

# PRESBYTERIAN CHURCH (U.S.A.) CHURCH LEADERSHIP CONNECTION 100 WITHERSPOON STREET LOUISVILLE, KY 40202-1396 Toll Free 1-888-728-7228 ext. 8550 Fax # (502) 569-5870 www.pcusa.org/clc

# MINISTRY INFORMATION FORM

| Ministry Point Loma Co.               | mmunity Presbyteri  | an Church  |       |  |  |
|---------------------------------------|---------------------|------------|-------|--|--|
| Mailing Address 2128 Ch               | atsworth Blvd       |            |       |  |  |
| City San Diego                        | State <u>CA</u>     | Zip Code   | 92107 |  |  |
| Telephone Number (619) 223            | 3-1633              | Fax Number |       |  |  |
| Email                                 |                     |            |       |  |  |
| Web site www.pointlomachu             | rch.org             |            |       |  |  |
| Congregation or Organizati            | on Size(Select one) | )          |       |  |  |
| Und                                   | er 100 members      |            |       |  |  |
| 101                                   | - 250 members       |            |       |  |  |
| 251 - 400 members                     |                     |            |       |  |  |
| 401 - 650 members                     |                     |            |       |  |  |
| <u>X</u> 651 - 1000 members           |                     |            |       |  |  |
| 1001 - 1500 members                   |                     |            |       |  |  |
| Mor                                   | e than 1500 members |            |       |  |  |
| N/A                                   |                     |            |       |  |  |
| Avaraga Worshin Attandan              | na 133              |            |       |  |  |
| Average Worship Attendance <u>433</u> |                     |            |       |  |  |



Church School Attendance Average attendance of 88 per week not including Brick Pre-school and Adult Education; Vacation Bible School-160 **Church School Attendance** 

| Addit Educat     | ion, vacation bible se                            | 11001-100                  |                           |                  |
|------------------|---|----------------------------|---------------------------|------------------|
|                  |   |                            | um" by Group Publication  | n (Pre-K); "Show |
| Jesus" by Gre    | eat Commission Public                             | eation (1-6)               |                           |                  |
| ☐ Check if ce    | rtified as eligible for part                      | icipation in the Seminar   | y Debt Assistance Program |                  |
| -                | position Of Congrega<br>entage of each racial eth | ,                          | ongregation.              |                  |
|                  | American Indian or                                | r Alaska Native            |                           |                  |
|                  | 1_Asian   |                            |                           |                  |
|                  | 1 Black or African A                              | merican (African Native, C | Caribbean)                |                  |
|                  | 1_Hispanic Latino/La                              | tina, Spanish              |                           |                  |
|                  | Middle Eastern                                    |                            |                           |                  |
|                  | Native Hawaiian or                                | Other Pacific Islander     |                           |                  |
|                  | 97_ White   |                            |                           |                  |
|                  | Other   |                            |                           |                  |
|                  |   |                            |                           |                  |
| Presbytery       | San Diego   | Synod Sou                  | thern California and Haw  | <u>vaii</u>      |
| Community        | Type (select one)                                 |                            |                           |                  |
|                  | College   | Rural                      | X Suburban                |                  |
|                  | Small City  | Town                       | Urban                     |                  |
|                  | Village   | Recreation                 | Retirement                |                  |
|                  | N/A   |                            |                           |                  |
|                  |   |                            |                           |                  |
| Clerk of Sess    | sion Contact Informa                              | tion:                      |                           |                  |
| Name Paul        | Diller  |                            |                           |                  |
| Address 9 Ha     | alf Moon Bend                                     |                            |                           |                  |
|                  | do State CA Zip Code                              |                            | ,                         |                  |
|                  |   |                            |                           |                  |
| E-mail pdiller50 | J(a)gma11.com                                     | FAX                        |                           |                  |



\*Select below the position to be filled and the minimal number of years of experience required (e.g. no experience, first ordained call, up to 2 years, 2-5 years, 5-10 years, or above 10 years)

| Years of          | Position Type                         | Years of          | Position Type                      |
|-------------------|---------------------------------------|-------------------|------------------------------------|
| <u>Experience</u> |                                       | <b>Experience</b> |                                    |
|                   | Solo Pastor                           |                   | General Assembly Staff             |
|                   | Head of Staff (Multi-staff Pastor,    |                   | Church Business Administrator      |
|                   | who supervised two teaching elders    |                   |                                    |
|                   | and other staff)                      |                   |                                    |
| 5-10 years        | Head of Staff (supervised one         |                   | Executive Director                 |
|                   | teaching elder and other staff)       |                   |                                    |
|                   | Associate Pastor (Christian           |                   | Director of Music (non-ordained)   |
|                   | Education)                            |                   |                                    |
|                   | Associate Pastor (Youth)              |                   | Minister of Music (ordained)       |
|                   | Associate Pastor (Other)              |                   | Mission Co-worker (International)  |
|                   | Pastor (Church Planter, New           |                   | Christian Educator (Certified)     |
|                   | Worshipping Community)                |                   |                                    |
|                   | Pastor                                |                   | Christian Educator (non-certified) |
|                   | (Transformation/Redevelopment)        |                   |                                    |
|                   | Pastor Interim                        |                   | Administrator                      |
|                   | Pastor (for a designated term)        |                   | Funds Developer                    |
|                   | Pastor (Other Temporary i.e., Supply, |                   | Finance Manager                    |
|                   | Student)                              |                   |                                    |
|                   | Pastor, yoked/parish                  |                   | Media Specialist                   |
|                   | Co-pastor                             |                   | Communicator                       |
|                   | Executive Pastor                      |                   | Coordinator                        |
|                   | Evangelist or Mission Pastor          |                   | Pastor (For Such a Time as This    |
|                   |                                       |                   | Pastoral Resident)                 |
|                   | Bi-vocational/Tentmaker               |                   | Youth Director (non-ordained)      |
|                   | Chaplain                              |                   | Other                              |
|                   | Pastoral Counselor                    |                   |                                    |
|                   | College/Seminary Faculty              |                   |                                    |
|                   | Seminary Staff                        |                   |                                    |
|                   | Campus Ministry                       |                   |                                    |
|                   | General Presbyter/Executive           |                   |                                    |
|                   | Presbyter                             |                   |                                    |
|                   | Presbytery Leader                     |                   |                                    |
|                   | Stated Clerk (Presbytery)             |                   |                                    |
|                   | Synod Executive                       |                   |                                    |
|                   | Mid-Council Program Staff             |                   |                                    |



| You may als *Employm         |   | e (if appropriate)          |  |  |
|------------------------------|---|-----------------------------|--|--|
| X                            | Full Time                                     | Part Time                   | Open to Either                           |  |
|                              | Bi-vocational (able to pro                    | ovide employment through    | outside partnership)                     |  |
| •                            | ked congregation? X complete the Yoked Congre |                             |  |  |
| Clergy Cou                   | uple (Are you open to a cle                   | ergy couple?) Yes           | No_ <u>X</u>                             |  |
| Certificatio                 | on/Training (check below                      | v the desired certification | on or training needed for the position): |  |
| Interim/Tran                 | sitional Ministry Training                    | Interi                      | im Executive Presbyter Training          |  |
| <b>Certified Chr</b>         | istian Educator                               | Certi                       | fied Business Administrator              |  |
| <b>Certified Con</b>         | iflict Mediator                               | Clinic                      | cal Pastoral Education Training          |  |
| Other                        |   |                             |  |  |
| <b>Language R</b><br>English | Requirements                                  |                             |  |  |
| Statement o                  | f Faith Required X                            | Yes                         | No                                       |  |
| Mission Sta                  | tement  |                             |  |  |

What is your congregation's or organization's Mission Statement?

Our church's mission includes four core values and goals:

• Experience Jesus • Strengthen the Church • Journey into Deeper Faith • Transform our World



# **NARRATIVE QUESTIONS**

(For each narrative question, please limit your responses to no more than 1500 characters including spaces and punctuation.)

1. What is the congregation's or organization's vision for ministry? Additionally describe how this vision is lived out.

Our beloved "Red Brick Church" in the heart of the Point Loma peninsula has served as a beacon of light and hope to the San Diego community for generations. Established by interdenominational agreement in 1937 as one of the first churches in the area, PLCPC was intended from the outset to be broad in membership scope and to be a true "community" church with doors open to all. Today, we aspire to honor that original vision of our founders by offering a welcoming and constant safe harbor of Christian acceptance, affirmation, and renewal to individuals looking to learn more about Jesus and to discern how best to utilize their God-given talents and spiritual gifts.

With a strong emphasis on putting faith into action, we aim to provide dynamic ministries designed to reach all ages through Christ-centered preaching, fellowship, service, and outreach. PLCPC seeks to cultivate and be an authentic environment where God can work to create thriving disciples committed to growing inwardly toward spiritual maturity and fulfillment by finding new and deeper ways to follow Christ. We also strive to be a church where we can together grow outwardly through service as His ambassadors of the Gospel and thoughtful stewards of our collective resources while building God's kingdom, at home and abroad. As He first loved us, we love one another in what we desire and know can be an evermore inviting, active, prayerful, mission-focused, and relevant Christian congregation.

2. How do you feel called to reach out to address the emerging needs of your community or constituency?

Steeped in over 75 years of cherished history and tradition, the blessed sanctuary and grounds of PLCPC have indeed long served as a place of worship for those endeavoring to incorporate the grace, humility, love, and compassion of Christ into their lives. Yet as times change and our congregation ages, we recognize that it is incumbent upon us to embrace anew the fundamentals of Christ's message of love by meeting people in our community where they are and always ensuring that we are "doers" of the Word and not just hearers. We are duly cognizant that sustaining and increasing the visibility of PLCPC will require a revitalization of our church culture and a commitment to continually discover and implement fresh, vibrant expressions of faith and community.

Our recent mission study — "Change and Regeneration" — delineates the need to work innovatively to ensure that our Sunday services, Bible studies, musical programs, service projects, and other Christ-centered gatherings



glorify God in a manner that resonates across generational, ethnic, cultural, economic, and theological bounds. With a view toward building a bridge to young adults and families in particular, we must develop strategies that effectively address their needs, and impart that having faith and trust in God is vital to the welfare of our world. Our congregation is fervently committed to meeting these challenges so that our light might shine and show the way in our community for another 75 years in service to the Lord.

**3.** How will this position help you to reach your vision and mission goals?

We prayerfully seek a leader capable of shepherding us through needed change and regeneration. In this journey, the Sr. Pastor's role will be to:

- ·Ensure through preaching and teaching that our congregation continually moves closer to God by steadily guiding us in our lives and decision-making in light of Biblical values and truth
- ·Recognize opportunities for how PLCPC can be used in the work of the Kingdom and help us to maximize our resources in order to harness such opportunities
- ·Guide both the staff and Session toward building a unified ownership of our future via open systems of dialogue and participation as we embrace new strategies for change
- ·Foster harmony through authentic leadership by engaging the next generation of worshippers and ministering to existing members
- ·Represent PLCPC in the broader San Diego community by serving as a resource and welcoming presence to our neighbors and those seeking a church home
- ·Understand the unique culture of Point Loma, which includes the presence of Navy families, veterans, civil servants, and people transitioning through our community

We pray that our new Sr. Pastor will help us to maintain our strengths while encouraging us to surrender any established practices and notions that might hinder us from reaching our utmost potential toward furthering His work and spreading the Gospel. Our congregation consists of many dedicated Christians who are willing and eager to serve. With the right leadership, we believe PLCPC can transform lives and impact our community in truly meaningful ways.

**4.** Provide a description of the characteristics needed by the person who is open to being called to this congregation and/or organization.

To lead our active and committed membership, the congregation of PLCPC seeks an authentic, collaborative individual who is:



- ·Relatable in a manner that resonates across generations, cultures, genders, personal backgrounds, and other common societal divides
- ·A gifted communicator who will nurture our spiritual lives through enthusiastic preaching and teaching that engages the congregation and encourages others to find and serve the Body with their own gifts and talents
- ·Spiritually mature and consciously tends to his/her own soul, demonstrating a commitment to personal growth and an ever-deepening relationship with Christ
- ·Energetic and creative, in a manner conducive to motivating an aging congregation to meet the challenges associated with mobilization toward drawing a younger, more diverse congregation
- ·Able to demonstrate a particular ability to understand the needs of young adults and families
- ·Sensitive to and respectful of the traditions of an established church while gently shepherding the congregation into the future, which includes a willingness with due care, grace, and patience to engage conflict and challenge the status quo
- ·Mindful that sound fiscal health and personnel management are imperative to the proper functioning of any organization
- ·Skilled at tactfully promoting the financial generosity necessary to achieve PLCPC's vision for growth
- ·Trustworthy, enthusiastic, caring, and values a sense of humor
- 5. For what specific tasks, assignments, and programs areas will this person have responsibility?

The Senior Pastor, head of staff, provides servant leadership, practical direction and oversight for the church in the following areas:

# Worship

- ·Leads worship services and provides qualified replacements when absent
- ·Preaches and teaches the Word of God through Biblically grounded sermons and Bible study
- ·Calls congregation to personal faith in Christ, repentance, and spiritual growth
- ·Encourages service, generosity, community outreach, and evangelism
- ·Prepares congregants for church membership and leads membership preparation classes

#### **Administrative Leadership**

- ·Communicates and collaborates with staff regarding roles, needs, program planning and job performance
- ·Recommends needed additional staff positions or modification of job responsibilities
- ·Serves as moderator, advisor to, and partner with Session
- ·Participates in the life and ministry of PCUSA
- ·Embraces San Diego Presbytery and coordinates with other churches in Presbytery



#### **Pastoral Care**

- ·Engages in life of the congregation, shows compassion for and calls on those in crisis
- ·Helps congregants identify, develop and implement spiritual gifts
- ·Officiates at weddings, memorial services and baptisms
- ·Serves as mentor to Red Brick Preschool, Children's Ministries, and Brick Youth Group
- ·Connects with inactive and prospective members
- ·Maintains a presence in Point Loma community

These responsibilities may vary or be refined based on the Pastor's spiritual gifts and agreement of Session.

### **OPTIONAL LINKS**

Provide below any links to online information that may help call seekers understand your congregation or organization. (e.g. *organization or community websites, online newsletters, demographic information*) Please note the CLC system does not warehouse inks. (Limit characters to 500)

http://pointlomachurch.org

https://www.facebook.com/PointLomaChurch

http://redbrickpreschool.com



# \*LEADERSHIP COMPETENCIES

(Select 10 leadership competencies from the list below that are required for the position.)

|   | THEOLOGICAL   | /SF | PIRITUAL INTERPRETER   |
|---|---|-----|--|
|   | Compassionate – having the ability to suffer with others; being motivated by others pain and is called into action as advocate; is motivated by caring for others while concurrently keeping the organizational goals clearly in focus.   |     | <b>Hopeful</b> – maintains stability in the moment and hope for the future; provides direction, guidance, and faith when describing basic needs; and helps followers to see a way through chaos and complexity.  |
| Х | Preaching and Worship Leadership: Is a consistently effective preacher and worship leader; is able to inspire from the pulpit; communicates a clear and consistent message through sermons that are carefully prepared and artfully delivered; projects the identity and character of the congregation through worship leadership presence. | х   | Spiritual Maturity: Shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk and by responding with faithfulness of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology. |
|   | Lifelong Learner – individuals who use every experience in life as a potential tool for growth; one who pursues continuing education; and those who build on strengths and seek assistance to improve weaknesses.   |     | Teacher – creates learning environments where students are active participants as individuals and as members of collaborative groups; designs lesson plans that teach concepts, facts, and theology; effectively uses multiple learning tools to reach a wide variety of learners; revises instructional strategies based upon ministry/organization context.    |
|   | CO  | MN  | MUNICATION   |
| x | Communicator - Advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.   |     | Bilingual – having the ability to use two languages, especially with equal or nearly equal fluency; able to use multiple languages in communication.   |
|   | Public Communicator - Demonstrates a comfortable ease when speaking in a variety of settings (both small and large groups); is effective at addressing a variety of topics; can get messages across with the desired effect.  |     | Media Communicator: Has experience developing materials for a variety of written or multimedia forms of communications (print, Internet-based, social media, etc.)   |
| х | <b>Technologically Savvy</b> - the ability to navigate successfully the world of technology using software, blogging, multi-media, and websites as tools for ministry.  |     |  |



| ORGANIZATIONAL LEADERSHIP  |  |  |  |  |  |
|--|--|--|--|--|--|
| Advisor – an individual others turn and guidance; provides coaching; excongregations or other organization   | pertise for  | Change Agent – having the ability to lead the change process successfully; anchoring the change in the congregation's/organization's vision and mission.   |  |  |  |
| Contextualization – the ability to a accurately the context, environment relationships and uniqueness of a coorganization.   | , history,   | Culturally Proficient – having solid understanding of the norms, values and common behaviors of various peoples, including direct experience working in multiple cultural and cross-cultural settings.   |  |  |  |
| Externally Aware - identifies and leads of the polity of the church and/or the maintains current with laws, regulat procedures, trends, and developmen internally and in the larger society.   | e organization;<br>ions, policies,                                 | <b>Entrepreneurial</b> - leaders that are creative in using resources; identifies opportunities to develop; is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.   |  |  |  |
| Risk Taker – persons with the ability appropriate risk to accomplish need who thinks outside the box and who of challenging the status-quo.  | ed goals; one  | Task Manager - Assures that effective controls are developed and maintained to ensure the integrity of the organization; holds self and others accountable for rules and responsibilities; can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget; and monitors and evaluates plans, focuses on results and measuring attainment of outcomes. |  |  |  |
| Willingness to Engage Conflict: S conflicts, seeing them as opportunit situations quickly; good at focused l identify common ground and elicit of from others in crafting mutual solutions.  | ies; reads<br>istening; can<br>cooperation                         | <b>Decision Making:</b> Makes effective decisions, balancing analysis, wisdom, experience, and judgment; is aware of the long term implications of choices made; is generally regarded as offering solutions and suggestions that are correct and effective.   |  |  |  |
| Organizational Agility: Is astute all congregations and/or organizations how to get things done through form informal channels; understands the supporting good policy, practice, an appreciates the power in the culture congregation; is politically savvy.  | work; knows nal and mportance of d procedure;                      | <b>Strategy and Vision:</b> Sees ahead clearly, keeping focused on the larger picture; can anticipate future consequences and trends accurately; is future oriented; casts a compelling and inspired vision for a preferred future; sees possibility; crafts breakthrough strategies.  |  |  |  |
| Financial Manager – deliver result maximizing organizational effective sustainability through the best use of financial resources; allocates and material finances transparently; implements achieve operational efficiencies and money; puts in place rigorous and of financial accountability systems. | eness and f available anages strategies to value for comprehensive | <b>Funds Developer</b> – maintains the ability to solicit donations used to fund the budget of the organization; effectively expresses the needs for funds to potential donors; responsible for adding new potential donors to the organization's contact list; prepares statement of planned activities and enlists support for mission initiatives.  |  |  |  |
| X Collaboration: Has a natural orient getting people to work together; sha successes; fosters open dialogue; let and be responsible for their work; or feelings of belonging among group good judge of talent and can accurat strengths and limitations of others.                                       | res wins and<br>s people finish<br>reates strong<br>members; is a  |  |  |  |  |



|   | LIMEDDED CON AL ENICA CEMENTE  |   |  |  |  |  |  |
|---|--|---|--|--|--|--|--|
|   | INTERPERSONAL ENGAGEMENT   |   |  |  |  |  |  |
| X | Interpersonal Engagement - Displays a consistent ability to build solid relationships of trust and respect inside and outside of the organization; engage people, organizations, and partners in developing goals, executing plans, and delivering results; use negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes. | Х | Bridge Builder – possessing a certain responsibility for the unity of the congregation and or organization; works to connect people of different cultures, worldviews, and theological positions.  |  |  |  |  |
|   | Motivator - Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well; and influences others toward a spirit of service and meaningful contributions to mission accomplishment.   |   | <b>Personal Resilience:</b> Learns from adversity and failure; picks up on the need to change personal, interpersonal, and leadership behaviors; deals well with ambiguity; copes effectively with change; can decide and act without having the total picture; comfortably handles risk and uncertainty; seeks feedback; expresses personal regret when appropriate |  |  |  |  |
|   | Initiative: Demonstrates ambition is highly motivated; is action oriented and full of energy for things seen as challenging; seizes opportunity; pushes self and others to achieve desired results.  |   | Flexibility - Adapts behavior and work methods in response to new information, changing conditions, unexpected obstacles, or ambiguity; remains open to new ideas and approaches; and works concurrently on related and conflicting priorities without losing focus or attention.  |  |  |  |  |
|   | Self Differentiation: Demonstrates strong and appropriate personal boundaries in relationships; has a healthy appreciation of self, without being egotistical; is emotionally mature; can maintain a less- anxious presence in the midst of turmoil; is not overly dependent upon outside affirmation; works to build a strong personal support system.  |   |  |  |  |  |  |

\*COMPENSATION AND HOUSING: A range is needed for matching purposes. The maximum salary is not published anywhere. Effective salary is cash salary plus housing allowance or manse value and other compensation considered "effective salary" by the Board of Pensions of the PC (U.S.A.)

See Effective Salary Definition at **Board of Pensions**.

| Minimum <i>Effective</i> S | alary \$ <u>90,</u> 0 | 000.00 Maximum <i>Effective</i> Salary           |  |
|----------------------------|-----------------------|--|--|
| Housing Type               |                       | Manse  |  |
|                            | X                     | Housing Allowance                                |  |
|                            |                       | Open To Either (Manse or Housing Allowance)      |  |
|                            |                       | Not Applicable (For Non-pastoral Positions Only) |  |



# \*EQUAL EMPLOYMENT OPPORTUNITY

The unity of believers in Christ is reflected in the rich diversity of the Church's membership. In Christ, by the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore, no place in the life of the Church for discrimination against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than stated in this Constitution. (F-1.0403)

Each Pastor Nominating committee and Search committee is expected to undertake its search for a Teaching Elder in a manner consistent with the good news that in the church "...as many of you as were baptized into Christ have put on Christ. There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female; for you are all one in Christ Jesus."

Has the Pastor Nominating Committee and Search Committee affirmed its intention to follow the Form of Government in this regard?

X Yes

#### **REFERENCES (Limit 3)**

Below, please list three persons who know your congregation. You might list your Presbytery leadership, a neighboring pastor, or other persons whom you believe can give a clear and accurate reference for your congregation.

Name Rev. Ed Girod

Address Point Loma Church 2128 Chatsworth Blvd. San Diego, CA 92107

Phone (619) 223-3663 Ext. 202

Relation <u>Current Interim Senior Pastor and Associate Pastor 2005-2006</u>

E-mail <u>pastored@pointlomachurch.org</u>

Name <u>Rev. Deb Mitchell</u>

Address 4403 Granger St. San Diego, CA 92107

Phone (619) 813- 4353

Relation Student Intern 2010, Senior Pastor, Southeast Community Presbyterian Church

E-mail debstarkmitchell@gmail.com



Name

Rev. Michael Mudgett

Signature

Address San Diego Presbytery, 3707 Udall St. San Diego, CA 92107 Phone (619) 224-2490 ext. 101 Relation Interim Executive Presbyter E-mail pmmudgett@gmail.com \*Pastor Nominating Committee/Search Committee Chairperson/Mid-council Search Committee **Chairperson:** Name Carol Leimbach, PNC Chair Address P O Box 6980 State CA Zip Code 92106 City San Diego Preferred Phone (619) 920-2551 Alternate Phone E-mail Address for PNC Communications (required): cleimbach20@gmail.com **ENDORSEMENTS** Pastor Nominating Committee/ Search Committee Carol Leimbach, PNC Chair Date 6-7-16 Signature Clerk of Session Paul Diller, Clerk of Session Date 6-8-16 Signature Presbytery Michael Williams, Committee on Ministry Chair Date 6-8-16