



MISSION STUDY

The Village Community Presbyterian Church

6225 Paseo Delicias

Rancho Santa Fe, CA 92067

September 15, 2026

Contributors to the Mission Study

2024 Strategic Planning Team	Pastor Nominating Committee
Rev. Dr. Jack Baca	John Bracken
Rev. Jan Cook	Tom Bowman
Nicola Kelly	Bill Burch
Richard Moore	John Cho
Malcolm Lloyd-Smith	Terri Dickson
Kathy Loftman	Chris Eggemeyer
Laura Metzger	Kelli Karches
Mary Thibodeau	Laura Metzger
Christy Wilson	Richard Moore
	Francie Murphy
	Peggy Stackle

EXECUTIVE SUMMARY

This mission study was prepared to document the self-examination and discernment the congregation has engaged in to determine who they are, where God is calling them, and the type of leadership needed to lead the church into the future. The church instituted a Strategic Planning effort in 2013, and, since that time, Session has actively engaged in Strategic Planning to keep our plans current and refreshed. In 2024, a Strategic Planning Team was reinstated that worked closely with Session, the pastors, and ministry directors through the Spring of 2025 to update the plan. Also, in the summer of 2024, the church engaged in an assessment and plan for pastoral transition, as the Senior Pastor was contemplating a retirement in several years. When that retirement announcement was formally made in the Spring of 2026, a Pastor Nominating committee (PNC) was formed and in the summer of 2026 engaged the congregation in discussions of what they would be looking for in a new pastor and the direction they wanted the church to take in the future. This mission report summarizes all of those activities.

INTRODUCTION

In this mission study we will describe who the Village Community Presbyterian Church is today, provide a brief history of the congregation, describe the mission, vision, and goals of the church, and describe the pastoral leadership required to support the congregation in meeting those visions and goals. The processes used to gather the information presented will be defined, an assessment of current programs and ministries, and the health of the church will be provided. Community context and demographics will also be provided.

WHO WE ARE

Since our birth as a church, our congregation has welcomed people of all backgrounds. The key attributes that describe who we are and who we are striving to become are:

- We are “followers of Jesus for life” who strive to mature in faith through intellectually stimulating spiritual formation via worship, study, and service.
- We invite and engage people who, regardless of where they are in their spiritual journey, seek inclusive community in which to learn more about Jesus’ way while experiencing the faith, hope, and love that He embodied.
- We believe in the Trinitarian God: Father, Son, and Holy Spirit.
- We serve and learn from others as we engage in mission work locally and worldwide.
- Since 1956, The Village Church has had deep roots in the community of Rancho Santa Fe, drawing members from within the region.
- We are part of the Presbyterian Church (USA), a Protestant and Reformed body of Christians.
- We are a family both united and uniting in Jesus Christ, who experience the Village Church as our home, and who invite others to grow through deep connection with each other.

- We enjoy a vibrant, energetic atmosphere in all we do, fueled especially by motivating messages and inspirational music of both traditional and contemporary styles, that welcome all ages from within our church and community.

A BRIEF HISTORY OF THE VILLAGE CHURCH

On May 6, 1956, under the auspices of the Presbytery of Los Angeles, the Village Community Presbyterian Church was officially organized.

The roots of the church go back to the Rev. Chester Tolson, Director of Missions for the Presbytery of Los Angeles, who in 1955 secured from the San Diego County Council of Churches a comity agreement for a Presbyterian church to be situated in Rancho Santa Fe. In choosing a name for the new congregation, it was decided to reflect something of the community aspect of Rancho Santa Fe. The community was often referred to as “the Village,” and so it was agreed to call the church the Village Community United Presbyterian Church of Rancho Santa Fe, California.

In August of 1955, a church formation group held its first meeting, presided over by the Rev. George C. Culbertson, recently retired from the pulpit of the La Jolla Presbyterian church. For several years Dr. Culbertson conducted a series of Lenten Lectures in Rancho Santa Fe and thus he was well known to the residents. Upon his retirement, he moved to the community and his interest in forming a church here became more acute. Because of his presence, the Church Extension Board of the Presbytery of Los Angeles invited him to become the organizing minister of the church, a post that he assumed in January of 1956. On February 19 of that same year the first public worship service was held in the Garden Club. The Garden Club became the home of the congregation until July 26, 1959, when the first church building was formally dedicated. At the dedication service, a history of the church to that point was sealed in a cornerstone box where it remained until it was retrieved in September 2008 when demolition crews began work to prepare for the construction of the new sanctuary.

The church was officially organized on Sunday, May 6, 1956, with 150 charter members. Dr. Culbertson was its first pastor. Several months later, in October of 1956, however, due to ill health, he resigned. At the called meeting of the congregation to receive his resignation, he was voted Pastor Emeritus. On December 9, the congregation extended a call to the Rev. Chester Tolson, and on January 20, 1957, he was installed as the second pastor of The Village Church.

Mr. Tolson served the church until 1963. During those years, church life was marked by rapid expansion of programs and facilities. The next pastor was the Rev. Roland W. Anderson, who had served previously at the First Presbyterian Church of Anaheim and as a denominational executive. Mr. Anderson’s emphases in ministry during his four years were mission, college ministry, development of a nursery school, and Bible study classes.

The Rev. Donald R. Caughey was called to become the next pastor of the church, beginning his tenure in 1968, following retirement from a career as a chaplain in the United States Navy. During his pastorate, which continued until 1976, Rancho Santa Fe continued to grow, especially through an influx of younger families with children. The time came for construction of a separate education



building and a Christian Education staff to provide ministry for the growing numbers of children in the church.

Upon the Rev. Caughey's departure, the Rev. Charles Dierenfield was called to become the next pastor. Dr. Dierenfield had spent 17 years as pastor of St. Andrew's Presbyterian Church in Newport Beach. During Dierenfield's long pastorate, the church membership continued to grow and the physical facility was expanded, most notably with an addition to the sanctuary. The first associate pastor was called to add to staff support for the growing number of ministries of the church as well.

In September of 1989 Charles Dierenfield retired. His successor was the Rev. Daniel D. Meyer, who began his work as senior pastor in March of 1991. Mr. Meyer was a graduate of Yale University and Princeton Seminary. He had served as a short-term missionary in Ireland for two years and as associate pastor of the First Presbyterian Church of Burlingame, California for six years, prior to his coming to Rancho Santa Fe.

Through Mr. Meyer's leadership, the church began rapidly to expand its program offerings, especially in the areas of children's, youth, and family ministry. A multi-purpose building was added, and significant portions of the original sanctuary and offices were renovated. New worship styles were introduced and the level of new members increased. Mr. Meyer left the church in January of 1997 to accept another call, and subsequently, the current pastor, the Rev. Dr. Jack W. Baca, began his tenure as senior pastor in the fall of 1998.

During the Rev. Dr. Baca's tenure, church membership has grown, worship attendance has increased, and the operations budget has increased. The church staff has been expanded in music, youth, and children's ministries, new mission projects have been undertaken in Africa and the Middle East as well as locally, contemporary worship was established on Sunday mornings, online worship was established, new community engagement ministries were started, and a major expansion and renovation of the church campus was completed.

The groundbreaking ceremony for the new sanctuary was on December 7, 2008. The first service held in the new sanctuary was Easter Sunday, April 4, 2010.

SETTING OUR STRATEGIC DIRECTION

A planning team was established in 2013 to develop the strategic plan for The Village Church. The team met for 30 months in prayerful contemplation and discussions to develop the plan with outreach to the congregation. They reviewed and revised our vision, mission statement, values, and goals, and performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with input from our elders, deacons, and other church leaders. The team involved the key church leaders in two workshops to identify and discuss our strategic direction in the spring of 2015. From those exercises, the team identified goals and objectives from the mission statement using the strategic direction as guidance. New Initiatives were identified and were launched.

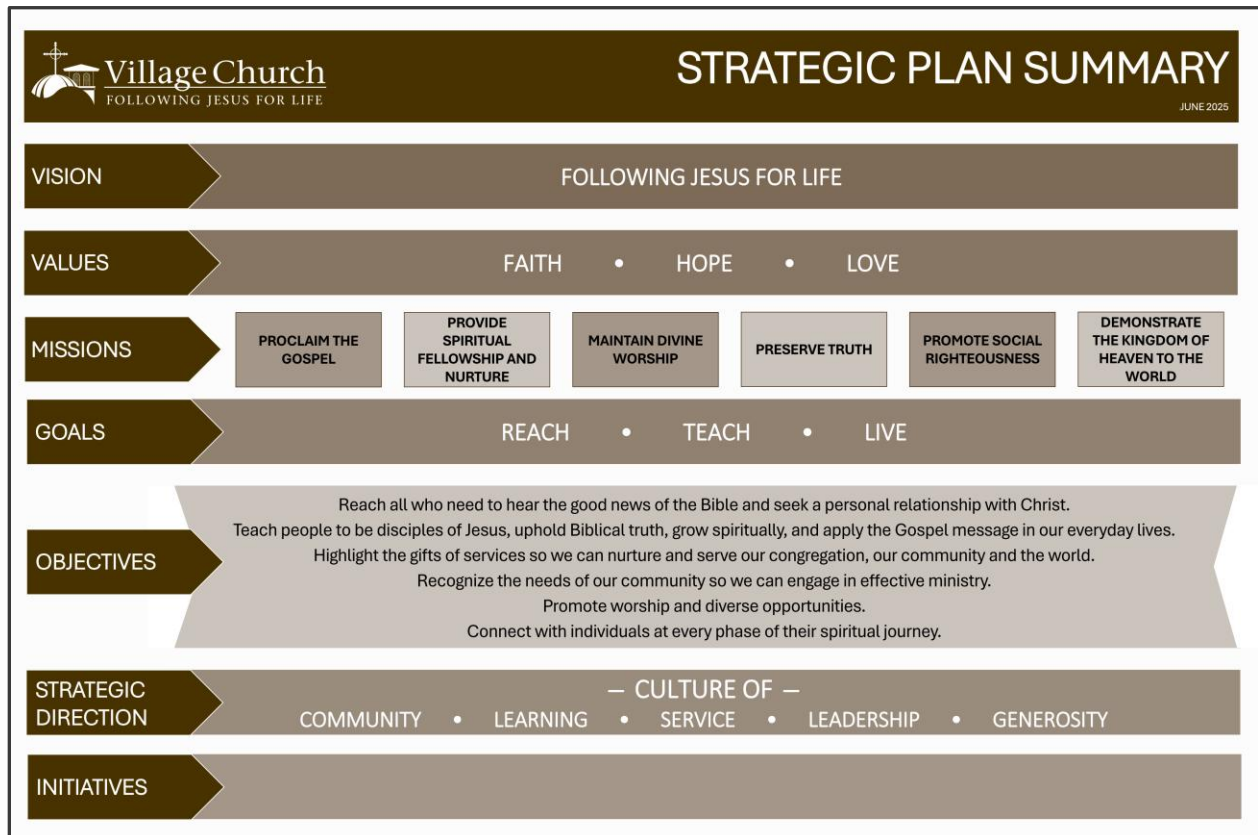
In 2023, a congregational survey was sent out to our members and regular attendees. We received a 31.25% response to the survey, which was much higher than expected. The survey was followed



by a series of visioning workshops, including key church leaders and visionaries and the directors from each of the ministries. A decision was made in the summer of 2023 to pause on the implementation of strategic planning.

In 2024, the Strategic Planning Team was reinstated. The team worked closely with Session and the directors throughout the winter and spring of 2025 to revise and update the strategic plan.

STRATEGIC PLAN SUMMARY



OUR VISION

Fulfilling our vision requires that each of us engage in worship, service, and the Christian community in new ways. For some, these changes will mean reorganizing priorities and for others, the changes will require important dialogue about activities and programs we need to discontinue in order to start new ministries more in line with our vision and mission. For many of us, the changes will call us to stretch ourselves to take on challenges God has for us, but that we have never before envisioned.

Our vision is . . .

Following Jesus for Life





Jesus said: "Follow me!"

- John 21:19

OUR VALUES

Values are our principles and standards which provide clarity to what matters most at the Village Church. They provide a foundation for building ministry and accountability. They guide how we achieve our mission and influence major leadership decisions, as well as everyday ministry plans. They keep us focused on the unique call God has given us for our church. Our values are our core priorities in our church's culture. They answer the questions: Why do we do what we do? What do we stand for? What are we all about? Our Values are . . .

FAITH

- In Jesus Christ as the Lord of all
- In the Word of God as revealed by the Holy Spirit in Scripture
- In the Holy Spirit who empowers the Church

HOPE

- Knowing of the victory of God over all evil
- Knowing of the transforming power of Christ in individual's lives
- Knowing of the Holy Spirit who assures us of eternal life

LOVE

- For God who created us, redeemed us and sent His Holy Spirit for us
- For one another that is self-sacrificing and generous
- For ourselves, uniquely created in the image of God

OUR MISSION STATEMENTS

Our mission statements provide a sense of purpose, our reason for being, and provide us guidance for determining our priorities, strategic initiatives, and our responsibilities. Our vision is achieved through our mission statements. Our mission statements have two focuses: internal and external. Our internal focus is on connection and building community. Our external focus is to enhance our mission activities outside our church with the purpose of serving others. Our Mission Statements are . . .

Proclaim the Gospel: To show and tell about the present reality and promise of the Kingdom of God as we welcome people to become disciples of Jesus.

Evangelism, preaching, witness
Matthew 28:16-20

The first reason for the church's being is to proclaim the gospel for the salvation of humankind. Jesus said to his disciples: "Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit (Matthew 28:19). God has done something wonderful for us in Jesus Christ and the whole world needs to know about it. The Apostle Paul wrote in his letter to the Romans: ". . . how can they believe in the One of whom they have not heard? And how can they hear without someone preaching to them?" (Romans 10:14) The Church is a fellowship of believers that seeks the enlargement of the circle of faith to include all people, and is never content to enjoy the benefits of Christian community for itself alone.

Provide Spiritual Fellowship and Nurture: To provide spiritual care, shelter, and nurture to all of God's children.

Shelter, fellowship & pastoral care of our church family
Galatians 5:13-6:5

The entire law is summed up in a single command: "Love your neighbor as yourself" (Galatians 5:14). The Holy Spirit produces qualities in us that make us into sheltering, nurturing, and community-creating people. These qualities include: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control (Galatians 5:22-23). We are able to see the sacred in ordinary life. Little acts of love, patience, and generosity come from a Spirit-filled heart. These are the kinds of acts that serve to shelter and nurture: a quick visit to the hospital, a kind word in a note, a hug or a smile, a few minutes where you keep your mouth closed and your ears open, a quick errand or simple little favor, a well-paced word of caution or advice given in love and humility, or a pot of homemade chicken soup. Without the shelter, nurture, and fellowship of the church, we can quickly become overwhelmed by the crashing waves of life and lost forever in the deep and dark places created by our separation from God.

Maintain Divine Worship: To regularly worship God as a gathered community and throughout daily life.

Praise, devotion, adoration
Isaiah 1:11-17 and John 4:19-26

The Psalmist encourages us in Psalm 150 to praise God in His sanctuary; with trumpet, lute, and harp, tambourine and dance, strings and pipe and clanging cymbals. Worship is meant to be a meaningful, joyful, powerful experience. Jesus [said] to the Samaritan woman: “. . . true worshipers will worship the Father in spirit and truth, for they are the kind of worshipers the Father seeks” (John 4:23). The Spirit is the source of our connection with God, and when we are connected with God in a longing, life-giving way, then our worship cannot help but recognize and celebrate the love and life that God has given to us!

Worship in truth is worship animated with the joy of knowing we are forgiven, renewed, and loved. We must worship God from out of our love for Him, and in a way that is consistent with our understanding of Him. It means carrying our worship out into the everyday world and living by the ways of the God we worship.

Preserve Truth: To learn, teach, and live according to the truth of the revealed Word of God.

Keeping the Truth pure for now and for successive generations
John 8:31-47

With all truth we tend to forget it and distort it, and that is why one of the great purposes of the church of Jesus Christ is to preserve the truth for now and for future generations.

The church is a steward of the teachings of Jesus Christ, who is the Truth. These teachings come to us through the apostolic witness, certain Christian confessions, and are exemplified in the lives of Christians through the ages. When we say that Jesus is the Truth, we mean that He embodies the nature of God, He shows us the essential reality of what it is to be a human unspoiled by sin, a man truly made in the image of God.

Jesus says to those who have believed in him, “If you hold to my teaching, you are really my disciples. Then you will know the truth, and the truth will set you free” (John 8:31-32). Keeping track of the truth depends in part on how faithful we are to living by the words of Jesus, or to put it another way, on how obedient we are to living as Jesus Himself lived. Preservation of the truth is to live by the truth, know the presence of the truth in our lives, to invite others to know this truth, to share in its freedom, and to enjoy the benefits of full adoption as the children of God.

Promote Social Righteousness: To work toward God's justice and righteousness in ourselves, our communities, and our world.

Individually and corporately working for the enrichment of human society according to the values of the Kingdom of God

Ezekiel 36:22-32

Walking with Christ challenges us as individual men, women, and children, as well as corporately as the Church, to change our hearts and become the people God intends us to be. As followers of Christ, we are called to feed the hungry, give to the poor, provide drink to the thirsty, defend the defenseless, to seek justice, and to be merciful. We are called to strive for righteousness.

A righteous person is a person who acts with integrity and honesty, a person who lives according to the principles of justice, mercy, and purity. To be righteous means, in one sense, to be like God, because in the final analysis, only God is truly righteous. Human beings and human societies are not and cannot be completely righteous, so therefore there is the need for the church to promote righteousness. The church is called to support a manifestation of society marked by justice, honesty, integrity, and harmony, a society where all people are at peace with themselves and with each other.

The power to achieve this vision must come from God himself, who alone is righteous. We cannot will it. We cannot legislate it. We cannot coerce it. We cannot find it in ourselves. But that does not mean that we have no part to plan in the process. The power to achieve this end begins in God and is acted upon by disciples who have changed in the very center of their being – in their hearts.

“I will give you a new heart and put a new spirit in you; I will remove from you your heart of stone and give you a heart of flesh.” (Ezekiel 36:26)

Demonstrate the Kingdom of Heaven to the World: To be a living example of God's gracious lordship over all of life.

Making the invisible Kingdom visible through faithful Christian living and witness

Matthew 5:14-16

Heaven happens as people speak candidly to God in prayer, as people concern themselves with storing up spiritual treasures, as people do not condemn each other, and as people live without concern for the future but with perfect trust in God's provision for today.

In effect, Jesus says, the kingdom of heaven is something you can see as you look at Jesus' followers, especially in the good works they do. The light that Jesus would have us shine into the world to show the world the kingdom of heaven in all its power and glory is none other than the light of Jesus Himself. The light that is in us is really His light, shining through us. We shine the light of Jesus; light that shows us that the kingdom of the heavens can be and is right here, right now. (Matthew 5:16)

Once, having been asked by the Pharisees when the kingdom of God would come, Jesus replied, "The kingdom of God does not come with your careful observation, nor will people say, 'Here it is,' or 'There it is,' because the kingdom of God is within you." (Luke 17:20-21)

OUR GOALS AND OBJECTIVES

Goals set specific targets to meet our strategic end state. They describe what we are planning to do and how we are going to accomplish our mission. Some goals are easily measurable while others are not. Objectives measure change to bring about the achievement of our goals. Whereas a goal is a description of a destination, an objective is a measure of the progress that is needed to get to the destination or goal. Our goals and objectives are directly tied to our mission statements and to the Biblical mandate, the Great Commission, found in Matthew 28:18-20, where Jesus instructs His followers to make disciples of all nations, baptizing them, and teaching them to obey all His commands:

Our goals are to:

Reach
Teach
Live

Our objectives are to:

- Reach all who need to hear the Good News of the Bible and seek a personal relationship with Christ.
- Teach people to be disciples of Jesus, uphold Biblical truth, grow spiritually, and apply the Gospel message in our everyday lives.
- Highlight the gifts of service so we can nurture and serve our congregation, our community, and the world.
- Recognize the needs of our community so we can engage in effective ministry.
- Promote worship with multiple and diverse opportunities.
- Connect with individuals at every phase of their spiritual journey.

STRATEGIC DIRECTION



Our Strategic Direction is aimed at bringing us together into a stronger community that desires to know God more fully. As we worship and serve together, we strive to develop a more welcoming, loving, and hospitable culture that guides us into deeper faith and attracts newcomers to our church community. We also need to enhance our infrastructure which will enable us to grow and thrive. We have identified five cultures that define our path forward.

Culture of Community

A connected community results from a thriving church that nurtures everyone seeking a relationship with Jesus. Members connect through worship, a culture of prayer, Bible-centeredness, spiritual formation, and trusted leadership. As a church, we must foster opportunities for church-wide interaction and address relational needs to care for others, to be cared for, and to cultivate a sense of belonging within our community. We connect individuals with others in similar circumstances and meet them where they are in their journey with Christ. Relationships are vital not only for well-being but also for discipleship and faith formation. We encourage the blessings of relationships by inviting others to experience the vibrant and loving environment that is Village Church.

Culture of Learning

The Village Church will offer opportunities that deepens the congregations' relationship with God, supports their spiritual growth, and encourages discipleship through engaging and intellectually stimulating activities, including Bible studies, music, missions, and family ministry. Our vision of "Following Jesus for Life" forms the foundation of all our educational practices.

Culture of Service

The Village Church will empower congregants to make a difference in the lives of others by encouraging them to embrace their calling and use their gifts to serve the community and our church. We will teach congregants the importance of living a purposeful life and create a vision that leaves a lasting impact on our church and the community, inspiring all generations to actively engage in the life of the church.

Micah 6:8. He has shown you, O mortal, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God.

Culture of Leadership

The church recognizes the vital importance of leadership and will offer opportunities to teach and model servant leadership to support next-generation development. We will explore ways to nurture trusted leaders while enabling participants to learn servant leadership by offering a mentor-style program that cultivates intergenerational mentoring by leveraging our wealth of experienced members to engage with the younger generations.

Culture of Generosity

Effective ministry requires time, talent, and treasure. The Culture of Generosity fosters a culture of generous giving within the Village Church, modeled by church leadership, embraced by the congregation, and practiced throughout the year. The congregation is guided to focus their generous hearts and develop an understanding that giving benefits not only the church's operations but also the community, strangers, and those impacted by disasters and unforeseen needs. Stewardship is about making choices, as individuals and in community. It is more than giving money to the church. Stewardship is about being faithful disciples, caring for and managing all that God has given us. Stewardship involves every aspect of life, in all the stages of life. Stewardship is the grateful response to God's grace and goodness. It requires a consideration of how our choices affect us and others, of how we can be good caretakers of the created work, and how we can best serve God as disciples of Christ.

OUR AREAS OF MINISTRY

Worship

Worship of the triune God is the core of our life together and our primary witness to the faith, hope, and love found in Jesus Christ. By bridging Christian history with modern-day relevance, worship at The Village Church remains rooted in the Reformed tradition and motivated by God's universal love. We provide a welcoming home for everyone, with nearly 200 volunteers actively shaping our worship life through two distinct, spirit-filled expressions. Members are invited to engage through roles such as ushering, serving communion, or participating as liturgists, as well as joining one of our musical ensembles, including the Chancel Choir, Village Community Chorale, Youth & Children's Choir, Village Ringers Handbell Choir, and our Contemporary Worship Team. Two Sunday morning worship services are celebrated each week: one with contemporary music and one with traditional music. Both services are livestreamed. Our contemporary service offers a modern mix of Liturgy and contemporary Christian music. Communion is offered monthly, as well as in some special services throughout the year. Communion is also provided to shut-ins by the deacons and pastors, as needed.

We've long been known as a singing church and music is integral to the life of the congregation and the greater community. The Village Church Worship Band plays music that both enhances the worship experience and encourages congregational singing. Special care is given to selecting Psalms, hymns, and spiritual songs that are consistent with timely themes, as well as our reformed Christian doctrine. The traditional service is rooted in the heritage of Christian worship through the ages and celebrates the hymns of the past, the vibrancy of choral anthems,



traditional liturgy, and the contemporary application of God's word in our daily lives. The traditional service is one of the strongest attractors to the church. As more and more churches stop having a traditional service, the Village Church remains a place for those seeking a traditional worship service. Concerts are conducted throughout the year, in addition to weekly worship.

Missions

Serving is an important element of the Village Church and we support both international and local missions that allow the congregation to put their faith into action with hands-on mission projects that share Christ's love and compassion worldwide. With over 20 supported missions everyone can find a way to participate. These missions help spread the Gospel, support those in need of food and shelter, care for those in need, educate youth, and train Christian leaders.

Adult Ministry

Adult Ministry encourages adults to follow Jesus for life via opportunities to connect to the Scriptures, to each other, and to the community. Adult Ministry includes education, engagement, and formation.

Education: Village Church's strong tradition of biblical education includes several pastor-led and lay-led Bible studies throughout the week. These well-attended studies direct us to apply the Scriptures in daily life. New study participants often decide to join the Sunday worship service.

Engagement: These opportunities further integrate congregants into church life as the body of Christ by social connections. Examples include our Explorations new member class and special events throughout the year including: our annual Independence Day celebration, Village Fest, Gatherings for Eight, Women's Christmas and spring luncheons, and Dads' group.

Formation: Several opportunities integrate spiritual formation into every aspect of congregational life. The Kingdom Academy guides congregants into relevant opportunities based on their season in life. Regular gatherings train us to practice spiritual disciplines so we may continually become like Jesus and do as he did. Congregants new to the discipleship pathway are invited to attend our: Explorations new member class and formation foundation courses (multi-week courses that start after each membership class). Congregants on the pathway (i.e., everyone) are invited to attend: Bible studies, Practice groups (four-week classes rotating selected spiritual disciplines), Moms' Group (formational studies for moms of school-aged children), Journey through Grief, Affinity Groups (Dads' group, Gatherings of Eight), and special events. Congregants who are at a point to commit to an ongoing study are invited to Kingdom Academy Groups, which are perpetual, small covenant groups that study and grow together.

Care Ministry

The Village Church Care Ministry includes our pastors, deacons, and the Stephen Ministry team. We offer heartfelt prayer, encouragement, and confidential emotional, spiritual, and financial support. The Deacons serve as the hands and feet of Christ to the church and the greater community. Through loving care, prayer, and support, deacons seek to meet the congregation's spiritual, emotional, and physical needs as members face life's challenges, especially in times of



grief, illness, and misfortune. Deacons also assist the pastors during worship, communion, and memorial services, and they provide pastoral counseling and visitation.

Youth Ministry

Youth ministry at the Village Church serves those in grades 6-12 and offers a place where students can begin to experience a deeper relationship with God and learn to “Follow Jesus for Life.” Youth meet together weekly for worship and fellowship. Leaders engage with the students in their outside activities when possible, organize service opportunities for them to participate in, offer ways to participate in the broader congregation, and offer group outings (such as camps). Opportunities are provided for parents to get together and share their experiences in parenting pre-teens and teens, as well as learn how to incorporate their faith journey with their families.

Children’s Ministry

Kids’ Village offers a place where children (from birth – 5th grade) can begin to experience a deeper relationship with God and learn to follow Jesus for life. Our kids are taught Bible-based lessons that help deepen their knowledge of God, but they also learn through the living example of the Christ-following men and women who work and volunteer in Kids’ Village. Special events include Vacation Bible School, Easter Eggstravaganza, Christmas Breakfast in Bethlehem, Halloween Trunk or Treat, and movie nights.

Preschool Ministry

The Village Church Preschool is known in the area for its balanced curriculum and creating well-rounded children. Our teachers are dedicated to excellence and are attentive to every aspect of each child’s development and education. Small class sizes allow for a personal, nurturing environment where teachers know their students as individuals and every child’s voice is heard. The preschool offers a high quality, dynamic early childhood education program designed for the “Whole Child”, emphasizing the development of essential cognitive, social, emotional, physical and spiritual foundations. We provide a well-balanced curriculum where children have the opportunity to explore and discover the world around them. We embrace a new generation of families and children and continue to build a community of learners rooted in God’s story, centered on Christ, and sent to love God – as we seek to “Follow Jesus for Life.”

Media

The Media Ministry embraces creativity, communication, and technology to spread the Gospel, support worship, strengthen connection within the congregation, and extend the church's reach worldwide. The Media Ministry staff supports the Session, pastors, staff, church commissions, and mission teams in communicating vital messages to targeted audiences of The Village Church. Key components include live streaming of worship services, recorded video productions for Bible studies, graphic design of print and digital materials, photography of church events, press releases and photos sent to local news media, posts on social media, and professional audio/visual expertise for many activities.

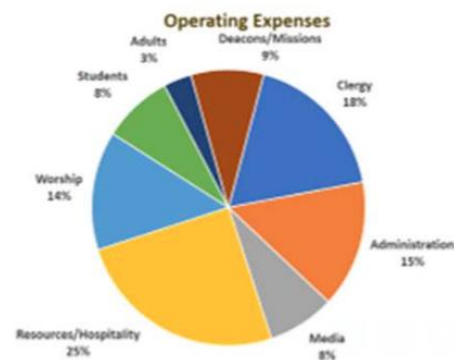


CHURCH BUDGET

The Village Church enters this season of pastoral transition from a position of financial strength, stability, and faithful stewardship. With assets exceeding \$25 million and an annual operating budget of approximately \$3 million, the church is well positioned to support its next pastor and invest in the future of ministry.

The church maintains a disciplined approach to financial management, balancing responsible stewardship with a commitment to vibrant ministry. Careful budgeting, prudent expense management, and long-term planning provide a solid foundation for sustaining and growing the church's mission.

The Village Church is a generous, mission-focused congregation dedicated to providing the resources necessary for effective ministry. The church's strong financial foundation enables its pastoral leadership to focus on spiritual growth, community engagement, and advancing Christ's mission in Rancho Santa Fe, the greater San Diego region, and beyond. Faithful stewardship, transparency, and generosity are deeply rooted values at The Village Church and provide a solid foundation for its next chapter of ministry.



ORGANIZATION OF THE CHURCH

The Session, comprised of 12 ruling elders, the Senior Pastor (moderator), and the Associate Executive Pastor, is the main governing body of the Village Church. We employ a Senior Pastor/Executive Associate Pastor model to handle the size and complexity of the Village Church. In this structure, the Senior Pastor focuses on the spiritual leadership of the congregation, and the Executive Associate Pastor focuses on operations, staff management, and administrative functions of the church. Both share pastoral roles of preaching, teaching, congregational care, and administering the sacraments. In addition to the pastors, there is an Executive Operations Officer who has responsibility for finances, accounting, acquisition, facility management, and administrative processes. There are also the following directors of specific ministry areas:

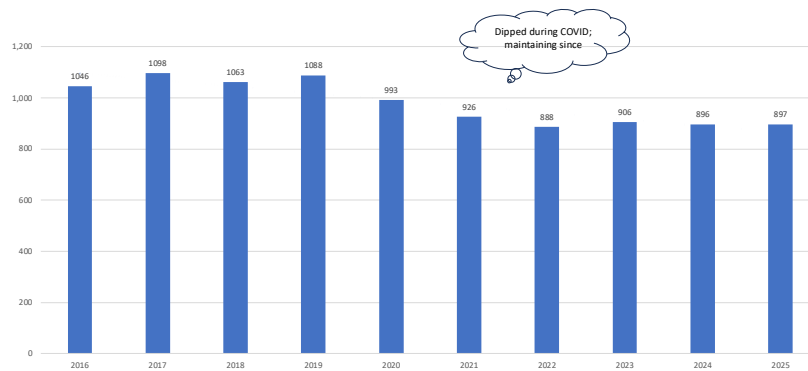
- Worship Director
- Adult Ministry Director
- Children's Ministry Director
- Student Ministry Director
- Preschool Director
- Missions Director
- Media Ministry Director

THE VILLAGE CHURCH AND OUR COMMUNITY: DEMOGRAPHICS

Demographics: Where our Congregation lives (Geographical Distribution of the Congregation)

Membership and Age of the Congregation: Membership in The Village Church fell significantly during Covid, however, these numbers also reflect an effort to keep the count of members up-to-date and ensuring that members who moved or are no longer attending were removed from the church rolls.

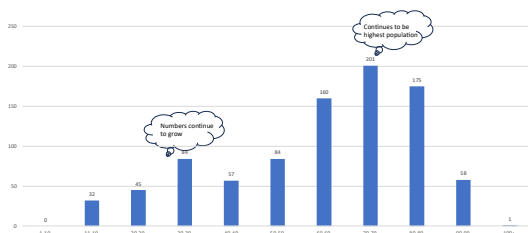
Membership at Year End



2

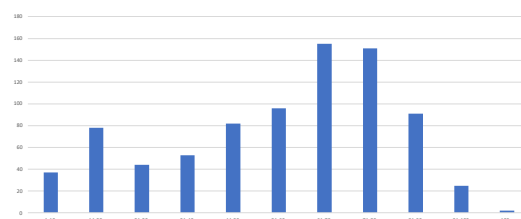
The Village Church is an older congregation, in both the member and non-member categories. The church is focusing on encouraging younger families in the community to join us in worship and this is represented somewhat by the larger number of people in the 40-59 demographic in the non-member and new member categories. Our children and youth ministries are growing as younger families join, yet we are still heavily weighted to the over-60 demographic.

Members by Age



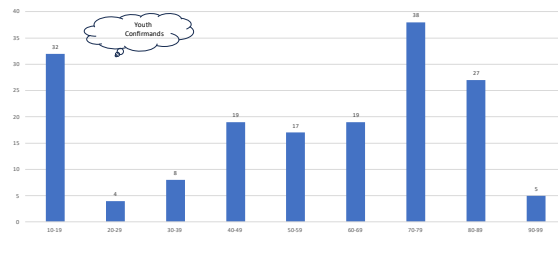
3

Age of Non-Members



11

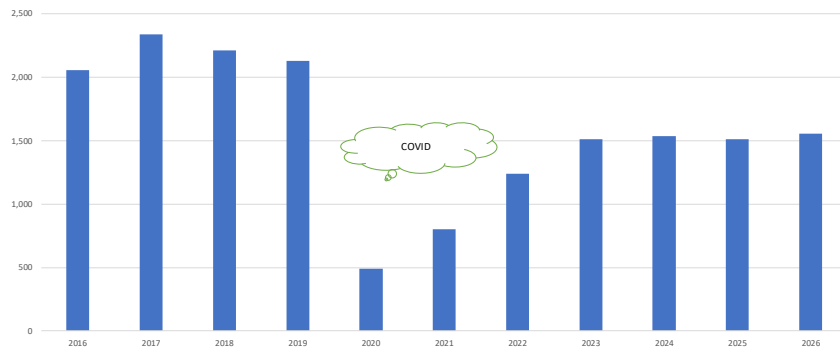
New Members by Age (2020-2026)



Worship Attendance

Attendance has been steadily growing across both our worship services since the Covid pandemic. For example, the weekly attendance average in January 2022 was 196 people. In 2026, the weekly average attendance in January was 380 people. See the graph below for the month-by-month annual comparison.

Average Monthly Worship Attendance 2016-2026

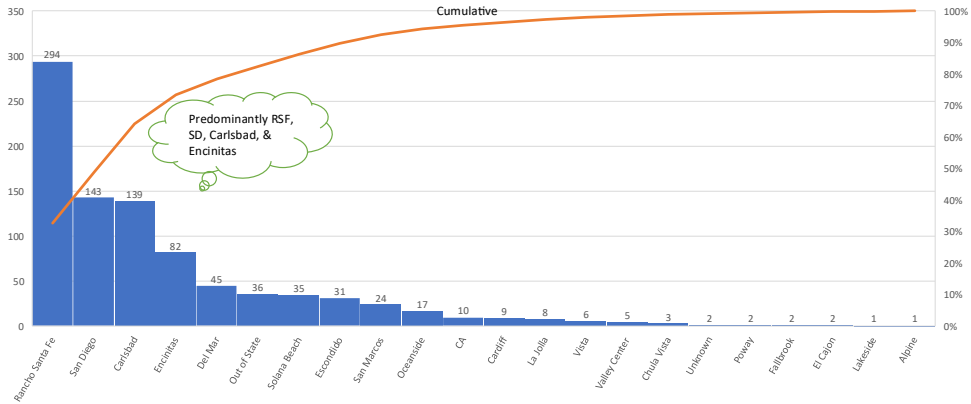


15

Residence of the Congregation

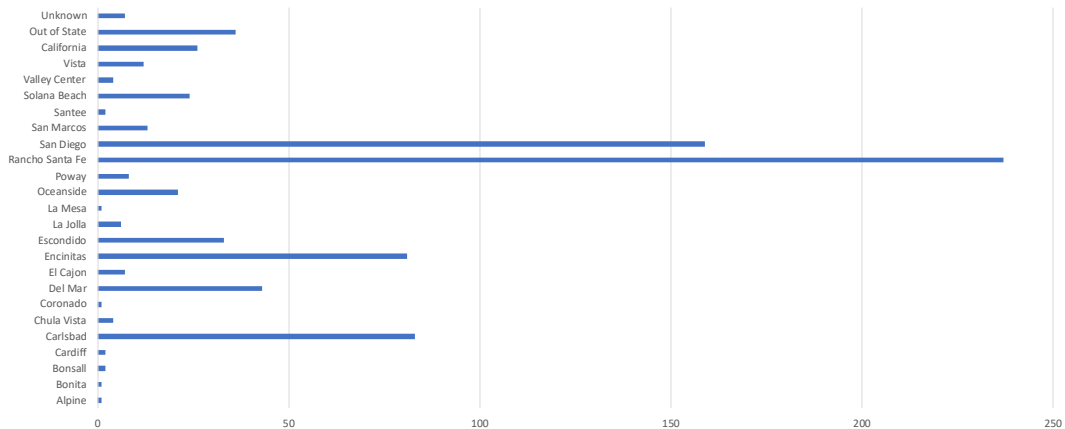
The predominance of attendees of the Village Church (both member and non-member) are from the communities of Rancho Santa Fe, San Diego, Carlsbad, and Encinitas. San Diego is comprised primarily of the Carmel Valley, Rancho Bernardo, Carmel Mountain, 4-S Ranch, and Penasquitos neighborhoods. Rancho Santa Fe residents represents the largest number of both member and non-members attendees. The Village Church is viewed by many as the community church of Rancho Santa Fe.

Residence of Members



5

Residence of Non-Members



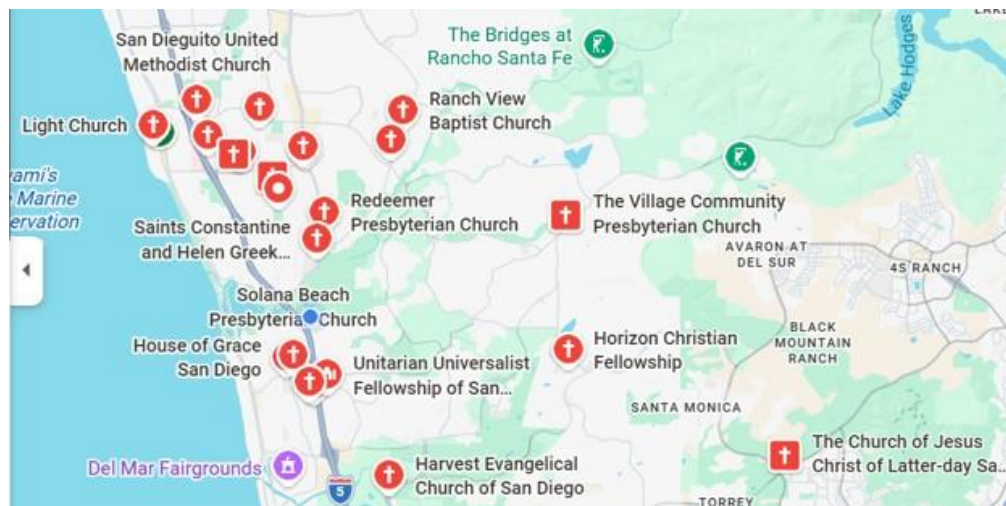
12

Other Churches in the Area

Rancho Santa Fe has three local churches in the community: The Village Church, Horizon Christian Fellowship (a non-denominational church), Church of the Nativity (Catholic) and a Christian Science church. The broader area surrounding Rancho Santa Fe is dominated by large non-denominational and evangelical congregations that draw heavily on contemporary worship, small groups, and dynamic teaching pastors. The Village Church's



traditional service and music program is a differentiator in the area. The following shows some of the larger churches that serve the community around Rancho Santa Fe.



LEADERSHIP PROFILE

During the summer of 2026, the PNC conducted a survey of the congregation with a goal to help define the skills and attributes desired in our next pastor. The survey also asked questions related to what the congregation wants the church to look like in the future. The questions of that survey and summary of results are provided in Appendix B.

The congregation was united in wanting a pastor with solid theological grounding and a deep, working knowledge of Scripture, paired with the ability to deliver dynamic, memorable sermons that connect biblical teaching to today's issues with tact and diplomacy. We seek a gifted teacher and motivating communicator — someone with a strong, engaging preaching style, a sense of humor, and the vision to see the broad picture of opportunities to “Follow Jesus for Life.”

Equally important are relational and leadership qualities: a pastor who is personable, approachable, and able to connect individually with congregants across generations, while also being a capable administrator who can balance teaching, finances, and delegation of operational duties. The congregation hopes for someone who will grow the church by engaging young families and youth, reaching the unchurched, increasing baptisms, and expanding involvement beyond Sunday worship through small groups and community outreach — all while honoring the needs of longtime members and the church's traditions. Being a congregation of many divergent views, we desire a pastor who can have balanced, Biblically based, non-extreme engagement on cultural and political issues, engage in both traditional and contemporary worship, shows fiscal responsibility, and provide an active, visible presence in both the congregation and the broader Rancho Santa Fe community.

APPENDIX A

On May 4, 2025, we held a Church-wide Planning for Our Future meeting. Pastor Rev. Dr. Jack Baca presided, providing an introduction of the purpose of the meeting, the trends of the broader Church today, and the critical issues facing the Village Church. He introduced the five cultures and described the strategic direction that the elders and directors developed. He challenged each of us to think about what initiatives we should consider undertaking and how we can each get involved in the future of the Village Church. Those attending were divided into breakout sessions to discuss our Strategic Plan and come up with ideas for initiatives to be implemented.

Appendix A provides a summary of the input received from the breakout sessions of the Church-wide Planning for Our Future meeting conducted by the Strategic Planning team in 2025.

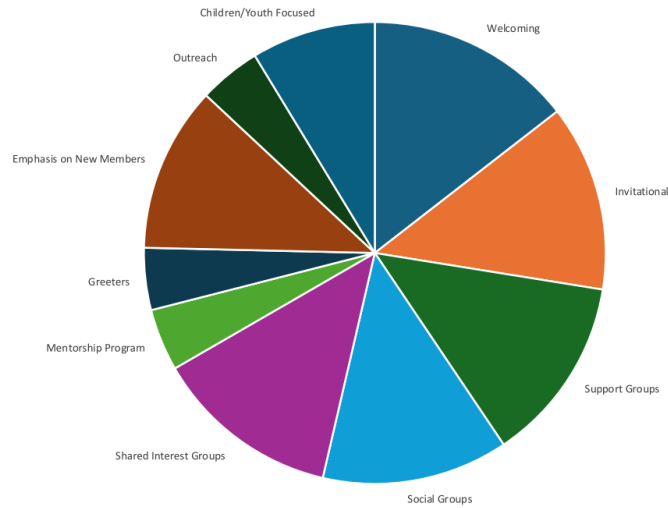
Strategic Planning 2025

Culture of Community
Culture of Learning
Culture of Service
Culture of Leadership
Culture of Generosity





Culture of Community



CULTURE OF COMMUNITY



Welcoming: Friendly engagement for new visitors. How do we follow up?

Reinstate greeters for each service.

Encourage the wearing of name badges.

The church needs a current member directory with photographs.

Church family is so important; we grow together and learn together. "It's like we are walking each other home."

Invitational: "I need you; I want you." How do we learn about people's passions to engage them in the church?

We should all be "doers" in the church.

The general opinion regarding 'table for 8' was mixed. Some said they loved it, while others noted that it can be hard for new people to fit in. Consider a more sociable setting between services for people to interact, perhaps on the patio or at a few tables in the fellowship hall.

Offer community-oriented activities on the church campus, such as Bingo, BBQ Nights, and fun events to attract people.

Our music ministry plays an integral role in bringing people to the church.

Miss the community concerts and theater productions. They were an opportunity to invite the community.

New Members: The inclusion of new members involves an installation featuring a welcoming song performed by the choir and congregation, which is known to leave a very moving and impactful impression on the new member.

After installation, the new members line up with the pastors at the end of the service to introduce themselves to the congregants.

Follow up with new members and visitors. How are they doing? What can we help with?

Small Groups: Across all discussion groups, the need for Support groups was seen as most important: Support Groups for divorcees, single mothers, addiction issues, etc.; Special Interest Groups for knitters, gardening, etc.; and Small Groups for Bible Studies, categorized across the generations—men with young families, women with young families, families with older children, young adults, and retired people.

People want to socialize more outside of church. The young dads' group has been great. What about the moms? There is a need for more opportunities for women to engage with one another. Can there be an equivalent for moms? Who could organize it?

CULTURE OF COMMUNITY (CONT.)



Utilize the Deacons to reach out to the community. Further develop the concept of the Deacon's flock - can they create their own communities that they nurture?

Some members of the congregation are viewed negatively as "cliquey."

Mentorship: Mentorship program. It creates a multi-generational environment to engage the whole church, "top to bottom."

Beyond the Deacons, is there a missing ombudsman or mentor role?

Family: Family events are ideal; they can draw people in. However, some young families aren't willing to commit to becoming members right away. How can we encourage participation without membership?

Non-denominational churches appear to attract more young people.

The recent effectiveness of the school as a pipeline for new members, particularly younger members, was discussed.

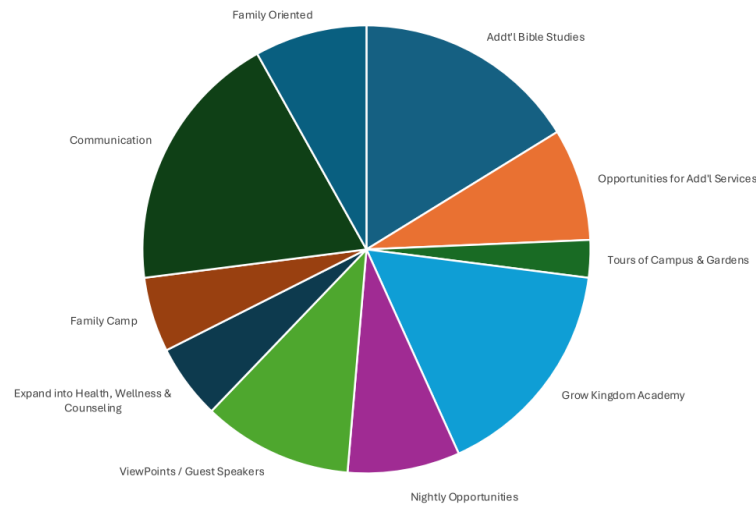
How can we involve the preschool in the Sunday church? How can we encourage preschool students to participate in a Sunday service so their parents can experience it? Singing was used as an example.

Stressed the need to incorporate the youth into the life of the church. Youth Sunday was praised, but how can we further attract the youth? Some people missed the 'Message to the Children' each Sunday. Can we utilize Podcasts and/or create them?

Outreach: Outreach was particularly emphasized through the choir. Examples such as the invitation to go downtown and participate in a memorial for the homeless are very impactful.

Other: What happened to the Adult Ministry director and Special Events positions?

Culture of Learning



CULTURE OF LEARNING



Bible Studies: Suggestion for an additional 9AM Bible study on Sunday morning.

Can the church offer more options for people to engage in educational opportunities? The current availability makes it difficult for working individuals to attend.

Small group/home Bible study has worked well for some. Could this be further packaged and encouraged?

Request for nightly educational opportunities to keep minds engaged.

The church offers excellent learning opportunities.

Not everyone has the opportunity to attend Bible studies. Can there be a format that provides a link between the sermon and scripture?

In the small groups after Bible study, the emphasis appears to be more inward-looking and self-focused, rather than on helping and serving others.

Renovare has been cited as a program that works well.

Add'l Services: The Lenten Service series was well received. Can we have more services in addition to our Sunday worship?

Bible teaching from the pulpit is a strength of Village Church.

Can we gain deeper insights into our faith and traditions through music?

Tours: Continue to offer tours of the campus and gardens.

Kingdom Academy: Kingdom Academy has fed some; how can we expand it to attract more of the congregation? Some tables commented that they were not aware of the program.

Consider an all-church study of a single book, "The Pursuit of Holiness" by Jerry Bridges. Some people were unaware of Kingdom Academy.

Guest Speakers: Opportunities for presentations on specialized subjects. Reinstatement of ViewPoints and guest speakers—utilize Zoom and/or stream online.

Family: We previously offered a family camp, which provided a meaningful learning environment.

Loved seeing the youth in service. Can we make sermons accessible to younger children too? Let's incorporate learning across generations so everyone learns the same thing at the same time.

CULTURE OF LEARNING (CONT.)



Health/Wellness: A key aspect of living a long life is having a sense of purpose and belonging to a community. Discover how to lead a Christian life.

Communication: Maintain connections with those who cannot attend in person. Shout out to Daily Devotionals and online streaming. How can we add more content?

Enjoyed the video messages, highlighting members who incorporate their Christian faith into their careers and daily lives.

YouTube is "anti-community". Watching a service online is disconnected.

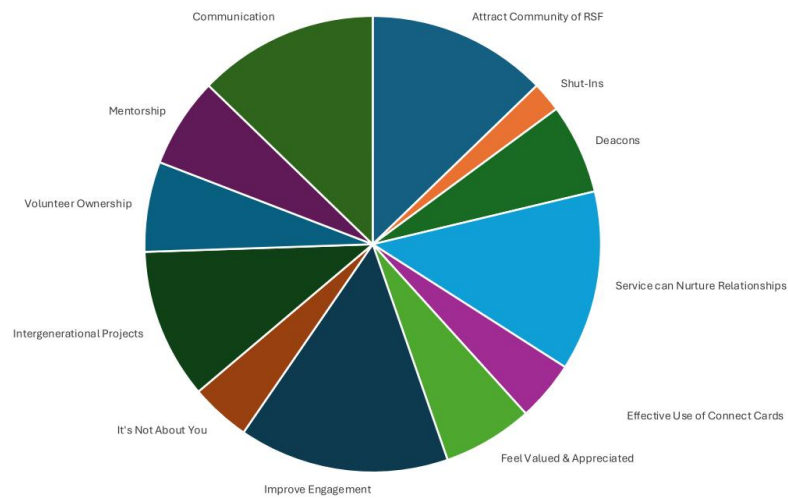
Can we make money from the channel?

Jack should be marketed more.

Serious technical issues are preventing live Bible studies from being able to interact with their participants. Need to address.



Culture of Service



CULTURE OF SERVICE

- Relationships:** Participating in service enables the congregant to feel connected to their community and provides opportunities for friendships and support.
- Personal invitations to encourage participation. Cultivate relationships to attract more volunteers.
 - It is rewarding to be part of something.
 - Have already established groups conduct service projects together, such as choir sections.
 - Emphasize that service offers a broader understanding of others' struggles and shifts the focus away from your own challenges.
- Deacons:** Can the Deacons offer at-home visits? Highlight Stephen's Ministry from the pulpit—perhaps one Sunday a year? The Deacons were praised for their recent commitment to connecting with their flock.
- Explore the concept of shut-ins to help provide relief to the caregivers in the community.
- Connect Cards:** How are the Connect Cards being used? Is there any follow-up? Some individuals have complained that they have not been contacted.
- Engagement:** Engage volunteers who can take ownership of a project to foster passion and drive results. Can small groups have their own committed mission?
- Opportunities cannot be "one-off" occasions. How can we create sustainability that provides consistency and builds relationships?
 - Numerous volunteer opportunities exist, but a concerted effort is needed to cultivate committed volunteers. Consider creating a volunteer coordinator position.
 - There was concern that volunteers are not necessarily valued or appreciated. Consider strategies to enhance the culture of engagement.
 - The church is commended for its exceptional outreach locally, nationally, and globally.
- Mentorship:** One-on-one engagement, such as mentorship programs
- Family:** Develop opportunities for intergenerational service projects.
- Time is an issue, particularly for families. Are there opportunities for the entire family to serve together?

CULTURE OF SERVICE (CONT.)



Communication: Communicate the need for volunteers for Sunday school and other activities.

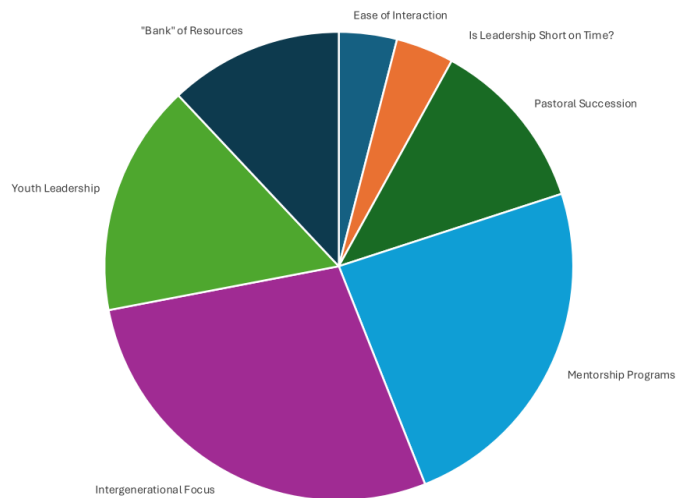
It was noted that opportunities for service need to be more specific and better publicized to attract people. There was a feeling that this was done more effectively before the pandemic and could use a boost now.

Additional: Could we or should we make new members a "mission" unto itself?

While there is a director role for missions, it may benefit from being more formally elevated by a pastor's voice, not as a replacement for the director function, but simply to aid in communication (aka as the former Pastor Jan (Farley) would regularly do).

More mission booths in the courtyard and the invitation of mission speakers on Sunday would be appreciated. Regarding the marriage class, while the pastor offers "pre-marriage" counseling for couples looking to marry at the church, the group discussed the value of a more ongoing marriage "maintenance" discussion. Is this something that could be considered?

Culture of Leadership



CULTURE OF LEADERSHIP



Intergenerational: Can the church's leaders incorporate a contemporary viewpoint with historical context? Connecting with the younger generation requires looking forward.

For co-leaders, perhaps a focus on younger people who are sometimes hard to recruit for leadership roles.

For certain committees (like Stewardship, for example), could we implement a "co-leader" role, where the expectation is to serve alongside the current leader for a year before stepping into the leader role the following year?

Mentorship: Can the leadership provide opportunities to educate others as leaders, serving as a further resource to facilitate ministries in other locations (mentor programs)?

We have so much talent in this church; does it make sense to offer mentoring in both a career and a spiritual way?

The director role seems to work well for the church overall, but some of our director leaders are still developing into their roles. Would it add value for us to find, recruit, or assign member mentors to each director? Are there experienced business leaders who are not already on Session that would be willing and able to mentor?

Youth: The youth program included a leadership component, assigning individuals to represent their ministry. Can we involve the youth in service roles, such as greeters and lay readers?

Resources: There is criticism that leadership is short on time. Ample resources should be provided to assist with pastoral care.

Vocational training for lay readers.

Consider creating a resource "bank" for speakers, mentoring, and church events to bring friends to.

Accessibility: Empower congregation members to share their ideas with leadership (Pastors and Elders). There is currently a feeling of disconnection.

Succession: Concerns regarding the new hire for Associate Pastor and Pastor Jack's succession.

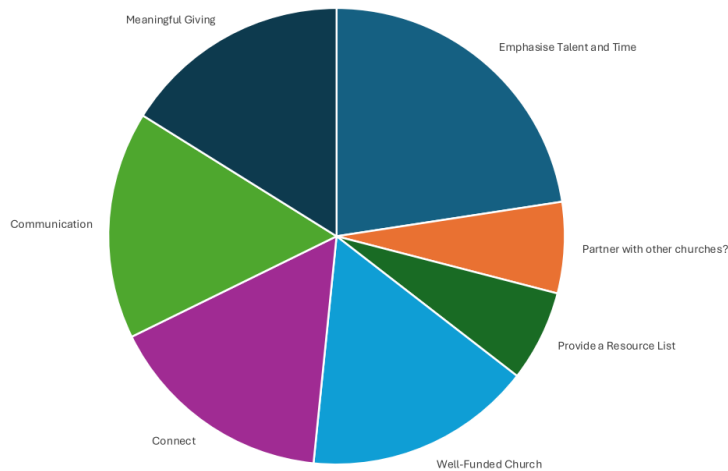
Due to a nationwide leadership crisis, seminary enrollment has declined sharply.

Effective programs will facilitate the transition.

Other: One can lead by being an early follower: be the next to join the first one to make a move, take a stand, or start a project.

Liberalism in Presbyteries has caused a loss of members. Suggest we hold meetings on social issues after Sunday services.

Culture of Generosity



CULTURE OF GENEROSITY



Talent & Time: Enable the congregation to understand that their talents benefit the church.

How do we connect talented people to a mission that utilizes their skills? Should we hold a "Fair" in the fellowship hall to showcase how people could get involved?

Fears that the church asks too much for money and does not emphasize time and talent enough.

How are the youth engaged in giving? Are they provided with insight into the purpose of generosity?

Communication: Highlight members who have started their own charities.

Allow more time for sharing about missions; it should be an integral part of every worship service where we celebrate our work in our community and the world.

Stewardship is always a struggle. Suggest the Directors present their ministry to the congregation to provide insight and awareness of their work over the past year, so the congregation has a better understanding of how their donations are utilized throughout the church and the resulting benefits.

Resource: Sometimes, a member may not know how to help. The church could provide a resource index to educate and guide members.

Well-Funded: We are a well-funded church that offers the opportunity to recruit excellent staff.

We are well-funded because of our demographic. How can we build up our funds for the future?

We spend too much money, while other churches operate with considerably less.

Jack said something about additional contributions helping make up for the decline in donations. People perceived that as a reduction in regular giving but an increase in larger, occasional contributions.

Connect: Would like to partner with other churches and inner-city organizations, etc.

Create enjoyable opportunities for giving to inspire people to share their time and resources.

Other: Giving should not be obvious. They mentioned a strong dislike for going to the altar to present their offerings on a Sunday.

APPENDIX B PNC SURVEY SUMMARY

Appendix B provides a summary of the input we received from a congregational survey conducted by the PNC in July and August, 2026 to define what the congregation is seeking in a new pastor. The survey was completed by 265 people, representing a submission rate of 35.15% of the congregation. The Survey was comprised of the following questions:

Question 1

1. Which of these is most important to the future of The Village Church? Rank these responses from 1 to 8, with 1 being the most important.

 Total score



For rank order questions, each answer was given a “Total Score” value by the survey tool based on how the respondents ranked it. The better the rank given by the respondents, the higher the score assigned. The results of the ranking are shown below. The results show that faith and spiritual growth come first with the congregation, followed closely by a pastor who knows and shepherds the congregation.

Question 2

2. Which of these church ministries should receive emphasis over the next five years? Rank from 1 to 8 with 1 being the most important.

 Total score



For rank order questions, each answer was given a “Total Score” value by the survey tool based on how the respondents ranked it. The better the rank given by the respondents, the higher the score assigned. Adult, Children’s, and Youth ministries rankings were essentially tied, with worship receiving the most number 1 votes. While all of the ministries in the church are intended to address the developmental and spiritual needs of the congregation, the Adult, Children’s, and Youth ministries provide specific discipleship and engagement opportunities for each age group, as well as providing multi-generational opportunities. Written responses to the questions reinforced a strong desire to reach younger people and families.

Question 3

3. Rank the following attributes you desire in the next senior pastor of The Village Church, from 1 to 6, with 1 being the most important.

 Total score



Results from this survey question provided a clear message: the congregants want its Senior Pastor to be a teacher, preacher, and shepherd. Comments associated with this question centered around people wanting an engaging, story-driven preacher with strong scriptural and theological grounding. Warmth, approachability, and personal connection are considered key to building strong pastoral care and relationship building.

Question 4

4. Regarding contemporary social/political issues, which approach would you prefer from our next senior pastor? (select one)

Showing the most recent responses to the question. [See all responses](#) here.

Address such issues occasionally when they clearly relate to Scripture 135 (50.94%)



Focus primarily on Scripture and avoid political discussions from the pulpit 130 (49.06%)



There was almost a perfect split on this issue, however, the comments in both responses talked about putting the issue in the context of Scripture. There was also a sense in the comments that the people who want to talk about issues, expect the sermon will be consistent with their viewpoints. There were many comments that expressed the desire that the pulpit not take sides on political and cultural issues, but stay with what Scripture call us to do.

Question 5

Do you have any thoughts about the future of the Village Church that you would like to share?

This question provided for an open answer, free format text response. Responses focused primarily on the following key topics related to what the Village Church future should look like:

- Reach younger families and people was one of the strongest recurring themes.
- Preserve what is working while moving forward: avoid wholesale reinvention. Respondents particularly wanted to preserve the warmth, preaching style, and Biblical grounding that current members value.
- Maintain strong worship and music while remaining accessible to younger people
- Remain centered on Christ, Scripture, and spiritual growth
- Strengthen community, fellowship, and outreach

Question 6

Is there one thing about the Village Church you would not want to change under the new senior pastor?

This question provided for an open answer, free format text response. Responses about what not to change focused primarily on the following key topics:

- Traditional worship and music—especially choir, organ, hymns, and liturgy

- Offering both traditional and contemporary worship services and keep each distinct in style
- Biblical preaching and teaching, Bible studies that connect Scripture to everyday life and current events
- Commitment to missions and outreach
- The welcoming atmosphere and sense of community at the Village Church
- A repeated underlying message was: don't come in and immediately change a healthy church

Question 7

If you could give one piece of advice to our future senior pastor, what would it be?

The advice clusters around three consistent requests: slow down and build genuine relationships before changing anything, stay out of pulpit politics, and be authentically yourself rather than a copy of the former pastor. Advice included:

- Preach and teach Scripture
- Listen first; get to know the congregation
- Build personal relationship; be approachable, humble, and authentic
- Love and shepherd the whole congregation
- Respect the culture and traditions of the Village Church; don't make rapid changes
- Reach the next generation
- Avoid partisan politics and personal agendas
- Several respondents specifically requested a good sense of humor
- Pray and trust God's guidance

APPENDIX C FEEDBACK SESSIONS SUMMARY

Appendix C summarizes findings from feedback sessions that were held with the Congregation in July and August, 2026. A synthesis of the listening session comments, organized by theme, follows.

Core Pastoral Qualities

Teaching & preaching

Several people want a pastor who is fundamentally a strong teacher and preacher of Scripture and someone passionate about preaching. Teaching/preaching should be paired with leadership and problem-solving. Solid theology" and deep biblical knowledge was important to many. The pastor should have a strong ability for public speaking.

Relating Scripture to modern life

A recurring comment relates to relevance — tying faith to today's issues with tact. The ability to weave historical context into today's world, and addressing politics/war/religion tactfully were identified by many as important. Many also wanted the pastor to have a gift for making theology "practical, applicable, and pragmatic and able to give sermons that apply the Gospel to everyday issues."

Administration & leadership

Several people expressed the need to balance strong teaching skills with administrative/finance duties and delegate well. Based on the professional nature of the congregation, some described needing a pastor who can "lead leaders" and be a "chief among chiefs."

Personality & warmth

Many expressed a desire to find someone with a sense of humor, as well as someone who knows and cares deeply about the individuals in the congregation. Warmth and ability to listen are important gifts. Several people discussed the need for diplomacy with no extremism in dealing with political and social issues. Being well-read with a breadth of education and understanding of worldviews was also considered important.

Community Fit

Several people stressed finding someone who fits the Rancho Santa Fe community. The church is "the center of faith in Rancho Santa Fe" and needs a pastor who can engage the community and be well-respected in it.

Music & Worship

Music plays an important role in the life of the Village Church with many regularly attending because of the excellent music program. In the feedback sessions there was a recurring discussion that the traditional choir program, as well as the contemporary worship team draw people to the church. Some noted that when another local church cut traditional worship, it drove members (and their commitment/tithing) to the Village Church. It is important to many members that the traditional choir stay in place and continue to grow.

Vision for the Future / Young Families

This was the most heavily represented theme. Long-term members talked of former pastor Dan Meyer's success connecting with young families in the 90s as a model. Many people talked about wanting the new pastor to help bring younger families to the church. Bringing the preschool families into the congregation needs more attention. Engagement with youth, outreach to the "unchurched," and a strong online presence was viewed as important for more cross-generational membership. Some also want more multimedia/visual aids in services and more participation opportunities outside Sunday worship.

Inclusivity & Diversity

There was discussion of inclusion and diversity, with one young person sharing that the church's acceptance of oppressed communities is core to why he found a spiritual home there, and values its multi-generational diversity. Inclusivity is important. The church needs to continue being welcoming and caring to all.