

Northminster Baptist Church
Long Range Planning Committee Report
June 10, 2015

Long Range Planning Committee Report
Table of Contents

Introduction	1
Worship	2
Fellowship & Community.....	5
Teaching Church.....	7
Mission & Outreach.....	12
Summary Table	15

Introduction

Northminster Baptist Church was founded in the last century, nearly fifty years ago. In the ensuing five decades the world has changed. Inside Northminster our members are more dispersed geographically, have more activities competing for their attention, and are more often part of dual income households (both spouses work). Outside Northminster the 21st century is post Christian, with the Church in decline throughout much of the world including the United States. Thus, the question we have asked ourselves is “How do we preserve and extend what we have for the next generation while leaning into our covenant in a changed world?”

Over the last three years we have thought deeply about this question, have had numerous internal discussions, have received reports from our pastoral staff, and have solicited more congregational input than any prior LRPC. As our thoughts have crystallized, we have focused specifically on the following four areas or themes:

1. Worship – Worship is what drew and draws many of us to Northminster. How can we ensure that it stays reverent and God centered?
2. Fellowship & Community – We like to be together. How can we encourage, create more opportunities to do so, to be the family of faith for one another?
3. Teaching Church – We have something of value, something worth preserving. How can we pass this on to our spiritual heirs (be they members of NBC or other churches) and ensure that all our members are theologically literate?
4. Mission & Outreach – We live in an amazing but hurting world. How can we use our distinctive gifts to reach out to those in need?

Underlying or impacting each of these areas is technology. In the balance of this report we examine each area specifically, provide recommendations or action items by theme, suggest relevant metrics for monitoring progress, and propose how to use technology to support the whole. The framework is as follows.

Worship	Fellowship & Community	Teaching Church	Mission & Outreach
• Action items	• Action items	• Action items	• Action items
• Metrics	• Metrics	• Metrics	• Metrics
Technology			

Worship – Worship is what drew and draws many of us to Northminster. How can we ensure that it stays reverent and God centered?

In the category of “If it ain’t broke don’t fix it,” there is not much to improve on here. Worship is one of Northminster’s distinguishing features. We want to be sure it remains challenging, that our pastors and congregation remain willing to wrestle with the hard questions of life and faith. We also want to be sure the sanctuary remains reverent before the Sunday morning worship hour, as well as before other services throughout the year (e.g. Maundy Thursday, vesper services, etc.)

While we found little about our worship “content” to change, we can do a much better job distributing it. As our congregation ages, families travel (more and more frequently), and high school/college graduates (and others) move to new locations, they want to remain in touch with their church family, to experience Northminster worship. We heard this on multiple occasions from the congregation. We can use technology to keep the church family close even when dispersed geographically.

Recommendations

1. Strike the right balance between reverence and warmth in the sanctuary. The sanctuary is the center of our communal life. It is the place where we meet and worship as a family of faith. To be sure, there are other places at Northminster – the Great Hall, youth house, classrooms, etc. – where good things happen on a regular basis. Things like teaching, learning, fellowship, singing, playing, and prayer. But the sanctuary is our sacred space, the place where we go together to meet God. Thus, we need to make a conscious effort to maintain a sense of reverence in the sanctuary.

At the same time, we want to be welcoming to visitors in our midst. As the sanctuary on Sunday morning is often the place where visitors have their first contact with Northminster, it is important to greet them warmly. This creates an inherent conflict: How do we welcome visitors on Sunday mornings (and greet fellow church members we may not have seen recently) while maintaining a sense of quiet reverence before worship?

First and foremost we need to communicate the importance of being both welcoming and reverent to the congregation. Everyone has to cooperate. Second, we should expand the perimeter of our physical welcome before worship and special events. We should greet one another and visitors before we enter the sanctuary – whether in parking areas, the Great Hall or the courtyard and other areas. Every member should consider themselves an unofficial “greeter” and our official greeters should provide a consistent, welcoming presence at the doors of the church and beyond. Ideas to be considered in expanding the perimeter of our welcome include: greeter “patrols” of the parking lot; an off-duty law enforcement presence on Ridgewood Road to provide a safer “welcome” to those crossing the street; signs directing visitors to the sanctuary, children’s department, nursery and/or other areas; an increased presence from active deacons; and special consideration of possible measures for rainy days

(extra greeters with umbrellas, parking assistance and other special assistance, for example). And when worship is over, every member of the congregation should greet those around them before recessing.

However, before worship members should remain quiet once they enter the sanctuary. Not silent, but quiet and reverent as we prepare to worship. The worship service at Northminster is distinctive, especially among Baptist churches. Not better or worse as Chuck has often noted, but different. Since our distinctive worship is what has drawn so many over the years to Northminster, and is beloved by our congregation, we need to preserve it. To do so we must maintain a sense of quiet reverence in the sanctuary before worship.

START DATE: Upon acceptance of this report by deacons. (Immediately.)

2. Without altering the quality or style of our music in Sunday morning worship, provide members other settings to sing and play music. Music is an integral part of worship at Northminster. In the congregational meetings we heard repeatedly how much members appreciate the choir. Members also, however, expressed desire for opportunities outside Sunday morning worship to sing songs the choir might not (e.g. contemporary, "traditional Baptist," etc.). This could also be an intergenerational opportunity for the children, youth, and adults to sing together.

START DATE: August/September 2015 (start of fall schedule)

Technology

1. Stream our Sunday morning worship.

START DATE: January 2016.

2. Upload all our past Sunday morning services (sermons) on our website. Make sermons searchable by pastor, theme, and date. (Audio Visual Committee, Ad Hoc Website and Technology Committee can decide whether to upload sermons only or entire service.)

START DATE: Begin with new sermons January 2016. Have all sermons uploaded by August 2016.

Metrics

1. Sanctuary reverence and warmth: noise before worship (less is better); persons spoken to outside sanctuary pre worship and inside sanctuary post worship (more is better). Owner: Deacons, Greeter Committee, Usher Committee, entire congregation.
2. Additional music opportunities: number of events with music/song outside Sunday morning worship; number of participants per event. Owner: Worship and Music Committee
3. Streaming live services: number of listeners by period (week, month, year); number of failed attempts to access. Owner: Ad Hoc Website and Technology Committee, Audio Visual

Committee with office staff support as needed. (Idea: Have our college students [or traveling members] rotate responsibility for listening one Sunday per quarter to make sure everything working properly. Likely good for them as well and keeps NBC connection.)

4. Upload of prior services: Number of accesses by period (month/quarter/year). Number of failed accesses. Owner: Audio Visual Committee with office staff support; Ad Hoc Website and Technology Committee.

Fellowship & Community – We like to be together. How can we encourage, create more opportunities to do so, to be the family of faith for one another?

One of the messages heard repeatedly from the congregation was that our members enjoy one another and would like more opportunity for fellowship. Indeed, as our founding members die out, fellowship is more important than ever so that the founders' vision, the Northminster DNA so to speak, can be passed down to future generations.

Fellowship is also important in tying our community together. As noted in the introduction, Northminster members are more dispersed geographically today than ever before. Specifically, in 1976 7% of our members lived in Madison, Ridgeland, Brandon, Clinton, or further away. By 1987 that figure had doubled to 14%, and by 2012 that figure had increased another 2.6x to 37%. On the one hand it is good that Northminster is attracting members from all over. On the other, when over a third of our members have to make a concerted effort to drive to and from Northminster, while passing numerous other churches along the way, it has implications for programs and scheduling. Thus, we need to work intentionally to build and maintain community among our dispersed members, while taking into account the travel time required by a significant percentage of those members.

Recommendations

1. Increase the frequency of Sunday lunches to monthly. Our suggestion is that lunches be the first Sunday of the month to coincide with communion for theological (after sharing a meal at the Lord's Table, we share a meal at Northminster's tables) and historical (ties us to the practices of the early church) reasons, but this is not essential.

What is important is that the lunches are a regular part of the Northminster rhythm. Not only do they provide us an opportunity to commune with our family of faith, the lunches also give us a friendly vehicle for welcoming visitors and incorporating them into the Northminster family. The lunches also require no additional round trips for members living further away. A further specific suggestion is that the children be present and sing the blessing as a teaching moment for them and worship moment for us.

(When specific events are already on the calendar for the month, such as the youth dessert auction or winter lecture series, they would take the place of regular Sunday lunch.)

START DATE: No later than January 2016.

2. Renovate the kitchen as needed to accommodate more frequent gatherings.

START DATE: August 2015. (Coordinate with relevant committees and members already thinking about this; e.g. Fellowship Committee, Building Maintenance Supervision Committee, etc.)

3. Coordinate calendars for Sunday evening programs. This recommendation also impacts Teaching Church. Our sense is that fellowship and teaching should not always happen in silos. Just as with Wednesday night suppers, there are sometimes adult programs Sunday nights that would be valuable for the youth and children to attend as well. The practical side of this recommendation is that with families living farther from NBC we should make it easier, not harder, for family members to participate. Thus, even when programs are distinct, start and end times for children, youth, and adult activities should be in sync whenever possible. (This is not the case today.)

START DATE: August/September 2015 (start of fall schedule).

4. Continue to offer Parents Night Out and consciously promote it as an opportunity for fellowship and outreach. Kind of like a Foyer Group for parents. Parents currently using PNO, as well as those who used it 15-20 years ago, observed that it helped them forge friendships with other Northminster families. There is also some anecdotal evidence that PNO has attracted a young family to Northminster. Thus, we see this not only as ministry but good stewardship of our building.

START DATE: August/September 2015 (start of fall schedule).

Technology

1. Email the church newsletter or link to newsletter on church website. (Members who prefer to receive it via traditional mail may continue to do so.) By allowing members to opt out of receiving a hard copy of the newsletter, this recommendation actually saves money in terms of postage and printing.

START DATE: As soon as possible, but no later than September 2015.

Metrics

1. Sunday lunch: number of people attending (or tables used) by month; number of guests, visitors attending by month; fellowship committee members, other volunteers by month; monthly cost. Owner: Fellowship Committee, Deacons
2. Kitchen renovation: improved throughput, traffic flow; decreased meal prep, serving time. Owner: Fellowship Committee, Building Maintenance Supervision Committee
3. Calendar coordination: number of Sunday evening and Wednesday evening events that start and end at different times (fewer is better); number of multi-generational events (more is better). Owner: Pastoral staff
4. Parents Night Out: number of children, families by month; number of new families; number of parents who get together with other parents by month (go out together). Owner: Associate Pastor for Children

Teaching Church – We have something of value, something worth preserving. How can we pass this on to our spiritual heirs (be they members of NBC or other churches) and ensure that all our members are theologically literate?

Northminster already is a Teaching Church. From SS on Sunday mornings to Children’s Activities, Youth Group, and Adult Ministries on Sunday evenings, to Bible studies that Chuck and others lead at Northminster during the week, to the teaching time at Wednesday night suppers, Northminster goes to great lengths to provide educational opportunities for members. Yet, due to the changed nature of life in the 21st century and the numerous distractions our members face on weekends, there is the feeling we may be “teaching but not reaching.” Thus, we need to rethink not what we teach, but how we deliver it.

As mentioned in the introduction, the outside world has changed dramatically since Northminster was founded, and increasingly our graduates are heading off to communities that are, if not hostile, at least indifferent to Christianity. That, coupled with the reality that we are losing our founding members and may not always have a pastor who is as gifted a teacher as Chuck Poole has given us a sense of urgency to get this right.

In addition, part of being a Teaching Church and mission minded is sharing what we have with the world, as well as with our own members. To be good stewards of the gift we have in Northminster, we must not hide our light under a bushel. To quote from our Covenant, “Sharing a personal commitment to Jesus Christ and a deep concern for the world, and bound by the bonds of love and understanding, we seek to allow the church to be instrumental in accomplishing God’s purpose in the world.” Thus, the same technology (streaming worship, uploading sermons) that ties our own members to Northminster and feeds their souls also helps us reach those who may never have the opportunity to set foot in our sanctuary yet are just as hungry for worship that is challenging, true, and reverent. There may be other, very intentional, ways to do this as well, and our committee spent significant time and energy on this topic.

Recommendations

1. Have Chuck and the pastoral staff (and lay persons, committees as appropriate) identify what our young people need to know by the time they graduate from high school, then consciously design a pre-K – 12 curriculum around it. Give parents a compelling answer to the question, “Why is it worth it to get my child to Sunday School?”

This recommendation does not imply that anything is broken with our pre-K – 12 education. On the contrary, there are some amazing things going on in the youth house, the nursery, and everywhere in between. It does imply, however, that we are serious about intentional theological formation. Our aim is to form people who know how to embody the love of God when they leave Northminster and go out into the world.

START DATE: August 2015 for implementation August 2016.

2. Make sure we offer classes and/or fellowship opportunities, for all adults, from college and twenty-somethings to married couples, parents, and seniors. If the first recommendation is about what we teach, this recommendation is about how we deliver that curriculum. Northminster's current model is to offer classes before worship on Sunday mornings, adult studies on Sunday evenings, and church suppers on Wednesday nights. All of these teaching and fellowship opportunities are open to the entire congregation and will continue to be.

However, in recognition of the fact that our congregation and the world around us has changed, we need to consciously monitor and adapt our delivery mechanisms. Some things that used to occur on Sunday mornings at Northminster may occur at other times or off-site in the future. We are already doing some of this and have been for quite some time: e.g. Men on First and Third (men's Bible study on first and third Monday mornings of the month), Thursday morning Bible study at the Yellow Church, Lesley's weekday playdates off-site for young children and their mothers, foyer groups, etc. As a specific example of something we have not done, we may need to consider offering Sunday School or Bible study on the UMMC campus. The point is reaching people where they are and not getting stuck in old models.

START DATE: August 2015

3. Educate our members on the importance of giving, supporting the work of the church by supporting the budget. Provide budget updates in the newsletter and on the website. Enable online giving on the church's website. Make sure members understand it is not just the senior pastor's responsibility to encourage members to give to the church, it is our collective responsibility.

Countless research (both church specific and for other nonprofits) shows that Millennials (broadly speaking, those who have come to adulthood in the 21st century) think and act differently about charitable giving. Churches nationwide, not just Northminster, must come to grips with how to reach Millennials. For example, research shows that 70% of Millennials prefer to give online.

Thus, the Finance Committee (perhaps in collaboration with the Deacons and an Ad Hoc Technology Committee) needs to consider which tools to add and which to discard in managing the church's financial affairs. Adding online giving seems obvious. The Finance Committee should also examine mobile giving (using cell phones to give). Pledging continues to decline, not just at Northminster but at churches nationwide. It may be a relic of an earlier era, and growing numbers of churches have abandoned pledging entirely. Some churches have even abandoned passing the plate on Sundays, as the constant flow of empty collection plates sends a negative message. The point is the Finance Committee should consider any and all options without being bound to what we have done historically.

Northminster's 2015 budget is \$1,865,751. We have 429 households or giving units. Thus, the average annual gift per household to meet the budget is \$4,350. Some families will only be able to give a fraction of this, and some will be able to give a multiple of it. The point is our giving per unit is a manageable number if we incorporate a broad spirit of giving across the church.

In terms of sustainability, as of 3/31/15 the church has roughly \$1.1 million in debt on its balance sheet and makes \$110,500 in annual principal and interest payments, so we should be debt free in roughly ten years. The church contributes \$45,000 annually to its building contingency fund, which has a current balance of \$517,000. The church also has a \$30,000 annual line item for the church building fund, which, if unspent rolls into the building contingency fund. Thus, the framework set up by the Finance Committee years ago has provided sufficient assets over the years for maintaining the church facilities.

In addition to its importance to our family of faith, a fiscally healthy Northminster is important to the community at large. Were there no Northminster Baptist Church on the corner of Ridgewood and Eastover, the neighborhood would suffer.

Finally, not only is it important to the church and to the greater community, it is important to each of us as members that we incorporate a spirit of giving. Giving to the church is not just good of us, it is good for us. We need to be sure every generation, every member, is taught and has a chance to practice that discipline.

START DATE: August 2015

4. Convene ad hoc committee to consider pastoral residency program. A pastoral residency program would bring in a recent seminary graduate for up to a two year residency or fellowship. The intent of the program would be for the resident to shadow and learn from the Northminster pastors and lay leaders how Northminster “does church,” so that he or she might be a more effective and successful pastor when called to his or her own congregation.

The LRPC heard from consultants and other churches about similar programs. The pros from Northminster’s perspective are that we could enhance the survival rate of young pastors and share what we have with a world that desperately needs it. The cons are the unknown soft costs in terms of demands on our existing staff and whether or not this fits our existing model. Stated differently, if our intent is to prepare folks while at NBC to share the gospel with a hurting world, to learn that you can follow Jesus while not being afraid to ask hard questions, to build a faith that lasts through the tough times, is it feasible to do that in two years? Or do we truly do that best as a Teaching Church by educating our own members (be they youth or adults), many of whom will move to other communities at some point? And by corollary, was the vision of the founders that all NBC’s associate pastors (like Gene Corbin, Stan Wilson, and Trip Martin have done) would take what they learned while at NBC with them in time?

Our LRP Committee spent a great deal of time discussing this issue, but we also considered many other items as this report indicates. At the end of the day, we felt this question merited its own committee to weigh the pros and cons and whether Northminster could implement a pastoral residency program successfully.

START DATE: Deacons’ discretion

Technology

1. Upload special events (e.g. recitals, lecture series, orientation class) on our web site.

START DATE: January 2016. (Coordinate schedule Ad Hoc Website & Technology Committee.)

2. Stream our Sunday morning worship.

START DATE: January 2016. (Check with tech committee on current progress.)

3. Upload all our past Sunday morning services (sermons) on our web site. Make sermons searchable by pastor, theme, and date.

START DATE: Begin with new sermons January 2016. Have all sermons uploaded by August 2016.

4. Enable online giving. (Consider online pledging as well.)

START DATE: January 2016.

Metrics

1. Curriculum design and implementation: As stated earlier, our aim is to form people who know how to embody the love of God when they leave Northminster and go out into the world as followers of Christ. Thus, we won't know until many years after the fact if we've been successful, and even then it may be other communities that harvest the fruit of the seeds we plant at Northminster.

However, there are certain things we can monitor along the way to make sure we hit the mark. We can survey parents and students at the end of each semester or Sunday School year. We can come up with engaging ways of assessing what our children and youth are retaining and of encouraging them to help one another learn. We can develop relationships with the families whose children and youth are in the church. This collective feedback – survey results, learning retained, and simple attendance – will tell us whether our aim is true or if we need to recalibrate. Owner: Pastoral staff, Children's Ministries Committee, Vacation Bible School Committee, Youth Ministries Committee, Teachers.

2. Adult education, fellowship opportunities: Percentage of members in various age groups involved in some aspect of church life outside Sunday morning worship. The point is not the particular program offered, but the life of each member, to make sure there is no one person or group the church is unintentionally letting fall through the cracks. Feedback from members on programs offered via post event/class surveys. Owner: Adult Ministries Committee, Fellowship Committee, Senior Adult Ministries Committee

3. Financial education: Percentage of budget pledged (as long as Northminster continues pledging); number of families giving; timing of giving (less yearend loaded and more regular throughout the year is better). Owner: Finance/Stewardship Committee, Deacons
4. Event upload, streaming: See metrics 3 and 4 under worship.
5. Online giving: Percentage of total budget received online. Number and frequency of online gifts made.

Mission & Outreach – We live in an amazing but hurting world. How can we use our distinctive gifts to reach out to those in need?

One of the things we heard repeatedly in our congregational meetings last spring and summer is that members value our mission activities, especially our local missions and Wider Net. Members like that Wider Net is not just viewed as “giving people fish, but teaching them how to fish.” Chuck also noted in one of our committee meetings that Northminster’s support of local missions is one of the four answers he receives consistently when asking folks why they chose to join Northminster. (The other three are worship, theology, and that NBC manages a moderately large budget without being institutionally self-conscious, to use Chuck’s words.)

Thus, similar to Worship, Missions is viewed by members as working well, and there may not be much to change about what we are doing. However, there may well be room for improvement in how we are doing it as well as how we communicate to the congregation.

Recommendations

1. Use newsletter, email, and sign-up sheets to communicate missions’ opportunities to congregation. We heard from multiple members that they want to be more aware of what we are doing and of opportunities to participate.

START DATE: August 2015.

2. Continue to educate members on the theological underpinnings of missions and outreach. While the missions activities we undertake and how we implement them will change over time, the impetus behind them – the Why – will not. As followers of Christ we are called to care for “the least of these.” Or, as our covenant states, “Realizing that it was to the world of human need that our Lord came, that it was for the world of people that he gave himself and that it is in the world that we find ourselves called to be his servants, we dedicate our lives to ministering in the world, ever alert to the voice of human need wherever the cry may be heard.”

START DATE: August 2015.

3. Continue to support Wider Net while evaluating alternate structures to help fulfill its mission. We note that Wider Net has its own Ad Hoc Visioning Committee in place currently, and for the most part we defer to them regarding future direction of Wider Net. Given Wider Net’s nearly fifteen years of goodwill built up in the community and its expanding scope, now may be the right time to solicit broader support. A little background may be in order for context.

Northminster launched Wider Net in 2001. In addition to its on-site component of constructing the adult education building and sanctuary balcony to meet the needs of Northminster members, Wider Net also committed \$1.05 million to the Mid City/Georgetown neighborhood to serve the needs of residents in another part of the city. When Northminster members mention Wider Net today, they are referring to the activities in Mid Cities/Georgetown.

The original Wider Net proposal called for allocating these funds to a person, a place, and an initial act of ministry. The person became Jill Barnes Buckley, Northminster's first Associate Pastor for Community Ministry. The place became "the yellow church," the house owned by Horace Kelly where Northminster conducts many of its neighborhood activities. The initial act of ministry became a partnership with Habitat for Humanity and the construction of twenty homes in the neighborhood.

The original proposal included five years of salary for the Community Minister. As Jill was hired in 2004, the original salary allocation expired in 2009. Thus, in 2009 an ad hoc review committee made the following recommendations, which were subsequently put into place. First was to continue Wider Net's efforts in Mid City/Georgetown but put WN under the Missions Committee at Northminster. Second was to extend Jill's contract and continue paying her from the Wider Net designated fund which had roughly \$210,000 at the time. (The ad hoc committee also recommended periodic program assessments.)

The original designated fund allocated to Wider Net has since been depleted. Thus, in 2012 the Wider Net Committee was set up as its own standing committee separate and apart from the Missions Committee. It now has its own budget line item, and Jill's salary as Associate Pastor for Community Missions has been rolled into the general budget as well. Although members have continued to make designated gifts to Wider Net over the years, Jill and the Wider Net Committee are now having to make decisions about what to pursue and not to pursue based on budget limitations. Coupled with Wider Net's expanding scope (e.g. Jim Johnston's property acquisition and clean-up) as mentioned above, it may be prudent to consider changes to the ownership and financing model.

START DATE: August 2015.

Technology

1. Use email and website to communicate missions' opportunities to congregation.

START DATE: August 2015.

Metrics

1. Better communication of missions' opportunities: number of opportunities available and presented per period (e.g. quarter, year) by email, newsletter, website. Number of members responding and participating. Conceivably, number of volunteer hours logged. Owner: Wider Net Committee, Missions Committee, Office Staff.
2. Education of congregation on importance, theology behind missions: number of members involved in some aspect of missions, reaching out to those in need, either via a Northminster program or independent of Northminster based on what they have learned here. Owner: Pastoral Staff, Adult Sunday School classes

3. Support of Wider Net and fulfillment of mission: number of lives, families impacted; number of friendships between neighborhood residents and Northminster members; number of abandoned/derelict houses (fewer is better); number of crimes during year (fewer is better); number of organizations/churches beside Northminster involved in neighborhood (volunteer hours and financial support). Maybe additional metrics per WN Visioning committee. Owner: Wider Net Committee, Finance Committee, Deacons.

2015 LRP summary page

	Worship	Fellowship/Community	Teaching Church	Mission/Outreach
Recommendations	<ul style="list-style-type: none"> • Reverent & warm sanctuary • Add'l music opportunities 	<ul style="list-style-type: none"> • Monthly Sunday lunch • Renovate kitchen as needed • Coordinate church calendars • Parents Night Out as outreach 	<ul style="list-style-type: none"> • Pre-k – 12 curriculum design • Classes, opportunities for all demographics • Educate members on budget, giving • Consider pastoral residency program 	<ul style="list-style-type: none"> • Better communication • Educate on theology of missions • Support WN; evaluate alternate structures to fulfill mission
Technology	<ul style="list-style-type: none"> • Stream worship live • Upload worship services 	<ul style="list-style-type: none"> • Email newsletter 	<ul style="list-style-type: none"> • Upload special events • Stream worship live • Upload worship services • Enable online giving 	<ul style="list-style-type: none"> • Use email and website to communicate with members re opportunities
Metrics	<ul style="list-style-type: none"> • Noise pre-worship • Persons greeted • # of music opportunities • # of participants • # of listeners • Failed accesses 	<ul style="list-style-type: none"> • Lunch attendees • Committee volunteers • Kitchen throughput, traffic flow, meal prep time, serving time. • Events starting at different times • Families by month; new families; parents meeting together 	<ul style="list-style-type: none"> • Feedback from parents, youth; learning retained; attendance • % adults involved in church life ex Sunday a.m. worship; member feedback. • % budget pledged; # of families giving • % budget received online; #, frequency online gifts 	<ul style="list-style-type: none"> • Opportunities available, presented • Members responding, participating • Volunteer hours • Lives, families impacted • Friendships • Derelict homes • Crimes • Partners
Owners	<ul style="list-style-type: none"> • Deacons • Greeters • Ushers • Congregation • Worship & Music Committee • Audio-visual committee • Ad Hoc Website & Tech Committee 	<ul style="list-style-type: none"> • Fellowship Committee • Deacons • Building Maintenance Supervision Committee • Pastoral staff • Assoc. Pastor for Children 	<ul style="list-style-type: none"> • Pastoral staff • Children's Ministries Committee • Youth Ministries Committee • Teachers • VBS committee • Adult Ministries Committee • Fellowship Committee • Senior Adult ministries committee • Finance/stewardship committee • Deacons 	<ul style="list-style-type: none"> • Wider Net committee • Mission Committee • Office staff • Pastoral staff • SS Classes • Finance Committee • Deacons
Start Dates	Aug 2015 – Jan 2016	Aug 2015 – Jan 2016	Aug 2015 – Jan 2016	Aug 2015