

December 30, 2006

Dear CCC Members and Friends,

Following an intense, thoughtful, often fun, and sometimes contentious, process this fall, the Strategic Planning Task Force (SPTF) presents its final report for your prayerful and thoughtful consideration. On January 20, 2007, the entire congregation (including youth) is invited to convene to weigh these goal options and to select those which we believe should set a course for CCC over the next 3-5 years.

One might ask “What is the impact of strategic planning for a congregation?” Ten years ago, a Self-Study Committee presented the congregation with 7 aspirations following a thorough and inclusive self-study inspired by CCC’s celebration of its 50<sup>th</sup> anniversary in 1996. Among the aspirations adopted by the congregation are two that had long-term and dramatic implications for CCC’s future. One was the aspiration to recommit to children & youth. That aspiration informed the decision to hire the Rev. Linda Carder, who had extensive experience with children and youth programming, as a long-term interim Associate Minister following the death of Joey Noble in 1998. And in 2003, this commitment extended to the call of the Rev. Sandy Dodson as Associate Minister.

The other aspiration was to upgrade and improve our site and property. CCC invested resources to develop a Master Plan and, in 1999, made the momentous decision to undertake a major renovation to complete Phase I of that plan. With capital campaigns and fundraisers, we raised over \$3 million in the period 2000-2006, added parking and air-conditioning and increased accessibility for people of all ages.

When we collectively adopt aspirations or goals, those goals become the basis for making decisions, committing resources, and working together. As we look beyond Jim’s retirement next August, having strategic goals will signal to the wider church that CCC is a church that has charted a course and is seeking the right leaders to work with us to achieve our goals.

We ask that you read the goal options – indeed, the entire report – carefully and prayerfully. Wrestle with the implications as the Task Force has wrestled with them. If we acknowledge that CCC can’t be all things to all Christian seekers, then: What are CCC’s strengths? What should be our priorities as we seek to do God’s work in the world? Through your discernment, we will winnow these options down to between 6 and 10 on January 20, 2007. The goals we choose will focus church activities, decisions and mission for the next 3-5 years. In addition, they will help guide the selection of an interim minister late next summer and the selection of our future senior minister.

The all-member event on January 20 could prove to be a pivotal event in CCC’s history. The discernment and decision-making that take place on that day will guide our life as a faith community for years to come. *Everyone’s* participation is important, and *everyone* is invited. Please choose to be present and participate – your opinion matters and your vote counts! If you have comments or questions, please contact a member of the SPTF. We welcome your comments and your questions about the rationale behind and the intent of these goals.

Yours in Christ,

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## Summary of Strategic Planning Process

### *Jim's Announcement & Transition Planning*

After Reverend Jim Todhunter announced his intention to retire from CCC effective September 1, 2007, the Executive Council (EC) began considering a transition plan. At Jim's request, the Council met with the Rev. Roy Oswald, a long-time church consultant formerly with the Alban Institute, to hear Roy's proposal for a successful process of closure and transition. At a town-hall meeting in July, the Rev. Kwame Osei Reed, Potomac Association minister, and the Rev. John Deckenback, Central Atlantic Conference minister, outlined the key features of a successful transition process. Key features common to both presentations are (1) "closing well" with the retiring minister; (2) selecting an experienced interim minister who will help the congregation prepare itself for a new senior minister; and (3) calling a new senior minister.

Done thoughtfully and carefully, a transition process can move a church forward, building on the successes of the retiring pastor and readying itself for new leadership. Roy Oswald proposed a strategic planning process that would gather congregational input about all aspects of church life and would culminate in the drafting of 20-30 goal options. From these options, the congregation will select 6-10 that will guide and inform all three stages of the transition process: closure with and by Jim, selecting an interim minister, and calling a new senior pastor. Upon the Council's acceptance of Roy's proposal, Moderator Ruth Prindle appointed members to three committees to conduct the transition process.

(1) The Transition Committee oversees the entire transition process, insures that Jim and the congregation have opportunities to celebrate his ministry and say good-bye, and provides support to the staff and congregation from now through the first year of the new senior pastorate.

(2) The Strategic Planning Task Force gathers congregational input and facilitates the winnowing of ideas into strategic goals for congregational discernment and decision.

(3) The Interim Pastor Search Committee (yet to be fully staffed) will work with the Association and Conference staff to review qualifications of interim minister candidates and to select an interim whose experience and skills align with the leadership needs of the Church.

This report summarizes the activities of the SPTF over the past four months, provides some contextual information about CCC as well as about the communities from which most of our members are drawn, and presents the goal options members are asked to consider.

### *Input Activities*

1. *Day-long retreat – September 9:* Members of the Executive Council, Trustees, Staff and the SPTF participated in an introductory retreat. Roy led the group through activities designed to understand pastoral transition, church mission and identity, and a church's desire for growth and change.

2. All-member events designed to uncover different aspects of CCC's history, behavior, and attitudes.

• *Historical Reflections – September 10:* Six characteristics emerged from a lively event attended by about 60 people and led by Roy Oswald. CCC has:

- Been progressive on social justice issues, manifested through actions and programs, and has intentionally pursued inclusiveness of women and minorities into all aspects of church life and leadership;
- A long-time commitment to children and youth;
- Been blessed by gifted and long-tenured clergy and empowered lay leaders;
- Been open to change, self-reflection, growth and the workings of the Spirit;
- Been a caring community supportive of individuals and families on their faith journeys;
- Fostered music as a central part of ministry and building community.

- *Small Group Discussions – October 16:* At every worship service on this Sunday, focus groups discussed and facilitators recorded responses to four key questions:
  - If the congregation did not continue to \_\_\_\_\_, I would lose interest in this church;
  - The things that concern me most about this congregation are \_\_\_\_\_;
  - If this congregation would \_\_\_\_\_, it would make me want to say wonderful things about this church;
  - If I could change one thing about this church, it would be \_\_\_\_\_.
- *Norms Discussion – October 21:* CCC members, friends and staff identified the normative behaviors of the community around key events and activities such as music, children and youth, finances, CCC’s decision-making process, treatment of staff, outreach, and expectations of and by new members.

In addition to identifying trends and themes from the data gathered in these all-member events, the Task Force also

- (a) reviewed the 1996-1997 Self Study report – and were struck by its thoughtful analysis of issues facing CCC a decade ago and its relevance to those same issues today;
- (b) interviewed key Silver Spring community members -- the principal of Montgomery Blair High School, the local area police captain, the Youth Services Director of the YMCA, the Director of Homeless Services of Community Ministries of Montgomery County, and the president of Rebuilding Together – asking “What are the key issues you deal with on a daily basis?” and “What could a congregation our size be doing to address some of these issues?”;
- (c) commissioned a report by Percept Demographics (<http://www.percept.info/pacific/start.asp>) that surveyed the demographics and attitudes toward church worship, facilities and activities in several ZIP codes in Montgomery and Prince George’s Counties (*see* pp 6-7 for a summary); and
- (d) reviewed trends and data concerning membership, worship attendance, stewardship and budget allocations from 1995 – 2006 (*see* pp. 8-10).

The SPTF met nearly every week from September through November to digest all of this material and to develop the enclosed 26 goal options. These goal options reflect what the committee heard from those who participated in the various meeting events and all of the data we collected from members and our other sources. These goals are now in the congregation’s hand for a period of reflection and discernment. On Saturday, January 20, 2007, all members are invited to participate in a meeting to identify the most important goals. At a later congregational meeting, the congregation as a whole will vote on these goals to determine the priorities and future direction of the Church for the next three to five years. Then the Executive Council will develop a plan for implementation.

NOTE: The Task Force wishes to thank longtime CCC friend, Rev. Roy Oswald, a founding member of the Alban Institute, who brought his extensive knowledge and experience of working with churches in transition to the SPTF as it strove to assemble the many different thoughts and opinions about the future direction of CCC.

### Goal Options for CCC

First, a word about the construction of the goal options: These are SMART goals. That is, each statement contains elements that make the goal **S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**imely. At the end of 3-5 years, we will be able to know whether we achieved the results we wanted for the goals we choose because each goal incorporates these five characteristics. NOTE: Unless specified in the goal option, all time-frames are for the 3-5 year period following the adoption of a goal option.

There are 26 goal options in three categories ~

- *Build on Our Strengths* – the goal options in this category build on CCC’s strengths, ambitions, and trends as identified through the Historical Reflections, Small Group Discussions, and Norms

Identification events. The goal options related to social justice and mission also reflect what the Task Force learned from its interviews with community leaders.

- *New Directions* – the goal options in this category stem from common themes emerging from the initial all-day retreat and from the Norms Identification and Small Group Discussion events. These themes centered around:
  - (a) *community* – how can we support our staff, how can we engage and assimilate new members, how can we continue to support individuals and families on their lifelong personal and spiritual journeys – and
  - (b) *facilities* -- our church building and our Retreat House – and what the future for these spaces will look like in terms of our vision for worship, education, mission, and program.
- *Revitalize and Renew* – the goal options in this category respond to the reality that CCC is a growing church. Ten years after the congregation adopted aspirations related to governance and faith journeys, it is a good time to evaluate how we are organized, how we make decisions, and whether our worship and programs are responsive to what potential new members in our demographic area might be looking for in a progressive, vital church community. The data from the Small Group Discussions, the Norms Identification, and the Percept Demographic Study suggest a question: “Are the behavioral norms and the human and physical resources we have come to rely on sufficient to support a dynamic and growing congregation?”

### **BUILD ON OUR STRENGTHS**

1. Dedicate adequate staff time and financial resources to expand the ministry for senior adults to engage at least 50 people on a regular basis in life story sharing, spiritual awareness, Christian education, social and service activities, and supportive pastoral care.
2. Dedicate adequate staff time and financial resources to enhance and grow CCC’s youth ministry to engage at least 75 6<sup>th</sup> through 12<sup>th</sup> graders with a vibrant program that focuses on Christian education, social activities and community service work.
3. Increase membership by at least a net 5 percent annually over a 5-year period by designing worship and program experiences responsive to specific needs and interests of the community as identified by the Percept Demographic Study and other sources.
4. Develop and/or deepen partnerships that reflect CCC's commitment to social justice and that provide a range of hands-on service and advocacy opportunities for all age groups to both existing and new organizations. Engage at least 10% of the congregation in these activities each year. Within the next three years we will:
  - Strengthen or start partnerships with 2-4 *direct-service* organizations serving the broader Silver Spring community.
  - Participate in Rebuilding Together throughout the year (four additional weekend work parties per year).
  - Implement hands-on service projects to areas of need in other parts of the US or the world.
  - Strengthen or start partnerships with 2-4 local, national or international *advocacy* organizations.
5. By the 2008 Annual Meeting adopt a comprehensive plan that will ensure that the Cornerstones debt and all member loans are repaid in their entirety by 2012.

## NEW DIRECTIONS

6. Establish a staff-parish relations committee to provide personal support to each member of CCC's professional staff by July 2007.
7. Secure sufficient trained staff, volunteers and funding to develop a ministry of music and arts that educates and empowers people of all ages to use their talents in the worship and arts ministry of CCC, including involvement in corporate worship of children's, youth and intergenerational choirs and instrumental ensembles by September 2008.
8. Create opportunities, through a spiritual discernment process, for members to embark on a journey of self-discovery and reflection through which they can effectively channel their strengths in service to CCC and/or wider community.
9. During the interim ministry period, expand small group ministries for the purpose of addressing a variety of spiritual issues through faith sharing and relationship building.
10. To strengthen CCC membership, within the next two years:
  - (a) Build a substantive program for prospective new members that explores what it means to be a part of CCC and of the UCC; and
  - (b) Create a program similar to a confirmation class that allows prospective and existing members to explore their Christian faith in depth and to deepen their covenant with CCC.
11. Increase racial and cultural diversity by implementing the recommendations of the Anti-Racism Audit and the Anti-Racism covenant.
12. Improve worship and hospitality space by making short-term changes to CCC by September 2008.
13. Conduct a thorough study of our worship and hospitality spaces to determine how they can better facilitate membership growth and enhance spiritual and social opportunities for all members.
  - Develop a comprehensive renovation plan based on the results of the study by 2009
  - Begin Phase II of the Master Plan (as revised and approved by the congregation) by 2012
14. Commit financial resources to maintaining and improving the Retreat House property and enhance its capacity to be a site of spiritual renewal for people of all ages.

NOTE: By the end of calendar year 2007, the Retreat House Task Force will present to the congregation, for its approval, a multiple-step plan for Retreat House building restoration and repairs, property enhancements and fundraising options.

## REVITALIZE AND RENEW

15. Evaluate the roles of the Executive Council, boards, committees and officers for the purpose of determining how best to govern and manage CCC in an efficient, responsive, and progressive manner and with broad participation. Be ready to implement recommendations for change by July 2009.
16. Bring more fun and simplicity to CCC by surveying the congregation during the interim period to identify what programs, ministries and activities can be strengthened and what can be eliminated or streamlined.
17. Include in the fiscal year 2008 budget and then hire a quarter-time staff person to develop and coordinate a competent pastoral care team from members who feel called to that ministry, including members currently involved in Called to Care.

18. Have a robust ministry to and with families with young children so that at least 100 children participate in Sunday church school on average and there are at least 2 family activities each month throughout the school year.
19. Hire a quarter-time staff person to develop a dynamic ministry to and with young adults that engages at least 20 people on a regular basis and that offers at least 5 activities per year.
20. Coordinate, improve and fund CCC's use of technology over the next five years with a plan that includes audio-visual equipment, office equipment, and computer technology to increase outreach, improve operations, and use volunteers' time more productively.
21. Identify and develop reasonable expectations of CCC membership that include commitments to financial support, participation in service to CCC through boards, committees or special projects, personal spiritual growth, corporate worship and social justice. Establish a process for members to make ongoing personal commitments.
22. Establish a "buddy" program whereby experienced members welcome and remain connected with new members to ensure that they are thoroughly assimilated into the life of the community, with continuing follow-up to ensure that their needs and passions are being supported and directed for the mutual benefit of all. Implement a review process to monitor results on a regular basis.
23. Over the next two years, explore options for changing the Sunday worship and education schedules and formats. Options to be considered might include:
  - 1) Offer the option of a family-friendly worship service and a concurrent church school experience on Sunday morning;
  - 2) Offer non-concurrent hours of worship and education, thus acknowledging the importance of worship and life-long learning for all;
  - 3) Offer multiple services with distinctly different worship styles that are equally supported with resources and that are offered at equally convenient times. Parents would have a choice of well-supported church school at more than one service offered at what church families say is a reasonably convenient time.
24. Develop and implement a year-round stewardship effort that combines ongoing education about the many different opportunities for giving money, time and talent with an annual campaign with the goal of steadily increasing member participation in all three areas.
25. Support outreach, marketing, and communications by committing 1% of the annual operating budget to these activities. [Note: we currently budget about one-half of this amount.]
26. Hire a quarter-time staff person to coordinate the external and internal communication strategies that connect CCC members to each other and to publicize our services, programs and accomplishments to the community.

### **Summary of the Percept Demographic Study**

As one of the committees set up to facilitate CCC's pastoral transition process, the Strategic Planning Task Force was tasked with collecting and collating data to determine where congregants want CCC to be in the next 3-5 years and what God is calling CCC to do.

In this capacity, the SPTF requested the California-based strategic information company, Percept, to conduct a comprehensive demographic survey of the communities from which CCC members come. We asked Percept to survey specific ZIP codes in Montgomery and Prince George's Counties within a 10-mile radius of CCC. The

results from the Ministry Area Profile, as it called, give a detailed and interesting outlook on the dynamic changes our community is undergoing.

The survey reveals a community that is not only growing, but educated and very diverse. The past 16 years have seen a 10% growth in population in this area. Currently 1,001,595 people live in the CCC community, compared to 907,224 in 1990. The population is further expected to grow by an additional 42,384 people between now and 2011.

The area, comprising mostly “mixed” families – married persons and two-parent families -- is also “extremely high” in racial diversity. Though Anglos are still the majority at 50.5%, Asians are expected to grow by 18% by 2011. Currently however, African-Americans are the second largest racial group, accounting for nearly 23% of the population. At 49.5%, the area’s racial/ethnic diversity is well above the national average of 33%.

The majority of people living in the area fall in the 25-45 age-group. Also known as “survivors,” this group accounts for nearly 30% of the population, compared to the “builders,” those 82-years and above, who make up just 3.5% of the population.

People in the area can be classified as highly educated. The top individual segment is “Traditional Affluent Families” representing 23.6% of all households. The number of people over 25 holding college degrees (52.4%) far exceeds the national average (24.4%). The same is true for high school graduates where 88.0% have graduated compared to the national average of 80.4%. Of concern to the area in particular are issues around social injustice, racial and ethnic prejudice, having enough recreation time, pursuing enriching careers, finding companionship, and caring for aging parents.

Surprisingly, the number of people not involved in their faith exceeds the number of people involved in their faith. Over the past 10 years, more households have actually decreased their involvement in their faith. Of those who do practice a faith, the majority are Catholic, followed by Methodist, Judaism, Presbyterian, and Lutheran. A strong number showed no interest or no preference for a religious group.

The survey also explored local residents’ preferences about their religious community, as depicted in the table below. For example, in terms of worship styles, 27% want a style that is contemporary/informal, 17% want a traditional style and 26% want both. (Remainder had no preference.) Another way to look at these numbers is that among people who have a preference, at least three-quarters want a style that is informal/contemporary or a choice between that and traditional.

Worship Style	Emotional 22%	Intellectual 14%	Both 38%
Worship Style	Informal 27%	Traditional 17%	Both 26%
Music	Contemporary 21%	Traditional 21%	Both 30%
Music	Participatory 21%	Performed by others 19%	Both 31%

In another question, 21% said they wanted a church that was involved in the community, while 15% wanted an emphasis on personal spiritual development and 35% wanted both. In terms of mission, 31% want a local emphasis, 6% want a global emphasis and 31% want both. There is a great deal of additional data, including information on what services residents want from a church – for example, 28% want youth social programs, 24% want personal or family counseling, and 37% want Bible study and prayer groups.

The full report is available on CCC’s website.

## CCC Trends, 1995-2006

The Task Force also compiled and examined data concerning the Church's membership, worship attendance, stewardship, and budget allocations. The 1996 Self-Study Report described CCC's trend as a "partially declining plateau" on these critical indicators. The current picture is mixed but considerably more positive than 10 years ago.

From 1997-2006, membership increased from 623 to 673, with an average of 28 new members joining each year more than offsetting about 22 members being retired from the rolls due to death or other reasons. Average Sunday worship attendance (184 in 2006) is slightly higher than in 1997, but it has declined over the last three years since peaking at 197 in 2003.

Our programs for children and youth continue to be an area of strength and promise. Consistent with what we heard in the Small Groups and Norms discussions, however, we did find that church school attendance peaked in 2002-2003 and has declined subsequently. In 2002-2003, CCC offered a 9:30 worship service coincident with church school, a combination that was very popular with families. The Sunday evening youth program shows consistent growth.

### **Average Weekly Attendance in Church School and Youth Programs**

	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>
Sunday morning church school	73.6	65.8	45	48.7
Evening youth program	NA	29.7	34.7	37.6

Although the number of stewardship pledge units continued to decline from 1997 to 2002 – dropping from 276 to 205 – it has increased since 2002, reaching 227 in 2006. For 2007, 212 pledges had been received as of November 12, 2006, with additional pledges likely to be received over the course of the year. Significantly, the average pledge increased by more than 129% from 1997 to 2007.

Looking only at these statistics gives a mostly positive but incomplete picture. Major renovation of the building in 2001-2002 sparked new vitality in our programs and church life, attracted visitors, and fostered greater use of the building (including community use). To make the renovation possible, members and friends contributed about \$3.2 million in special campaign gifts (Keystones, Recommitment and Organ Fund) over the period 2000-2006, while in the same period another \$3.2 million was paid through pledges to the Operating Fund. This is an amazing accomplishment for a church of our size. And our members' generous giving extends in many directions. For example, in 2006 we raised almost \$26,000 in special need offerings, including relief in response to Hurricane Katrina and the Pakistani earthquake.

To date, about \$3.4 million has been paid toward the Phase I renovation (\$3.2 million in campaign gifts were supplemented with \$0.2 million previously accumulated) and we have outstanding loan balances (including member loans) of about \$1.8 million. Debt service payments are about \$160,000 annually and will continue to be a major factor in our annual budget, but we are moving forward to meet this challenge. At the Annual Meeting in June 2006, the congregation adopted the recommendations of the Debt Reduction Task Force to finance the debt service through annual pledges rather than by conducting additional special fund-raising campaigns.

The following tables provide (1) data concerning our membership, worship attendance, and stewardship since 1995; and (2) data concerning our operating budgets during that time period.

**TABLE ON CCC MEMBERSHIP, WORSHIP ATTENDANCE, AND STEWARDSHIP, 1995-2007**

<u>Fiscal Year</u>	<u>Year</u>	<u>Member-ship<sup>1</sup></u>	<u>New Members<sup>1</sup></u>	<u>Average Worship Attendance<sup>1</sup></u>	<u>Pledge Units<sup>2</sup></u>	<u>Total Pledged<sup>2</sup></u>	<u>Average Pledge<sup>2</sup></u>	<u>Total Paid<sup>3</sup></u>	<u>Percentage Paid<sup>3</sup></u>	<u>Special Fund-Raising Gifts<sup>4</sup></u>	<u>Total Member Contributions<sup>5</sup></u>
Jan-Dec	1995	703	35	210	301	\$364,134	\$1,210	\$361,961	99.4%	\$49,039	\$413,173
Jan-Dec	1996	677	32	198	297	\$383,017	\$1,290	\$379,946	99.2%	\$64,654	\$447,671
Jan-Dec	1997	623	22	180	276	\$389,752	\$1,412	\$387,453	99.4%	\$27,647	\$417,399
Jan-June	1998 <sup>6</sup>	627	10	NA	272	\$206,459	\$759	\$194,637	94.3%	\$5,063	\$211,522
July-June	1999	648	37	184	261	\$427,506	\$1,638	\$400,394	93.7%	\$19,256	\$446,762
July-June	2000	636	28	173	255	\$450,732	\$1,768	\$428,501	95.1%	\$714,799	\$1,165,531
July-June	2001	644	26	145	234	\$439,756	\$1,879	\$414,270	94.2%	\$680,530	\$1,120,286
July-June	2002	651	15	132	205	\$436,826	\$2,131	\$433,577	99.3%	\$727,923	\$1,164,749
July-June	2003	676	41	197	206	\$465,530	\$2,260	\$452,717	97.2%	\$437,933	\$903,463
July-June	2004	684	30	194	219	\$485,376	\$2,216	\$471,857	97.2%	\$277,243	\$762,619
July-June	2005	697	34	189	221	\$515,644	\$2,333	\$498,774	96.7%	\$224,276	\$739,920
July-June	2006	673	24	184	227	\$550,418	\$2,425	\$501,856	91.2%	\$137,744	\$688,162
July-June	2007				212	\$686,224	\$3,237				

<sup>1</sup> Membership and worship attendance data are from the annual reports and are given as the total at the end of each year. Data for 2006 are through May.

<sup>2</sup> The data on number of pledges and total amount pledged were compiled from the computer database. Both figures are whole-year totals, not end-of-stewardship campaign totals, except for the current year (2007).

<sup>3</sup> "Total paid" data were compiled from the treasurer's annual reports.

<sup>4</sup> Data include these campaigns: Jubilee (1994-1997; Keystones Campaign (2000-2003); and Recommitment (2003-2006).

<sup>5</sup> "Total member contributions" equals total pledge payments plus special fund-raising gifts.

<sup>6</sup> Numbers are for a 6-month fiscal year.

**SUMMARY OF RECEIPTS AND DISBURSEMENTS (\$ thousands)**

	<b>Jan-Dec</b>	<b>Jan-Dec</b>	<b>Jan-Dec</b>	<b>Jan-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>
	<b><u>1995</u></b>	<b><u>1996</u></b>	<b><u>1997</u></b>	<b><u>1998</u></b>	<b><u>1999</u></b>	<b><u>2000</u></b>	<b><u>2001</u></b>	<b><u>2002</u></b>	<b><u>2003</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>
<b>Pledge receipts</b>	357.1	370.0	387.5	194.6	400.4	428.5	414.3	433.6	452.7	471.9	498.8	501.9
<b>Other receipts</b>	81.8	82.5	78.9	28.0	74.0	74.4	59.6	57.7	118.7	143.8	146.7	158.3
<b>Operating fund receipts</b>	438.9	452.5	466.4	222.6	474.4	502.9	473.9	491.3	571.4	615.7	645.5	660.2
<b>Missions</b>	77.0	75.2	78.0	39.5	78.0	88.4	82.2	82.3	66.9	69.5	78.5	84.8
<b>Property Loans</b>	24.3	0.0										
<b>Personnel</b>	287.9	289.8	292.4	161.6	255.8	324.7	324.3	321.9	341.8	345.1	383.3	370.8
<b>Program</b>	26.9	27.2	26.3	15.5	36.1	32.2	31.2	36.0	35.7	47.9	37.2	31.7
<b>Property Expenses</b>	40.6	48.7	49.3	29.3	60.2	49.4	64.6	76.3	122.9	138.7	165.1	171.4
<b>Total Disbursements</b>	456.7	440.9	446.0	245.8	430.1	494.8	502.2	516.5	567.2	601.3	664.1	658.7
<b>Excess (Deficit)</b>	-17.8	11.6	32.0	-23.2	44.3	8.2	-28.3	-25.2	4.2	14.4	-18.6	1.5
<b>Total receipts*</b>	583.0	585.7	567.8	270.8	591.5	1,202.9	1,181.1	1,210.7	1,025.5	962.9	893.2	866.3

\* Total receipts include memorial and other items outside the operating fund.

	<b>Jan-Dec</b>	<b>Jan-Dec</b>	<b>Jan-Dec</b>	<b>Jan-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>	<b>Jul-June</b>
	<b><u>1995</u></b>	<b><u>1996</u></b>	<b><u>1997</u></b>	<b><u>1998</u></b>	<b><u>1999</u></b>	<b><u>2000</u></b>	<b><u>2001</u></b>	<b><u>2002</u></b>	<b><u>2003</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>
<b>Renovation-related Expenditures**</b>						163.6	462.5	1,733.3	385.4	375.8	142.9	175.3

\*\* Expenditures made from Building Fund