



# CADILLAC

CHRISTIAN REFORMED CHURCH




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## Church Profile

 1110 E Division St, Cadillac, MI 49601

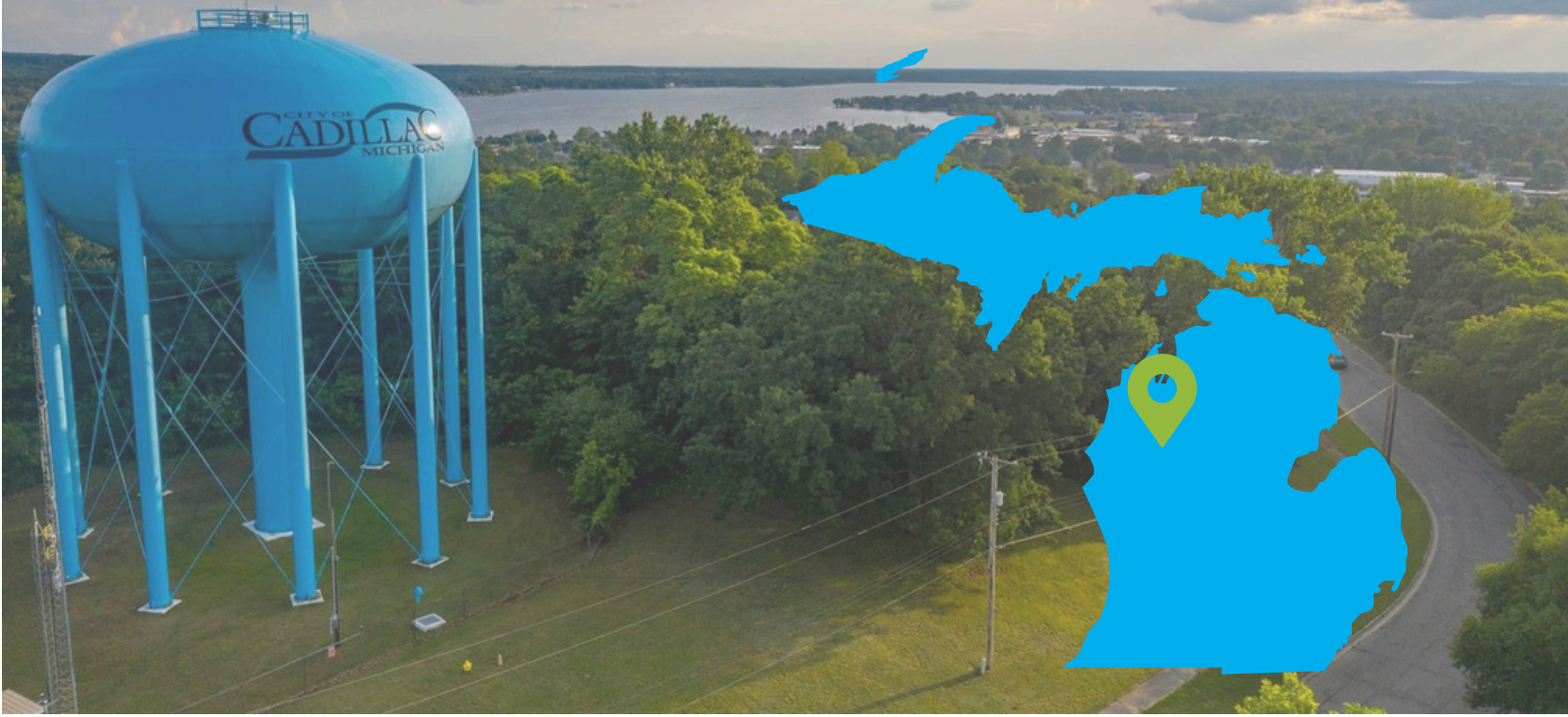
Cadillac CRC's Search for a Lead Pastor



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## Cadillac, Michigan

*The biggest small town in Northern Michigan.*

Located in Northern Michigan, Cadillac boasts access to outdoor recreation, community activities, and “small-town feel.” Cadillac has approximately 10,000 residents. The city is between Grand Rapids and Traverse City, and less than an hour from Lake Michigan. The Manistee and Pine Rivers are also nearby for tubing, paddling, and trout fishing.

Cadillac has two large lakes with all water sports available. There are thousands of acres of public land nearby for hiking, trail riding, biking, and snowmobiling. There is also easy access to skiing, golf, fishing, disc golf, pickle-ball, and other sports.

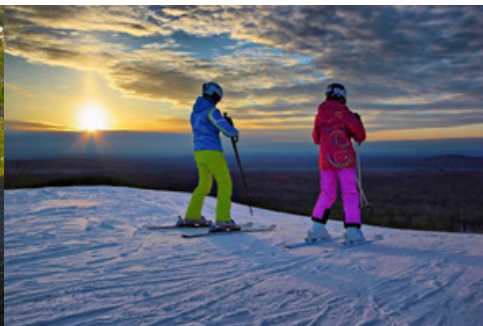
The cost of living in Cadillac, relative to other parts of the state and country, is quite reasonable.

Cadillac’s community life and calendar has grown. The city hosts races, tournaments, theater performances, concerts, festivals, arts classes, and more.

For more information, see:

- Cadillac Area Visitor’s Bureau
- Cadillac Area Chamber of Commerce
- City of Cadillac
- Manistee National Forest
- White Pine Trail

 Cadillac Area Visitor’s Bureau



# Basic Demographics

- **Age:** Currently, the proportion of the population in our area under 18 years old is about 21%. The percentage of those under 18 is projected to steadily decrease while the percentage of retirees is expected to significantly increase.
- **Income:** The average household income is around \$67,500.
- **Household:** 35% of households with children are single-parent households.
- **Education:** 48.5% of our church has an education level of a Bachelor's degree or higher, compared to 19.4% in our community. Generally, our congregation has more formal education than our community.

- 63% of our community reports having a relationship with God (compared to 56% of the United States).
- Nearly 60% of the people in our area don't participate in church life. Total participation in churches is expected to decline to around 35% over the next five years.

# Religious Demographics

## Cadillac Area Insite Summary

*This report was made as a part of CCRC's Healthy Church process and gives important demographic, religious, and ministry data of the Cadillac area.*

### Ministry InSite

- Strongest life concerns:**
- social and political tensions/discord
  - health crisis and illness
  - racial injustice
  - fear of the future or unknown
  - financing the future

- Top reasons for considering withdrawing from church participation:**
- don't believe in God
  - didn't feel welcome
  - conflicts in religious community
  - lack of support during time of need
  - moving away from that community

- Top reasons (for people outside of religious communities) for not participating in a religious congregation:**
- religious people too judgmental
  - religion too focused on money
  - distrust in religion or religious leaders
  - disillusionment with religion

- Most preferred church qualities/programs:**
- warm and friendly encounters
  - quality sermons
  - traditional worship experiences
  - holiday programs
  - strong personal relationships
  - community volunteering opportunities
  - adult and senior activities





## Cadillac CRC

### *Who Are We?*

Cadillac Christian Reformed Church is a community church in Northern Michigan. Cadillac CRC's origin dates back to 1946. After outgrowing it's original site, the church moved to its present location in 1968. The church building now is located just one mile from Cadillac's downtown area.

The church building rests on 11.5 acres (bottom middle), allowing room for a thriving community garden (bottom left), disc golf course used by the community and Cadillac Area Disc Golf Association, campfire pit, and walking trails that connect to local neighborhoods.

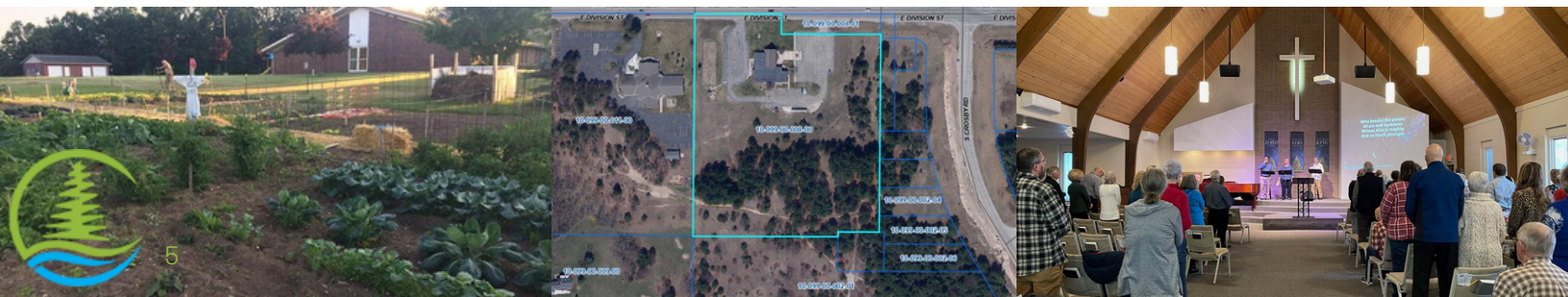
Its vibrant congregation's mission is to "celebrate, show, and share God's transforming grace." This church **celebrates grace** as it gathers together for fellowship and worship regularly, on Sundays and in a variety of other smaller groups. Its congregation is diverse in life experience, culture/ethnicity, and denominational background.

Cadillac CRC **shows grace** by participating in church life together: Sunday worship, bible studies, book groups, Kids on the Rock, prayer groups,

classes, and in fellowship with each other outside of groups. Much of the congregation volunteers during Sunday worship (i.e. tech booth, refreshments, worship planning), in church ministries (i.e. Sunday school, the community garden, service projects), and church leadership (notably, both men and women).

This congregation **shares grace** in daily life, ministries, and community partnerships. These include ecumenical missions, youth missions, Kids Hope, Project Canefire, and Faith Promise. The church maintains strong relationships with schools and local organizations. Cadillac CRC started a homelessness project in the 90s, that is now it's own non-profit, New Hope Shelter, and continues to support that mission.

While Cadillac CRC's early members spoke of the strong unity and purpose they experienced, this experience has changed and grown. This church is not trying to return to all aspects of an earlier era, but hopes to regain strong unity and sense of purpose. For more, please see the Recent History document on page 10.



# Mission

We celebrate, show and share  
God's transforming grace

# Vision

We will see Christ bring healing,  
wholeness, and growth as individuals, in  
our relationships, church, and  
community.



*This pyramid illustrates our church's ministry – built on the foundation of Scripture, the creeds, confessions, and timeless practices of Christian discipleship; and culminating in continued evaluation of faithfulness to our calling.*

## Core Practices

**Worship** Our church's worship - through participation with Scripture, songs, prayer, and sacraments - seeks to help all people praise God first. In God's presence, hearts and minds are opened and lives are transformed.

**Groups** Our church's groups are the primary place where we fulfill God's command to make disciples and grow as God's family - utilizing groups of various sizes and purposes.

**Equipping** Our worship, groups, and ministries intentionally prepare God's people to lead, serve, and live out God's purpose in their lives.

## Core Values

**Compassion** In safe, respectful relationships we can address what's broken in our lives.

**Community** God's transformation happens best in humble relationships with grace, truth, and healthy boundaries.

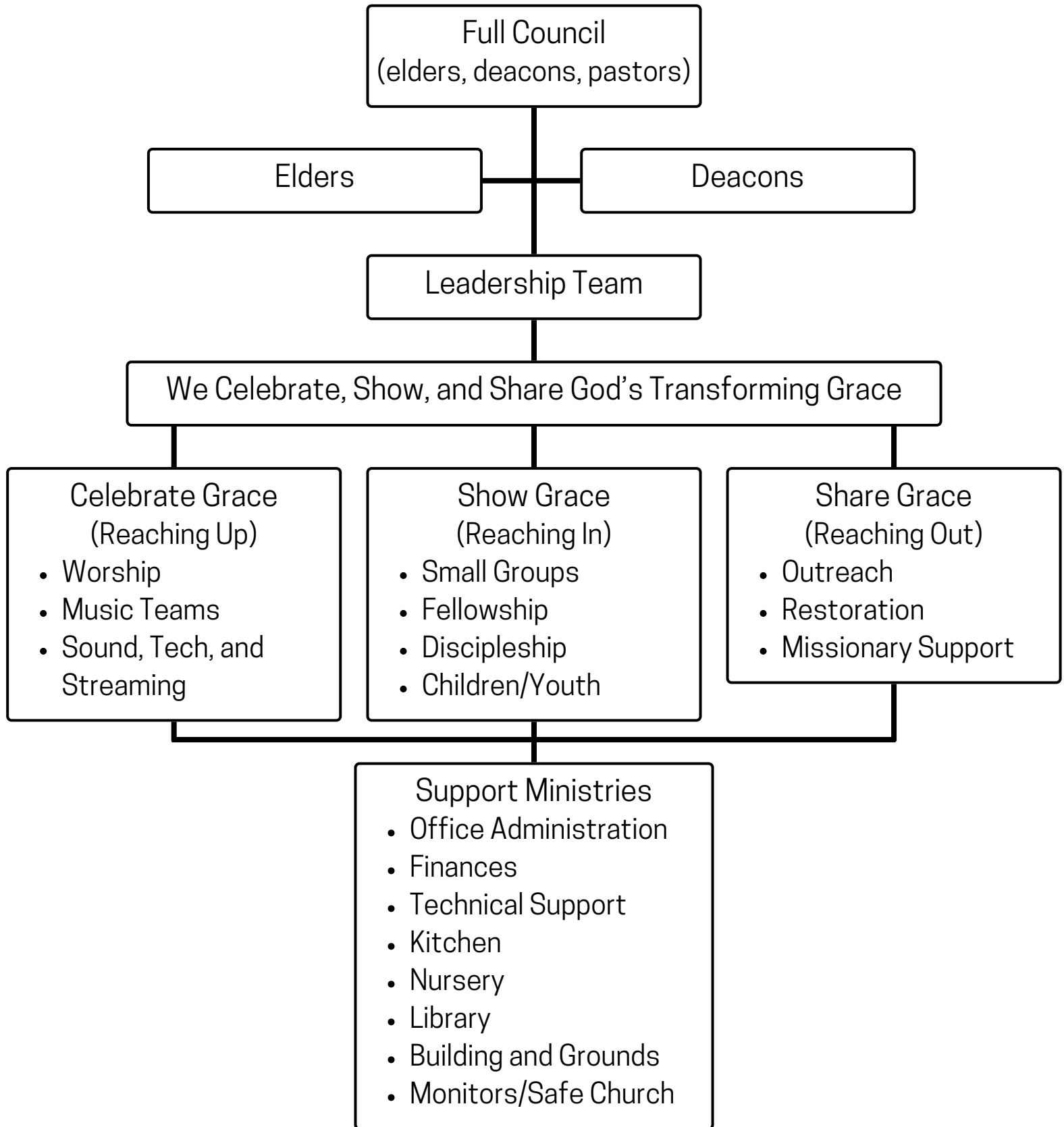
**Training** Everyone needs to be continually equipped to live out God's call in their lives.

**Prayer** Prayer is essential to a growing and healthy relationship with God.

**Outward Focus** God calls us **out** to serve our neighbors, **out** to connect with others, **out** to a world God loves - to tell about His grace and love.



# Organizational Chart



# Church Structure

Governance Function	Council's Role	Leadership Team Role	Pastor's Role
<b>Church Mission and Vision</b>	Discerns, articulates, approves, and modifies (if needed).	Monitors and suggests progress on Mission/Vision.	Implements, promotes, defends, and has a voice in articulation as member of Council.
<b>Strategic Planning</b>	Ultimately approves, discerns with pastor and staff.	Maintains continuity between Council/Pastor/Staff.	Implements, promotes, defends, and has a voice in articulation as member of Council.
<b>Budget</b>	Approves annual full Budget, provides Congregation with regular reports and year-end summary.	Communicates with Finance for Council and vice-versa.	Proposes specific ministry budgets to Council for approval.
<b>Dual Role of Pastor</b>	Member of Council.		Both a staff member and head of staff.
<b>Day to Day Operations</b>	Delegates to Pastor.	Oversees and addresses staff matters in the absence of a pastor.	Supervises day-to-day management decisions.
<b>Personnel Policies</b>	Defines and approves.	Suggests policy changes to Council.	Recommends and implements.
<b>Administrative Policies</b>	Defines and approves.	Suggests policy changes to Council.	Recommends and implements.
<b>Hiring of Paid Staff</b>	Calls Pastor, approves staff positions.	Hires paid staff on behalf of Council.	Has a voice in hiring as Council member.
<b>Approving Volunteer Staff</b>	Approves.	Selects Chairs and recommends to Council.	Has a voice as member of Council.
<b>Staff Evaluation</b>	Delegates to Leadership Team.	Evaluates all paid staff.	Has a voice as member of Council and Leadership Team.
<b>Staff Termination</b>	In the case of severing the relationship with pastors, this is only done in conjunction with Classis. For paid staff, Council decides and authorizes Leadership Team to terminate.	Acts on behalf of Council.	Has a key voice in recommending termination to Leadership Team and Council. Must be given prerogative in rare but clearly specified cases to suspend staff.
<b>Staff Grievance</b>	Primarily concerned with reconciliation. However, is the church's last "Court of Appeal." Council's decisions may be appealed to Classis.	Initial Contact and makes recommendations to Council.	Has a voice as Council member (pastor's role may be impacted by Conflict of Interest Policy).
<b>Conflict of Interest Policy</b>	Is responsible for forming and implementing.		
<b>Salaries</b>	Approves recommendations from Leadership Team.	Sets and evaluates all paid staff salaries.	Has a voice as Council member.





# Church Demographic Information

*Much of this data was collected in 2023 as a part of CCRC's Healthy Church process and gives an important look into demographic and financial changes in the church.*

## Current Church Demographics

- 56% are married with no children at home
- 21% are single adult with no children
- 16% are married with children under 18 at home
- 7% are single with children at home

## Membership Changes

A significant number of memberships have lapsed or resigned over the last two years: a total of 36. Some of this is attributed to getting membership rolls up-to-date in the last year.

## Five - Year Attendance Changes

- Average Sunday attendance decreased from 185 to 110.
- Children of all ages is approximately 1/2 of what it used to be.

## Another note,

We are not a neighborhood church in which members come from the immediate surroundings. Instead, we are a community church coming from a wider area than the general area of the church physical location.

## Budget

- 2024/25 Budget
  - 59% for salaries
  - 12% for programs
  - 13% for facilities
  - 12% for DMS/CMS
- Annual budget is \$297,582

December, 2024

## Giving

- Giving remains incredibly high and has not dropped by 1/2 (to reflect our attendance changes).
- Our congregation has a history of being blessed with financial means and generosity. This is evident in our ability to fund our budget, local and denominational ministries, Faith Promise, as well as any congregant special needs.

December, 2024



# Recent History

At one point, Cadillac CRC had a worship attendance of nearly three hundred. Youth and children's ministries were active and well-attended. A church community with diverse theological and political perspectives found a way to co-exist and thrive in ministry together. That is not the case today. Worship attendance has been between eighty-five and one-hundred-ten, and children's ministries reflect a loss of many younger families from the ministry.

What happened?

On the surface, the church experienced a "perfect storm" of factors. First, the youth pastor at Cadillac CRC decided to leave the church and begin a church plant in fairly close proximity to Cadillac CRC. This resulted in a number of younger families leaving the church and joining this new plant. This caused a deep loss of current and future leaders. Secondly, the church experienced a prolonged conflict that ultimately centered on the pastor and a worship director. This conflict came to a head at the same time as COVID and the divisive 2020 election. Suddenly, a harmonious church became as polarized as the surrounding community. Combined, these two resulted in significant loss of membership, distrust of leadership, and the decision of the church's most recent pastor to leave through an Article 17 separation (initiated by him).

As a result of the Article 17, Classis Northern Michigan mandated that Cadillac CRC do the following: (1) complete the Healthy Church Process and (2) contract with a Specialized Transitional Minister – both of which the church has done. These processes uncovered and began to address the factors that lay beneath the surface. And while each factor was distinct, they all related and interconnected on several levels.

The most obvious factor was well-intended but untrained and insufficient leadership from the church council. This manifested itself in the tolerance of inappropriate behavior, failure to provide clear boundaries for the pastor and paid/volunteer staff, and ignorance about transparent communication – which diminished trust. This was aggravated by two decades of passive or inexperienced pastors who did not equip or help council learn and grow in their leadership roles and responsibilities. Second, it was very clear that whatever sense of purpose of mission/vision the church may have had was either associated with a former pastor or ministry had drifted away from any kind of focus. Finally, there were the spiritual dynamics of tribalism, politics, and hard feelings which some were content to prioritize over Kingdom, unity, forgiveness, and peace.

Through the Healthy Church Process and Transitional Pastor Harold Veldman, the church has made great progress in addressing these. In the past year:

- The church has worked together to formulate a new mission, vision, and values statement. This work continues as these begin to trickle down into specific ministries.
- Council has revised and updated its governance and bylaws to provide clearer roles, boundaries, and greater accountability.
- Council has new tools: orientation, training, and clear mechanism by which the congregation is promptly informed of council's work.
- Even though the principal participants in the conflict have left the church, the work of reconciliation has been slow but intentional. Sadly, some who have left the church refuse to let go of their real or perceived hurts.

This work is just beginning. But there is great hope that, if there is continued follow-through and consistent council training, Cadillac CRC can again find unity and – through God's help – be a blessing to the greater Cadillac community.



# Pastor Search Committee



**Peggy Baas** has been a member of Cadillac CRC for most of her life. She grew up here and moved back after college. Decorating the church and singing to enhance worship have been constants for her. She and her high school sweetheart married in the church 49 years ago and raised their sons here. Peggy is retired from working as an office manager for a group of psychologists. She enjoys crafting, traveling and camping with her husband, and spending time with kids and grandkids.



**Lisa Jacobson** has been part of the Cadillac community for 21 years, coming here as an ENT Physician. Lisa has attended CCRC with her young family since then, attracted to the friendly and caring congregation. She has been married for almost 26 years and has 2 wonderful adult children that thrived growing up here. Lisa often assists in Sunday worship with projection and children's message. She loves to stay active with many different water sports, biking and skiing in the winter.



**Emily Jo Mulder Ruetz** grew up as part of the Cadillac and CCRC community, and, after some time away, returned to the area with her husband in 2021. Emily Jo works as a public health educator for the local health department, teaches piano lessons, and sings in church and community groups. She likes to garden in the summer, snowshoe in the winter, and do puzzles and travel year-round.



**Ron Sneller (chair)** has been a member of Cadillac CRC for over 33 years: since he and his wife, Cindy, moved to the area. They were drawn to the congregation through personal and caring interactions. Ron is now enjoying the life of a retiree after employment as a utility forester. He and Cindy have 4 children (2 adult) and also have the joy of being new grandparents. Ron enjoys travel, babysitting, spending time with siblings, and doing small projects for his older children.



**Glen VanAntwerp (ex-officio)** is Chair of Council at Cadillac CRC. He and his wife, Diana, are retirees who enjoy any time they can get with their busy children and grandchildren. Glen was diagnosed with Stage IV cancer over seven years ago and is very grateful for the prayers and support of God's people throughout his journey. Glen is president of the historical society and museum in his small town south of Cadillac. He also has a passion for hiking trails locally and throughout the state.



**Dave VanHouten** was baptized and came to faith as a member of Cadillac CRC. After time away, he and his wife returned to Cadillac and the CRC in 1976 and raised their family. He has served the church council as an elder and deacon. Dave worked for MDHHS for 35 years, retiring in 2011 as Director of the Wexford-Missaukee Office. He currently operates a Canadian fish camp with a fellow CRC member and is involved with Project Canefire, a church mission in the Dominican Republic.



# Who We Are Looking For

*Cadillac Christian Reformed Church's Lead Pastor Job Description*  
*Please also see our Mission, Vision, and Core Values on Page 6*

## Position

Lead Pastor

## Summary of Lead Pastor Responsibilities

The Lead Pastor is responsible for carrying out the mission of the church. Under the leadership of Council and in partnership with staff (paid and volunteer), the Lead Pastor shall ensure that the Cadillac CRC community continues to develop according to God's leading.

Pastoral Leadership, training, preaching and worship, and pastoral care are the Lead Pastor's primary responsibilities.

## Summary of Lead Pastor Responsibilities

### Pastoral Leadership

- Strengthen and protect the mission and vision of the church as identified by the Council.
- Clearly communicate the mission of Cadillac CRC to the congregation and embody that mission in all professional responsibilities.
- Work with Council to develop and plan specific strategies to help Cadillac CRC's ministries better align with the mission and vision.
- Manage/oversee day-to-day ministry.
  - Provide support and encouragement to paid and volunteer staff.
  - Function as the supervisor of all paid and volunteer staff - conferring with the Leadership Team as larger matters arise.
  - Be familiar with church policies and provide input when policies need to be created, reviewed, or adjusted.
  - Along with the Leadership Team, provide for annual evaluations of paid staff and submit to a similar evaluation from the Leadership Team.
- Shall attend to classical and denominational responsibilities.

### Worship (Celebrate God's Transforming Grace)

- Oversee the preaching ministry, preparing and presenting sermons that provide biblical and Reformed instruction in dynamic ways, revealing the Gospel's relevance to the congregation.
- Administration of the sacraments.
- Serve with and provide support for the Worship Team in developing appropriate and biblically-centered worship services, consistent with a Reformed Definition of Worship



## Discipleship and Training (Core Value)

- Together with the elders, shall teach membership classes and Profession of Faith classes.
- Provide orientation, training, and instruction to full Council, elders, and deacons.
- Train for small group leaders.
- Demonstrate interest in and necessary guidance for the educational ministries of the church, particularly those ministries for children and youth.

## Congregational Life (Show God's Transforming Grace)

- Encourage pastoral care ministries - by elders, deacons, and lay ministries.
- Engage in pastoral care particularly among the congregation and provide some counseling as appropriate.
- Take initiative in and assist with visiting the sick, the hurting, and the grieving.
- Participate in fellowship opportunities with the congregation.
- Encourage and support small group ministries.

## Outreach (Share God's Transforming Grace)

- Encourage the evangelistic outreach of the church.
- Assist the church in building bridges to the lost and to the seeking.
- Encourage assimilation of new worshippers and new members.
- Engage in at least one community organization, such as Cadillac Area Ministerial Association.
- Represent Cadillac CRC positively to other churches, pastors, and the broader community.

## Communication

- Provide pastoral care and visiting reports to the consistory for the elders' meeting agenda.
- Provide a monthly summary of work to the Clerk for the Council meeting agenda.
- Encourage and assist the clerk in providing regular and transparent communication to the congregation.

## Qualifications

- Ordained (or eligible to be) as a pastor in the Christian Reformed Church.
- Exhibits a commitment to Jesus Christ, demonstrates exemplary Christian character, and be a person who maintains good spiritual health.
- Personifies the church's core values.
- Has experience or training in church leadership, pastoral care, and discipleship.
- Has experience in providing pastoral care to an aging population.
- Has experience supervising staff members (paid and volunteer).
- Has ability to empower others and can collaborate in team settings.
- Has effective oral and written communication skills.

This job description is not specific to age, race, ethnicity,  
sex, disability, or marital status.





'Cause when we see You  
We find strength to face the day  
In Your presence  
All our fears are washed away  
Washed away



# How to Apply

Thank you for your interest in the Lead Pastor position at Cadillac Christian Reformed Church. To apply, please send:

- Resume / CV
- Cover letter
- Video / audio recording of a sermon
- Any other supporting information

to Cadillac CRC at [office@cadcrc.org](mailto:office@cadcrc.org)

