



First Unitarian Church, Albuquerque, NM

Assessment Visit Report

I. SUMMARY

The First Unitarian Church engaged the UUA for an Assessment Visit, which was conducted by Barry Finkelstein, a congregational stewardship consultant. The objective was to assess the fund raising programs of the church and determine readiness for a capital campaign to finance a major building program. The Assessment Visit was conducted over the weekend of June 12-14, 2009, and Barry presented his recommendations during and following the worship services on June 14. This report presents the results of the assessment.

The major findings of the assessment are:

- First Unitarian is a special congregation – a Breakthrough Congregation – and has tremendous strengths upon which to build a successful capital campaign. You are growing rapidly, have excellent services and programming, are doing innovative things to promote Unitarian Universalism, and have lots of momentum and positive energy.
- The assessment indicates that you are ready to move forward with a major building program and capital campaign.
- First Unitarian is a super-star congregation in virtually all respects, with its main challenge being how to create a stronger culture around stewardship and generosity. Addressing this challenge, which is well within your means, will increase resources available for your day-to-day programs and ministries, and will lay the groundwork for a successful capital campaign.
- This report provides specific recommendations to help you strengthen your stewardship and maximize the effectiveness of a capital campaign. The core of the recommendations are to (1) engage in a rapid strategic planning process to clarify your long-range vision and mission, address key strategic issues, and document benchmarks and assumptions that will drive a building program; (2) strengthen your stewardship to create a culture of generosity and put in place a sustainable infrastructure for conducting your annual pledge drives; and (3) begin preparing for a combined capital/annual campaign to raise funds for a building program. A successful annual campaign in the Fall of 2009 can prepare you for a combined capital/annual campaign as early as the Fall of 2010.



II. INTRODUCTION

Background Data

Name and Mailing Address of Congregation	First Unitarian Church 3701 Carlisle Blvd. NE Albuquerque, NM 87110 505-884-1801
Website Address	www.uuabq.org
Dates of Visit	June 12-14, 2009
Ministers	Rev. Christine Robinson, Senior Minister Rev. Ronald Hersom, Acting Assistant Minister
President	Geri Knoebel
Point of Contact	Rev. Ronald Hersom, Acting Assistant Minister
Number of Members	762
Annual Financial Commitments	\$525,000 (annualized from current 8-month "stub year"; 446 households)
Financial Commitment Stats (2008-09)	\$522,458 (last full year; 471 households) Average = \$1,179, up from \$1,109 last full year Median = \$720 Quartiles: 1 st = 5%; 2 nd = 12%; 3 rd = 21%; 4 th = 62%
Endowment (Permanent Funds)	\$181,000 as of May 2009 Report
Approach to Annual Budget Drive	Canvas of 1/5 of congregation, letter pledge for others
Date and Summary of Last Capital Campaign	Raised \$625,000 in 1996 (Goal was \$1,000,000), followed by second phase that raised \$116,000. Building project estimated to cost \$811,000, eventual cost was \$1,100,000. Mortgage of \$305,000 secured to complete the project.

Presenting Issues and Challenges

First Unitarian is eager to expand its facilities to address recent dramatic growth. Requirements include expanded sanctuary capacity, classroom space, adult meeting space, and office facilities. The congregation would like to understand its capacity to mount a 1 to 3 million dollar campaign to fund the necessary expansion project.

Steps Already Taken

The Board established a Building Planning Task Force (BPTF) to develop a plan to expand the church facilities. The charter called for the Task Force to "assess our current



and near future (ten years) building and program space needs, in preparation for a capital fund drive and building project on this property.” The Task Force met with committees and staff and held several town hall-type meetings for initial congregational input to determine building needs and priorities. The BPTF engaged an architect, Mullen Heller Architecture, to do a pre-design study and produce a new site master plan with phasing and cost estimates. The master plan will be completed in August 2009 for presentation to the board for approval and then to the congregation for approval in preparation for a capital fund drive.

Advance Contacts

Barry had phone conversations in advance of the visit with:

- Rev. Nancy Bowen, District Executive
- Rev. Christine Robinson, Senior Minister
- Rev. Ronald Hersom, Acting Assistant Minister

Barry also received and reviewed substantial material in advance of the visit, including information on finances, membership, programs, staffing, and recent annual reports.

Historical Perspective

The Congregation began as a Unitarian fellowship in 1949 by a group of people eager to establish a liberal religious community in Albuquerque. The group called its first minister, Rev. Franklin Smith, late in 1952. At that time, the group adopted the name First Unitarian Church and began to grow rapidly.

The Congregation purchased its current property in 1955 and moved into the first buildings on the property a year later. The sanctuary was built in 1963/64, and the Congregation grew to 500 members. Over the succeeding decades, First Unitarian's focus evolved to meet the needs of its members and liberal religion in Albuquerque, with membership rising and falling, but generally in the range of 500 adults.

Rev. Christine Robinson was called in 1988 and continues to serve as Senior Minister. Over the past few years, the Congregation has grown dramatically, both in number of members and in its programs and offerings. The Congregation today supports remote Branches in Saccoro and Edgewood, with a new one in the works for Carlsbad. It holds three worship services on Sundays, including a new contemporary service. It has gained a reputation as an innovative, dynamic congregation, with 762 adult members and 200 children. It was named a Breakthrough Congregation in 2009.

Assessment Visit Schedule

The assessment was conducted over the weekend of June 12-14. During the Friday and Saturday sessions, Barry met with representatives of various committees and the Program Team, and facilitated an open session attended by about 45 people. A total of around 100



people attended the Friday and Saturday sessions. Barry summarized his report form as a reflection during both worship services on Sunday (see Appendix A). He also conducted two forums following the Sunday services, attended by about 25 people, to discuss his findings, and met with the Board and ministers to discuss the recommendations and next steps in more detail.

III. FINDINGS AND RECOMMENDATIONS

Commendations

First Unitarian has much to be proud of and to build on. You are being recognized as a Breakthrough Congregation this year at General Assembly. You have a reputation as a star congregation and my weekend among you indicated that this reputation is well-earned. I offer the following commendations, which will serve you well as you pursue your building program and capital campaign.

- You know how to “do church” really well as a large congregation because you have a strong central core as a spiritual community. You have affinity groups, such as the Young Adult Group and covenant groups, and diverse program offerings, which is a definite plus in a large congregations, and these groups have a strong connection to the whole community – something not always achieved. People spoke of the congregation as a tapestry, presenting an image of diverse pieces woven together into a coherent whole. You have learned to cultivate institutional loyalty while developing diverse programs.
- Commitment to growing our UU faith – you are intentional about growing the congregation here in Albuquerque, and also reaching out to branch sites to spread the movement further in a powerfully innovative way. You are beginning a new campus ministry program.
- Growing for the right reason, which is to bring Unitarian Universalism to as many people as possible. You are proud of the fact that your growth is a by-product of the excellence of your ministry. You are committed to finding ways to accommodate growth and provide the necessary resources and facilities.
- Leadership and organization – you have excellent professional and lay leadership and you are organized to support growth. I like the addition of part-time specialized staff for jobs like member development and the new contemporary service. This recognizes the importance of these functions and professionalizes the work. I like that your leaders include many relative newcomers – this says you are doing well at inviting new people into full participation and it also shows confidence in your institution and governance processes.
- Strong programs and a standard of excellence across the board – worship, RE, music, young adults, social justice and earth web, iMinistry, after school tutoring



the list goes on.

- History of getting things done – your breakthrough congregation video mentions the leap of faith taken by your forebears to buy this land, build the buildings, and leave a legacy for you. You have continued that can-do tradition by becoming a welcoming congregation, achieving green sanctuary status, and implementing the branch program. When I invited people to share stories of moving moments in their lives in the congregation, people spoke of coming together quickly to respond to a need such as Hurricane Katrina.
- High level of engagement – the turnout for the assessment weekend was excellent, not just in numbers (approximately 100 people), but more important in the depth of conversation and sharing. Forty-five of you participated in the Saturday open workshop and shared moving stories about your connection to First Unitarian.
- You recognize the importance of denominational connections and take seriously your responsibility as a large congregation. You are a Fair Share congregation in supporting the UUA Annual Program Fund and you have a ministerial intern program now funded by a line item in your budget.

Observations

- I believe that you have the momentum to pursue a successful building program, and a definite need as you are bursting at the seams in the sanctuary, RE, and offices. There is so much happening here and so much energy, enthusiasm, and confidence. I believe that you are indeed ready to take one more leap of faith.
- I believe that you have the potential to mount an effective capital campaign, building on the momentum, the growth, the innovativeness, all of your many strengths. Pending completion of a Financial Feasibility Study, a rough assumption is that you might be able to raise as much three to five times annual giving for a well-executed capital campaign. This would indicate the potential to raise between 1.5 and 2.5 million dollars, assuming the building program has very strong support and you follow the recommendations below.
- You are in a different place than you were when you conducted your last capital campaign – much stronger, growing, positive, confident.
- Because of your recent explosive growth, over half of your current members, more than 400 people, have joined in the last five years. You will need to take extra care to engage both newcomers and longer-term members in strategic deliberations and in concrete exploration of building plans and options.
- A challenge to be faced in planning the kind of capital campaign you would like concerns your culture surrounding money and stewardship. You are a super-star



congregation in nearly all respects, yet your giving level is considerably below average for UU congregations, and your pledge distribution is skewed. The good news is that you can address this challenge successfully by following the recommendations below.

Recommendations

I offer the following recommendations:

- ***Distribute the Assessment Report*** – continue the momentum from the assessment visit by making the report widely available.
- ***Continue the Conversation*** – find ways to continue talking with one another about your passions for First Unitarian, your gratitude for all that you receive here, your dreams for the future, and the power of shared generosity to enable those dreams.
- ***Flesh out Your Strategic Vision*** – You have done much good work toward creating a strategic vision, as reflected in the chart you reviewed with me (“Directions for Our Future: Possibilities to Ponder and Discuss,” provided as Appendix E) and through your Building Planning Task Force. All that remains is to quickly flesh out the specifics of your strategic direction, address thorny strategic issues (e.g., how La Puerta fits into your mission and future), and produce a brief, inspiring document that explains where you are headed and what you hope to accomplish. Develop specific benchmarks, assumptions, and cash flow projections that will drive the concrete planning for the building and capital campaign (See Appendices C and D for templates and sample benchmarks). Appoint a small task force to accomplish this task over the next 4-6 months. The task force should provide opportunities for discussion and engagement, but should move the process along rapidly. Recognize that you have over 400 members who have joined in the last 5 years -- be sure to engage them and bring them into the process. Complete this work by the end of 2009.
- ***Strengthen Stewardship*** – You have made considerable efforts to promote stewardship (e.g., one-on-one stewardship conversations with some members each year, and recent efforts to invite new members to pledge responsibly). There is more to be done to shift your culture towards greater generosity and to ready the congregation for a capital campaign. I recommend that you:
 - Acknowledge that stewardship is a priority for the upcoming two years and ensure that leadership has time and energy to devote to it.
 - Beef up your annual campaigns beginning with the upcoming Fall 2009 campaign. Put in place a sustainable organization for the campaign with a larger Stewardship Committee and leaders with specific responsibilities. Ensure succession planning and rotation in leadership with term limits (no



- more than 3 years for any job), and a chair/co-chair system whereby the co-chair becomes chair for the succeeding year.
- Recruit enough visiting stewards (shoot for 60-75 this year) to dramatically increase the number of households visited.
 - Create a wholly positive message for the campaign, in which people are encouraged to share their stories about the congregation, much as we did during the assessment visit.
 - Use the UUA Suggested Fair Share Giving Guide to convey an understanding of responsible pledging and to move toward a culture of generosity and shared commitment.
 - Create a program budget to help explain how funds are used to support the vital ministries of the congregation
 - See [Beyond Fundraising](#) by Wayne Clark for other ideas
 - Appendix B provides more specific suggestions about organizing the Fall 2009 campaign
- **Combined Capital/Annual Campaign** – Organize for a combined annual/capital campaign for the Fall of 2010. Begin planning and organizing at the start of 2010. Prepare for a financial feasibility study in the spring of 2010. Begin identifying and cultivating potential major donors to the capital campaign.
 - **Other recommendations** – Consider the following as additional ways to strengthen stewardship:
 - planned giving – increase visibility of the endowment and opportunities for legacy giving, building on your Keepers of the Flame program
 - offer path to membership classes with an explicit component devoted to the resources it takes to run the church, and the benefits and expectations of membership including responsible pledging
 - talk about money in church – offer programs on value-based budgeting, socially responsible investing, retirement and estate planning. I heard several innovative ideas worth pursuing.

IV. PROPOSED CONSULTING SUPPORT

Although you have excellent professional and lay leadership, I believe that you will benefit from continuing stewardship consulting support. The services I recommend would help promote a positive, energizing experience for your leaders, visiting stewards and members. Specific recommended services for the 2009-2010 Annual Stewardship Campaign are:

- Assist with campaign planning, organizing, leadership structure, case development, etc.
- Orientation and training of visiting stewards
- Review of publications and other communications
- Assistance with campaign execution
- Facilitation of a wrap-up session to analyze lessons learned



- Attend events if they coincide with visits
- Assist minimally in strategic planning, especially the link between the planning, visioning, and stewardship conversations

Estimated level of effort, schedule, and cost:

- One visit in August to meet with Stewardship Committee, along with meetings with some or all chairs of individual areas (communications and publications, leadership gifts, general gifts, events, database, follow-up, and administrative support) . Also conduct initial visiting steward orientation/training session – 1.5 days.
- One visit in September to conduct remaining visiting steward orientation/training sessions, and also to meet with campaign leadership for planning work, attend leadership event if coincides – 3 days.
- One visit in December for campaign wrap-up and celebration, planning and budgeting for 2010 Combined Campaign – 1.5 days.
- Additional time for telephone/email support – 2 days.

UUA consulting fees are \$1,400 per day which is all-inclusive of labor and expenses. We charge only for time worked and for time spent one-way in transit, which also covers prep time and review of materials. Estimated costs for the services listed above would thus be \$11,200. I would work with you along the way to manage your costs so you get the greatest value at least cost – and would give you lots of options along the way.

Closing:

First Unitarian is a wonderful congregation doing great things in Albuquerque and throughout New Mexico, and is a model for what UU congregations can be and do to promote our faith. You have great dreams for the future. I am convinced that you can achieve these dreams by coming together as a community to do the spiritual work of stewardship.

It has been a pleasure and an honor to work with you for the Assessment Visit, and I hope that I can help further as you continue to pursue your grandest dreams.

Faithfully submitted,

Barry P Finkelstein
UUA Congregational Stewardship Consultant

Copies to:

Dr. Wayne Clark, Director, UUA Congregational Stewardship Services
Rev. Nancy Bowen, District Executive



Appendix A

Reflection on Stewardship and Assessment of First Unitarian, Albuquerque, NM Barry Finkelstein

I came upon this quote by Jane Goodall and thought it a good place to start thinking about stewardship, resources, action. She says – What you do makes a difference and you have to decide what kind of difference you want to make.

I am a stewardship junkie – for me it is a key part of how I live out my UU faith in the world. I know that we UUs tend to be reluctant to talk about money in church – and I heard that here over the weekend. But if you talk to your fellow members who came to chat with me – perhaps 100 of you all told – I think you will hear that it was really quite easy. Because we didn't talk much about money at all – but rather about the passion we have for this wonderful congregation, for one other, and for Unitarian Universalism.

Over the years, I have come to see that we UUs are a powerful force for good in the world. I know too often we don't think so – we hold onto the myth that we are a small beleaguered group with little influence. But in my heart I know different – and I believe you do too. Think about the impact we have had around the country in pushing for equal rights and justice for gays and lesbians and for marriage equality – which by the way we now have in New Hampshire. We had a huge impact in moving the debate toward equality, acceptance, justice, love. And in our history we have had a similar impact on many other issues. So I like the words my minister wife Roberta says – the purpose of the church is to save lives and change the world – powerful words indeed – words that resonate when we think about exercising our power in the world and in our own communities.

Now power requires resources – people, energy, and yes money – the ministry of stewardship I mentioned earlier. I thought I should offer you a definition of stewardship. So I headed straight to that ancient source of wisdom -- Wikipedia – and found these words – stewardship is “a responsibility to take care of something one does not own.” This brought to mind the words of Ginny Courter, the moderator of the Unitarian Universalist Association, who said that the purpose of the church is to serve those not yet here – those we don't yet know and can't fully imagine, both in our own time and as a legacy for future generations – much as your forebears here in Albuquerque did.

My task for this assessment weekend was to determine if you are ready to conduct an effective capital campaign. And the short answer is yes, you are definitely ready. Come join me after the service and I'll explain my reasoning, but the basics are that you have so much going for you and so much momentum and positive energy – and that will be the basis for a successful campaign. I will offer up some recommendations about things you can do over the next year to make the campaign go as smoothly as possible – but you are definitely ready.



I am excited to see the what you have accomplished here, and to have felt the energy, momentum, and yes, the power of this congregation over the weekend. A capital campaign is a once-a-decade or once-a-generation communal effort to make a difference – not just for ourselves, not even mostly for ourselves – but for a better future for the people yet to come, people and faith experiences that we can scarcely imagine. So come talk to me some more about money – I think you'll like it.



Appendix B Notes for Fall 2009 Stewardship Campaign “Dreaming Our Future”

The goals of the campaign are to:

- Raise funds for the 2010 operating budget
- Create an organizational and leadership structure and positive spirit that will carry forward and build momentum for a combined annual/capital campaign in Fall 2010

Governance:

- Steering Committee made up initially of a Chair, Co-chair, two board members, Rev. Ron Hersom, eventually expanded to include other campaign leadership.
- Chair and co-chair to lead the campaign, along with an expanded leadership team
- Co-chair to become chair of 2010 Combined Campaign – establish this as routine so leadership succession is planned

Hopes, Expectations, and Assumptions:

- Increase number of visiting stewards (canvassers) to 60-75, on the way to 80-100 by 2010. Make it easier to recruit visiting stewards by asking them to commit only to coming to an orientation workshop/training session run by a UUA consultant
- Create and adopt a covenant about how the campaign leadership team will interact internally and with the board and ministers
- Fill all leadership positions as soon as possible and ensure clarity and understanding about roles and milestones. Key leadership positions/roles include communications, publications, leadership gifts, general gifts, events, database, follow-up, and administrative support
- Finalize campaign schedule and budget by August
- Ensure visible support from the Board and ministers for the campaign:
 - Two board members on steering committee
 - Clear indication from board that the campaign is top priority as a key step toward the capital campaign and our grand dreams
 - Letter(s) from board and ministers as part of communication plan
 - Covenant with visiting stewards in worship service
 - Kick-off sermon
 - 100% participation as visiting stewards and at leadership event
 - Generous pledging
- Get support from Finance Council (e.g., in program budgeting and case development) and Endowment Committee (promote planned giving in parallel and encourage talking about money in church)
- Create a small task force to cultivate potential large donors for the capital campaign – figure out ways to involve them in the 2009 campaign
- Determine key messages to be discussed during the stewardship conversations – case for generous giving, strategic vision moving toward capital campaign. Board, ministers, and Campaign Steering Committee should all participate in this.

Appendix C

BENCHMARKS FOR STRATEGIC PLANNING

	YEAR-2	YEAR-1	CURRENT	YEAR+1	YEAR+2	YEAR+3	YEAR+4	YEAR+5
# MEMBERS								
# DONOR HOUSEHOLDS								
AVERAGE ANNUAL FINANCIAL COMMITMENT (PLEDGE)								
TOTAL ANNUAL OPERATING BUDGET								
AVERAGE SUNDAY ATTENDANCE								
RE ENROLLMENT								
AVERAGE RE ATTENDANCE								
# CLASSROOMS NEEDED								
STAFFING -- NUMBER								
STAFFING -- EXPENSE								

APPENDIX D

Cash Flow Projection Spreadsheet

Years		Previous	Current	Year 1	Year 2	Year 3	Year 4	Year 5
1. Income								
	a. Financial Commitments (pledges)							
	b. Gifts and Endowments							
	c. Fundraising							
	d. Rental Income							
	e. Plate Collections							
	f. Non-Committed Contributions							
	g. District or UUA Grants							
	i. Other:							
	j. Other:							
	k. Other:							
	Total Income	0	0	0	0	0	0	0
2. Expenses								
	a. Personnel							
	b. Administration							
	c. Programming							
	d. Contributions							
	e. Building Maintenance							
	f. Debt Service							
	g. Other:							
	h. Other:							
	i. Other:							
	j. Other:							
	Total Expenses	0	0	0	0	0	0	0
3. Debt Service as a percentage of operating budget		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

(Debt Service should not exceed 25% of operating budget. Do not include construction financing.)

Appendix E – Strategic Planning Framework

Directions for Our Future: Possibilities to Ponder and Discuss!

Program to Meet Changing Needs

Our congregation offers a wide and exciting variety of programs for its members: worship, spiritual growth, support groups, educational programs, social programs, and opportunities to be involved in service to others. The challenge: to sustain these vital programs, to continue to grow and deepen them, and to be responsive, changing times and membership.

Possibilities:

- Add to children's programs, e.g. music, visual arts, sports, after school programs
- Encourage new activities such as camp, service projects, and coffee houses that are both social and spiritual
- Address religious diversity with specific programming (Passover Seder, Kaddish Meditation, UU Christian Fellowship, Humanist Discussion Group)

Building to Meet Current and Anticipated Program Needs

In the past decade we have built the office and RE wing, created the Shultz-Cabalar Social Hall, renovated four classrooms, landscaped and planted the Courtyard, and created the bark Patio and Memorial Wall. However, our Sunday attendance is reaching our Sanctuary capacity, our meeting room spaces are inadequate to the demands on them, and the old classroom wing is obsolete. The challenge: devising a good plan and raising the money to pay for it.

Possibilities:

- Expand and renovate the Sanctuary
- Create comfortable areas for meetings and adult Religious Education
- Build for new programs such as young adults, teens, additional staff, more children
- Conduct a fund-raising campaign
- Acquire off-campus spaces, e.g. a campus center at UNM, a site for family camping, and sites for UU congregations to use: "born

Expand Public Awareness of Liberal Religion in New Mexico

We have a sign on the corner, and serve as a site for community events. We participate in community service programs such as Project Share and Habitat for Humanity, and give to community projects through the loose change offering. We're a member of Albuquerque Interfaith. But the light of liberal religion New Mexico's obscure or invisible to too many people. The challenge: focusing the message and finding the means to get it out.

Possibilities:

- Collaborate with other New Mexico UU groups to get the word out in the media.
- Host and sponsor public issues forums and debates on complex issues like prison reform, community-based mental health care, and the environment
- ✓ Video-tape our worship services and learn how to use them with 'living room size' groups in places such as Edgewood and Belen
- Explore distance learning technologies for child and adult All-stated:ds
- Take on a large and visible social service project and publicize it well.

Our Mission Covenant

- We, the members of the First Unitarian Church of Albuquerque, agree to
- Promote the spiritual, intellectual, and personal growth of each member;
 - Minister to each other in an atmosphere of welcome, acceptance and caring;
 - Be a positive force for social, environmental and economic action;
 - Promote the wider understanding of our purposes and principles in the larger community, and;
 - Provide a dynamic religious education program for all ages.

To these ends, we declare our commitment to the health and vitality of this liberal religious community.

Deepen Our Relationships with Unitarian-Universalism

We have become more aware that we are part of a larger UU family. We have attained full share status with our regional and national UUs. Once, we have hosted an intern, we have sent delegates to meetings and conferences, and with our increasing size we have become increasingly responsible for the role of liberal religion in our district. The challenge: capitalizing on the many resources available regionally and nationally, and making our own resources available to others.

Possibilities:

- ✓ Have a ministerial intern program
- Work with our Western UU congregations to develop, and advocate General Assembly resolutions on immigration and other border issues
- Invite other UU congregations to visit AQO during the Gathering of Nations, to learn more about Native American culture.

Expand Our Ministry to Young Adults aged 19-35

We always have had some young adults: our own grown-up youth, persons at UNM, and young adults who are establishing their careers and families. We value this group of UUs: they are our future! We would like to do more to assist them in organizing to meet their needs and to be more active in the life of the church. The challenge: growing younger and wiser: by discerning and responding to the perceptions and interests and needs of people born after 1970.

Possibilities:

- develop a UU presence at UNM
- make sure we are welcoming to the racial and ethnic diversity of the younger generation
- sponsor and participate in young adult and family service projects locally and abroad, e.g. in Mexico, Central America, Transylvania
- sponsor forums, or perhaps host a blog for parents dealing with challenges such as GLBT, conscientious objection, and living a balanced life

Get Organized for Our Size

We have been very successful in recruiting leaders and carrying on the many tasks of congregational governance. Recent initiatives such as those of the Membership Committee and Leadership Training Team bode well for continuation of such success. The challenge, especially as we grow larger and more complex, is to ensure that we sustain the culture of volunteerism, flexibility, and resourcefulness that energizes our spirits and that is responsive to changing times and membership.

Possibilities:

- Update policies, by-laws, and procedures
- Concentrate on Leadership Training and Volunteer Management to help more people take part in the work of the church.