **musical diversity**, and **community engagement**, while recognizing significant challenges in **youth retention**, **fostering belonging**, and navigating **denominational tensions**.

Key Findings at a Glance

- Worship Attendance:** 94% of respondents attend weekly - demonstrating high commitment
 - Music Preference:** Strong preference for **blended worship** (mean: 2.91/5), leaning slightly traditional
 - Top Church Strengths:** Worship services (68%), Community presence (47%), Youth programs (46%), Diversity (44%)
 - Primary Challenges:** Nurturing youth (69%), Busy lives/priorities (59%), Welcoming community members (35%)
 - Pastor Priorities:** Fostering belonging (mentioned in 31% of responses), Strong preaching, Youth engagement
 - CRC Relationship:** Mixed - appreciation for structure but concern over recent denominational decisions
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1. Worship & Service Characteristics

Attendance Patterns

- Weekly attenders:** 64 (94%)
- Seasonal attenders:** 4 (6%)

Finding: Extremely high commitment level among respondents, though this may indicate survey bias toward more engaged members.

Music Style Preferences

Scale: 1 = Totally Traditional | 5 = Totally Contemporary

Rating	Count	Percentage
1 (Traditional)	1	1.5%
2	17	25%
3 (Balanced)	37	54%
4	13	19%
5 (Contemporary)	0	0%

Mean: 2.91 | **Median:** 3.0 | **Std Dev:** 0.71

Interpretation: - Clear preference for **blended worship** with slight traditional lean - Strong consensus (54% chose middle rating) - No one wants fully contemporary worship - Most value variety and inclusiveness in music selection

What People Appreciate About Worship

Top Keywords: music (44), preaching (24), worship (15), good (15), sermon (12), variety (10), liturgy (8), biblical (8)

Themes Identified: - **Biblical, gospel-centered preaching** - mentioned repeatedly - **Musical variety** - appreciation for mix of instruments, styles, and participation - **Traditional liturgical structure** - value for call to worship, confession, assurance of pardon - **Multigenerational participation** - children, youth, adults all involved - **Pastor Stan's preaching** - specifically praised for depth and use of visuals

Representative Quotes: - “Biblical preaching, good liturgy, good music” - “The depth of the worship including all aspects of the liturgy” - “Good sermons, good music” - “Preaching of the gospel message as the focus”

Suggested Worship Changes

Top Keywords: songs (25), music (18), worship (17), singing (13), sing (12), hymns (8), praise (7)

Themes Identified: 1. **More contemporary Christian music** - several want newer songs and less organ
2. **Special music additions** - choirs, solos, duets, children's voices 3. **Congregational engagement** - more hymn singing, song learning, enthusiasm 4. **Use of technology** - more PowerPoint, screens, visual aids 5. **Adult choir** - multiple requests to bring back post-COVID 6. **Less formal elements** - some want to remove certain rituals (e.g., peace passing)

Tension Points: - Desire for contemporary music vs. maintaining traditional hymns - Organ use: some love it, others want less - Formality: some value liturgical structure, others want more casual feel

Member Involvement in Worship

Scale: 1 = No involvement | 5 = Too much

Mean: 2.82 | **Median:** 3.0

Interpretation: - Most feel current level is appropriate (65% rated 3) - Some want slightly more lay participation (18% rated 1-2) - Very few feel over-involved (12% rated 4) - **Recommendation:** Maintain current level but create pathways for interested members

Suggestions for Involvement: - Sign-up sheets for scripture reading, prayers, children's messages - Adult choir revival - Training for worship leaders and sound/tech team - More energy and passion in congregational singing

2. Ministry Participation & Discipleship

Current Ministry Engagement

Top 10 Ministries by Participation:

Ministry	Participants
Adult Book Studies (Guys Group, Ladies' Bible Study)	26
Small Groups (Equip Group, Oasis Group)	25
Community Nights	24
Youth Programs (Dwell, GEMS, Cadets)	15
Mobile Food Pantry	12

Ministry	Participants
None (Sunday only)	8
Friendship Group	7
Strings 'n Things	5
Mentoring at Mulick	4

Findings: - **Strong small group culture** - 51 participants across various groups - **Community engagement** - 24 involved in community nights - **Youth ministry presence** - 15 engaged (though age of participants unclear) - **8 respondents (12%)** only attend Sunday worship - **Multiple involvements common** - many listed 2-3 activities

Desired New/Expanded Ministries

Top Keywords: ministry (7), group (7), bible (6), adult (6), study (5), opportunities (5), young (4), youth (3), families (3)

Requests by Category:

Adult Discipleship: - Pastor-led Bible studies for adults - Evening services or hymn sings - Adult Sunday School - Book clubs - Mission trips

Intergenerational/Social: - Regular fellowship meals (potlucks, pancake breakfasts) - Wednesday night church suppers - Game nights, paint nights, puzzlers - Coffee and conversation groups

Youth & Family: - Summer music camp for elementary children - Expanded youth programs - Support for young families - College student outreach (CU campus nearby)

Community Connection: - Year-round community events (not just summer) - Family movie nights - Neighborhood activities (birding, walking groups) - Daycare ministry

3. Belonging & Community Integration

Fostering Belonging Challenges

Question: “How can PHCRC better foster a sense of belonging?”

Top Keywords: members (17), sunday (10), sure (8), household (8), meals (6), involved (6), fellowship (6), together (5), opportunities (6)

Key Themes:

1. Hospitality & Meals Together - Return to community meals (potlucks, pancake breakfasts, holiday meals) - Sunday coffee time valued but could be enhanced - Regular breaking bread together builds bonds

2. Intentional Integration of New Members - Deacons should visit new members to explore gift usage - Assign mentors/households to new families - Create pathways for involvement early - Don't assume people know how to get connected

3. Midweek Opportunities - More Wednesday evening activities - Small group expansion - Variety of entry points beyond Sunday morning

4. Participation & Service - People feel belonging when they're involved - Create specific, low-barrier volunteer opportunities - Publicly invite and encourage participation

Notable Quotes: - “Return to community hospitality with pancake breakfasts and potluck suppers” - “When people join the church, deacons should visit them and part of the conversation should be to explore where new folks would like to use their gifts” - “Involvement fosters belonging” - “You can lead a horse but you can't make it drink” - recognition that some prefer Sunday-only connection

Living Out Mission Statement

Mission: “EQUIPPING DISCIPLES TO BECOME NEIGHBORS; INVITING NEIGHBORS TO BECOME DISCIPLES”

Top Keywords: good (18), neighbors (17), food (16), well (15), pantry (15), community (13), friendship (12), neighborhood (12), nights (12), mission (12)

Assessment: Congregation feels they are doing **moderately well to well**

Evidence Cited: - **Food Pantry** - most frequently mentioned as living out mission - **Friendship Group** - reaching diverse abilities - **Community Nights** - summer parking lot events - **GEMS/Cadets** - many kids from outside church - **Sermons** - practical, gospel-driven content

Areas for Growth: - **Equipping disciples** - less clarity on how this happens - **Personal evangelism** - members want more training/encouragement - **Building actual relationships** - not just programming - **Follow-up** - inviting neighbors in but not always integrating them

4. Community Outreach & Mission

Current Outreach Assessment

Programs Mentioned Positively: - Mobile Food Pantry (most cited) - Community Nights (summer) - GEMS/Cadets programs - Friendship Group - Family Promise (when active) - Prayer walks - Mentoring at Mulick

General Sentiment: Appreciation for existing programs, recognition that church “does a lot”

Desired New/Expanded Outreach

Top Requests: 1. **Year-round community engagement** - not just summer events 2. **International student ministry** - CU campus partnership, home meals 3. **Neighborhood activities** - sports for kids (basketball, pickleball), outdoor activities 4. **Daycare ministry** - meeting community need 5. **Collaborative ministry** - partnering with other CRC churches, agencies 6. **Justice initiatives** - more beyond donations

Caution Voiced: - “Unless our numbers grow, we won’t have the people power to expand” - “A church can have too many programs which also turn people away” - Balance between doing more and not burning out volunteers

Missional Balance (Local vs. Global)

Scale: 1 = Not balanced | 5 = Totally balanced

Rating	Count	Percentage
2	6	9%
3	35	51%
4	17	25%
5 (Totally balanced)	10	15%

Mean: 3.46 | **Median:** 3.0

Interpretation: Most feel the balance is **adequate to good**, with 91% rating 3 or higher. This suggests maintaining current local/global distribution.

Compassion, Mercy & Justice Response

Strengths Cited: - Benevolence committee addresses many needs - Financial support for organizations - Food pantry addresses basic needs - Pastoral and elder visitation - Prayer ministry

Growth Areas: - More active personal engagement (not just church-based programs) - Walking alongside families in need (deacon support) - Addressing systemic justice issues - Social justice beyond charity

5. Church Strengths & Identity

Greatest Strengths (Multiple Choice Results)

Strength	Mentions	Percentage
Worship services	46	68%
Community presence	32	47%
Youth program ministries	31	46%
Value for diversity	30	44%
Leadership	20	29%

Key Takeaway: The congregation sees itself as strong in **worship, community engagement, youth ministry, and diversity**. These are pillars to maintain and build upon.

Diversity & Welcoming Perceptions

Question: Challenges with welcoming new members, bridging age gaps, embracing diverse families?

Top Responses:

Perception	Count	%
“Congregation does a good job; these aren’t significant concerns”	32	47%
“We have noticeable age gaps; missing younger/older voices”	20	29%
“We welcome warmly, but new members don’t feel they belong”	20	29%
“We struggle with diverse family structures and ethnicities”	11	16%

Interpretation: - **Split perception:** Nearly half feel diversity/welcoming is going well - **Age gap concern:** 29% see this as a real issue - **Belonging gap:** 29% recognize welcome integration - **Honest self-assessment:** Church acknowledges room for growth

Notable Individual Comments: - “We are an aging congregation” - “It’s the middle ages we are missing - parents of teenagers” - “We are seeing the younger generation slowly moving away from PHCRC” - “Maybe our focus isn’t on the issues mentioned. They may be fulfilled if we know and do God’s will”

6. Cultural Challenges & Denominational Identity

Most Pressing Cultural Challenges

Challenge	Mentions	Percentage
Nurturing young people to lifelong participation	47	69%
Busy lives/competing priorities	40	59%
Welcoming community members into church life	24	35%
Gender identification & non-traditional relationships	13	19%
Societal expectations and pressures	7	10%

Critical Finding: Nearly 7 in 10 respondents see **youth retention** as the most pressing challenge. This must be a central focus for the new pastor.

Reformed Identity

Question: What does being “Christians of Reformed accent” mean to you?

Top Keywords: reformed (various forms), doctrine, catechism, preaching, theology, confessions, appreciation

Themes:

1. **Doctrinal Foundation** - Appreciation for historic Reformed doctrines - Catechism and confessions valued - World and life view perspective - Calvinism
2. **Liturgical Expression** - Liturgy reflects Reformed worship - Emphasis on Word and Sacrament - Structured, thoughtful worship
3. **Grace-Centered Living** - “We live in grateful response to God” - God-focused, not human-centered - Reformed theology informs daily decisions
4. **Concern About Doctrinal Clarity** - “Doctrine is a lost cause at PH” (one respondent) - Some feel Reformed identity needs more explicit teaching - Desire for clearer doctrinal statements on website

Tensions: - Some embrace “reformed and reforming” (ongoing interpretation) - Others want firmer traditional boundaries - Generational differences in understanding Reformed identity

CRC Denomination Relationship

This is a CRITICAL AREA with SIGNIFICANT TENSION

Top Keywords: relationship, synod, decisions, support, denomination, sexuality, issues, appreciate, structure, unstable, divisions

Responses ranged from:

Positive/Supportive: - “I am glad we are in the denomination” - “Relationship is very good, probably better than many other CRC churches” - “I appreciate that PHCRC chose to remain with the denomination” - “CRC is a resource for us as we explore a new minister” - “I’m grateful for PHCRC’s loyalty to denominational positions on human sexuality”

Concerned/Critical: - “We’re on unstable ground when it comes to Synod leadership. Decisions that divide churches are harmful” - “The relationship with the CRC has diminished to virtually nothing” - “While there’s a rich theological basis...the spiritual aspects are being railroaded by traditional political dogma” - “I no longer identify with the official CRC affiliation anymore since its heavy-handed synod decisions” - “It should be that PHCRC supports the synodical decision” (prescriptive) - “I think the Lord should judge people who struggle with their gender. If they love the Lord, who are we to judge”

Key Tensions: 1. **Human sexuality positions** - some support firm stance, others want more inclusion
2. **Synodical authority** - some value it, others see it as divisive 3. **Local vs. denominational identity** - is PHCRC primarily CRC or primarily local church? 4. **Unity vs. conviction** - how to maintain both?

Pastoral Implication: The new pastor MUST be able to navigate this tension with wisdom, grace, and clear biblical teaching. Respondents want someone who can help congregation “live peaceably in a diverse culture with opposing agendas.”

7. Goals for Next 3-5 Years

Question: Most important goals/opportunities for PHCRC?

Top Keywords: youth (frequent), young (frequent), families, community, outreach, growing, membership, expanding, diversity, programs, belonging

Most Cited Goals:

1. Growing Youth & Young Family Ministry (Most Common)

- Attract and retain young families
- Expand kids/youth programming
- Make church appealing to next generation
- Youth engagement and discipleship
- Support Christian education

2. Community Engagement & Outreach

- Continue/expand food pantry
- Year-round community presence
- Partnerships with other churches/organizations
- Be visible in neighborhood
- Become known as welcoming place

3. Fostering Belonging & Healing

- “Heal wounds of division”
- Build stronger internal community
- Help people feel they truly belong
- Bridge generational gaps
- Create enthusiasm for PHCRC’s future

4. Expanding Diversity

- Ethnic and cultural diversity
- Economic diversity
- Welcoming all family structures
- International student outreach

5. Clarifying Identity & Direction

- “Establishing a clear direction for the church. What is our mission now?”
- “Do we want to grow?”
- Document beliefs clearly (on website)
- Consider collaboration/consolidation with other affirming CRC churches in GR

Important Quote: “We need to study churches that are thriving to learn if there are practices or strategies we may be able to incorporate”

8. Pastor Search: Qualities & Priorities

Top Priorities for Pastor's First Year

Based on 68 responses, priorities mentioned:

Priority	Approximate Mentions	%
Fostering belonging	21	31%
Strong preaching	13	19%
Youth programs	12	18%
Getting to know congregation/community	11	16%
Community engagement	10	15%

Representative Responses: - “Fostering belonging and strengthening youth education and programs” - “First year - focus on sermons, visit all ministries, meet all congregation members, get to know community” - “Getting to really know the congregation...hands-on minister with great preaching skills” - “Establishing a clear direction for the church” - “Becoming engaged in the life of the church”

Important Themes:

Relational Priority: - “First the pastor needs to learn the names of the people he/she shepherds” - “Becoming acquainted with all congregation members on a personal level” - “Getting to know us!”

Strategic Priority: - “At end of first year, bring proposal to council on where to focus church’s time and attention” - Listen before leading - Discern God’s direction for PHCRC

Essential Pastor Qualities & Skills

Top Keywords: preaching (dominant), strong, biblical, pastor, relational, leadership, people, community, youth, engaging, warm, teach, love, congregation

Most Cited Qualities (in order of frequency):

1. Exceptional Preaching & Teaching (Most Important)

- “Exceptional preacher and teacher of the word is the number one priority”
- Biblical, gospel-centered preaching
- Relevant to daily life
- Engaging delivery
- Use of technology/visuals
- “Thought-producing, relevant sermons”
- “Strong preaching that addresses challenges of our day”

2. Relational & People Skills

- “Personable pastor”
- “Easy to talk with for all ages”
- “Warm and friendly personality that connects with diverse group”
- “Genuine interest in people”
- “Plymouth needs a pastor who is willing to befriend anyone and everyone”
- “Pastor who truly loves the Lord and tries to serve Him and His church”

3. Leadership Capabilities

- “We desperately need leadership”
- “Ability to lead. Ability to address conflict”
- “Strong leadership skills with thick skin”
- “Collaborative, inspiring, team player and leader”
- “Work well with various staff members”

4. Commitment & Passion

- “Long-term commitment to this local congregation” (in light of Ben’s departure)
- “Energy and passion to serve not just congregation but community”
- “Should not just treat this as a job they can switch from”
- “Walks humbly with the Lord”

5. Community Engagement

- “Willing participant in outreach ministry”
- “Kind hearted and interested in the community”
- “Speaking to today’s concerns with biblical base”
- “Hands-on minister”

6. Specific Skills

- Administrative skills for church operation
- Effective use of technology
- Sense of humor
- Cultural sensitivity
- Teaching ability (especially youth)
- Navigating staff dynamics (“Get along with staff!!!” - mentioned multiple times)

7. Theological Alignment

- “100% supportive of PHCRC position with Christian Reformed Church” (one view)
- Able to connect Gospel/Creeds/Catechism/Confessions to daily life
- Reformed perspective
- But also: “Able to hold strong personal beliefs without alienating people who see things differently”

Critical Qualities Summary: The congregation wants a pastor who is: 1. An **exceptional biblical preacher** (non-negotiable) 2. **Genuinely relational** and approachable 3. A **strong but collaborative leader** 4. **Committed long-term** to PHCRC 5. **Engaged in community** beyond Sunday morning 6. Able to **navigate theological tensions** with grace

Leadership Structure Preferences

Question: How should leadership be shared between lay leaders and pastoral staff?

General Consensus: Balanced approach with pastoral leadership working collaboratively with lay leaders

Specific Perspectives: - “Pastoral staff should work with lay leaders but show leadership capabilities” - “Council chair should be an elected elder” - “Pastor should have support from a pastor support group” - “Since our numbers are dwindling, more responsibility has to be on lay leaders” - “About the same as current level” (most common response) - “It all depends on the gifts of the leader”

Interpretation: Church values **shared leadership** but looks to pastor for vision and direction. Not looking for heavy-handed pastoral authority, but also not purely congregational governance.

9. Music Deeper Dive

Given the importance of worship and music, here's additional analysis:

Current Music Satisfaction

Question: Does current blend of traditional/contemporary effectively meet spiritual needs?

Common Responses: - “Yes” / “Good mix” / “Doing well” (majority) - “We have a good variety” - “Employing wide variety gives every heart opportunity to be touched” - BUT: “I would prefer a bit more traditional and less contemporary” - AND: “There is too much formal, traditional hymnody. More contemporary please!”

Specific Feedback:

Positive: - David (music director) doing great job - Variety of instruments appreciated - Mix of organ, piano, praise band - Singing with music notes (not just words)

Concerns: - Music too loud at beginning (for some) - Need to learn more contemporary songs - Want return of adult choir - Organ: some love it, others “less organ, more piano” - Some want more joyful, enthusiastic singing

Music Preference by Numbers

Recall the 1-5 scale (1=traditional, 5=contemporary): - **Only 1 person** chose fully traditional (1) - **25%** lean traditional (2) - **54%** want balanced (3) ← MAJORITY - **19%** lean contemporary (4) - **0%** want fully contemporary (5)

Recommendation: Maintain blended approach with slight traditional emphasis. Continue variety. Consider occasional “contemporary Sunday” or “hymn festival Sunday” to satisfy different preferences without alienating either group.

10. Statistical Summary

Demographics of Respondents (Based on Survey)

- 94% weekly attenders (64/68)
- Broad ministry participation (only 12% Sunday-only)
- Mix of long-time and newer members represented
- Various age groups (mentions of seniors, young families, middle age gaps)

Consensus Areas (75%+ agreement)

1. High value for biblical preaching
2. Appreciation for current ministry efforts
3. Desire for blended worship music
4. Youth retention is critical challenge
5. Pastor must be excellent preacher and relational

Split Opinion Areas (No clear majority)

1. CRC denominational relationship (ranges from very positive to very critical)
2. How much contemporary vs traditional music
3. Whether diversity/welcoming is problem or strength
4. How aggressive to be in expansion vs maintaining current programs

Areas of Concern (Voiced by significant minorities)

1. Age gaps in congregation (29%)
 2. New member integration (29%)
 3. Gender/sexuality issues creating tension (19%)
 4. Burnout from too many programs (several mentions)
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11. Red Flags & Cautions for Search Committee

1. Pastoral Turnover Impact

Multiple respondents mentioned: - “Long-term commitment...because Pastor Ben did not show that type of commitment” - “Should not just treat this as a job they can switch from” - Some uncertainty about what happened with previous pastors

Implication: Next pastor must demonstrate clear long-term commitment. Consider asking candidates about their typical tenure and what would cause them to leave.

2. Staff Dynamics

Two respondents explicitly wrote: “**Getting along with staff!!!**” and “**Get along with staff!!!**”

Implication: There may be staff relationship challenges. New pastor must have strong interpersonal skills and ability to lead/collaborate with existing staff.

3. Denominational Divisions

The CRC relationship responses reveal real tension in the congregation about: - Human sexuality positions
- Synodical authority - Whether to stay in denomination

Implication: New pastor will need to navigate this carefully. Some want stronger traditional stance, others want more progressive approach. Pastor must be able to unite around core gospel while allowing some diversity of opinion on secondary matters.

4. Youth Exodus

69% identified youth retention as top challenge. Multiple comments about “younger generation moving away” and “age gaps.”

Implication: This is not just about children’s programs - it’s about keeping 20s-40s engaged. If not addressed, church will age out.

5. Belonging Gap

29% say people are welcomed but don’t integrate. This suggests: - Existing relational cliques - Unclear pathways to involvement - Possible insider/outsider dynamics

Implication: New pastor must actively work to break down barriers and create integration opportunities.

12. Recommendations for Search Committee

Profile Priorities Based on Data

Must-Haves: 1. **Exceptional biblical preacher** - non-negotiable, mentioned most 2. **Strong relational skills** - able to connect with all ages/backgrounds 3. **Long-term commitment mindset** - not a stepping

stone position 4. **Leadership capacity** - can cast vision and make decisions 5. **Staff leadership ability** - will work with existing team

Highly Desired: 1. Youth/young adult engagement skills 2. Community engagement passion 3. Cultural sensitivity and wisdom on divisive issues 4. Technology competence (for teaching/communication) 5. Collaborative style with lay leaders

Be Cautious Of: 1. Candidates who only want to preach (need hands-on engagement) 2. Those with short tenure history 3. Rigid ideologues (either progressive or conservative) who can't navigate differences 4. Administrative-only focus without strong preaching

Interview Questions to Ask

About Tenure: - What's your typical length of pastoral service? - What would cause you to leave a congregation? - How do you view this calling - as career step or long-term shepherding?

About Preaching: - Describe your preaching philosophy and style - How do you make Scripture relevant to daily life? - How do you use technology in teaching?

About Staff: - How do you lead and collaborate with ministry staff? - Describe a time you had to work through staff conflict - What's your communication style with team members?

About Divisive Issues: - How do you pastor a congregation with diverse views on secondary doctrinal issues? - What's your approach to CRC denominational positions on human sexuality? - How do you balance conviction with grace?

About Youth: - What experience do you have engaging 20s-40s age group? - How do you make church compelling for next generation? - What's your vision for youth/young adult ministry?

About Community: - How do you see relationship between church and neighborhood? - What's your personal involvement style in community ministry? - How do you mobilize congregation for outreach?

Profile Form Guidance

The committee should emphasize in the profile:

Church's Strengths: - Strong worship tradition - Active community presence - Diverse small group offerings - Committed core membership - Missional mindset

Church's Challenges: - Need to retain and attract younger families - Integration of new members - Navigating denominational tensions - Bridging age gaps

Ideal Pastor Profile: - Gifted biblical preacher and teacher - Relational and hands-on - Long-term commitment orientation - Youth/young adult engagement skills - Ability to navigate theological diversity with grace - Collaborative leader - Community engagement passion

First Year Priorities: - Build relationships with all members - Excellent preaching - Understand church culture and history - Visit all ministries and community connections - Listen and discern before leading major changes - Focus on fostering belonging

Appendix: Visualization Index

All visualizations are saved in `outputs/figures/`:

1. `attendance_frequency.png` - Worship attendance patterns
2. `scale_questions.png` - Three 1-5 scale analyses (music, involvement, balance)
3. `ministry_participation.png` - Top 10 ministry participation
4. `church_strengths.png` - Greatest church strengths
5. `cultural_challenges.png` - Most pressing cultural challenges

6. worship_appreciation_wordcloud.png - What people appreciate about worship
 7. worship_changes_wordcloud.png - Suggested worship changes
 8. music_feedback_wordcloud.png - Music style feedback
 9. spiritual_growth_wordcloud.png - Ministry suggestions
 10. belonging_wordcloud.png - Fostering belonging ideas
 11. mission_statement_wordcloud.png - Living out mission
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 14. reformed_identity_wordcloud.png - Reformed identity understanding
 15. crc_relationship_wordcloud.png - CRC denomination relationship
 16. future_goals_wordcloud.png - 3-5 year goals
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Conclusion

The Plymouth Heights CRC congregation has spoken clearly through this survey. They are:

Highly committed (94% weekly attendance) **Engaged in ministry** (diverse participation) **Appreciative of strengths** (worship, community, youth programs) **Honest about challenges** (youth retention, belonging, denominational tension) **Clear about pastoral needs** (preaching, relational, leadership, long-term commitment)

The search committee has solid data to guide their work. The congregation is ready for a pastor who can: - **Preach with excellence** and biblical depth - **Love people genuinely** across all ages and backgrounds - **Lead with vision** while collaborating with lay leaders - **Engage the community** beyond Sunday morning - **Commit long-term** to shepherding this flock - **Navigate tensions** with grace and wisdom

The future is hopeful if the right pastoral match is found.

Report prepared by: Analysis Team **Data source:** Plymouth Heights CRC Congregational Survey (68 responses) **Analysis methods:** Quantitative statistical analysis, qualitative text analysis, keyword extraction, thematic coding **Tools used:** Python (pandas, matplotlib, seaborn, nltk, wordcloud)