

Second Presbyterian Church
Roanoke, Virginia



Long Range Plan

2009 and Beyond

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Introduction

Contained within Second Presbyterian Church's *Identity Statement*^{*} is an articulation of values. The *Identity Statement* should be reviewed frequently, because it keeps the church focused on who she is and strives to be. The statement begins with a desire to live out an identity that is biblical, theological and Presbyterian and then grows more specific reflecting the unique situation of our congregation. Our metropolitan congregation values tradition, openness, making a difference in people's lives, high commitment, and outreach.

This new Long Range Plan does not replace or change that identity statement. The plan highlights additional values that are emphases for implementing a vision for the next few years, and follows with objectives and goals that have been prioritized according to those values.

^{*}Appendix I

Highlighted Values

The following values are not exhaustive, but are highlighted among others for guiding plans for the next phase of Second's life.

Excellence

The 2008 Edmunds Lecturer, Dr. L. Gregory Jones, offers an appropriate theme with the title of his book, *Resurrecting Excellence*. Faithful values are both theological and practical. Theologically, resurrecting excellence isn't about works righteousness or worldly competition. It is first of all about seeking excellence in living out our identity as a servant people. The objective is not to be great in the world's eyes, but drawing on God's greatness through an excellence that emerges from humble reliance on God's grace and surrender to faithful service in God's world.

Given the talent, abilities and resources of the congregation, a practical expectation of Second Presbyterian Church is to meet standards for programs and operations beyond what most churches strive to meet.

Inclusive Service

Second Presbyterian Church is in the enviable position of being a congregation that is attractive to people in a wide variety of life circumstances. Without sacrificing its core identity, the congregation strives to be open to an even wider diversity. The following areas are offered:

- All abilities (physical and mental)
- All ages (cradle to grave)
- All neighborhoods (where members live and where members serve)
- All levels of income
- All races
- All sinners

- All paths or approaches to spiritual development

Without sacrificing its core identity or its honored traditions, the church continually strives to be open to the leading of God's Spirit for new and innovative ways to be more accessible and support a growing diversity.

Continued Growth

Second Presbyterian Church does not define growth in terms of numbers. We seek to provide a church climate where members and visitors can grow in faith and commitment. We maintain as high priorities quality worship, Christian Education, prayer and programs of fellowship and caring. Growing deeper in our understanding of our baptismal identity is the primary objective in terms of "growth."

We do see numerical growth as a byproduct of health, and this growth is welcomed because it is the most exciting way to reach lives and strengthen the programs and outreach of the church. We recognize that congregational growth will help in dealing with the financial challenges of a stressed economy. We recognize that most members drive past other churches, including Presbyterian ones, to be a part of our congregation's life. We recognize that the future of the church is built by families with children making that commute. Thus, we recognize that it is vital for the congregation's future to be a strong community known for its programs, preaching, education, youth programs, fellowship and witness.

Strategically, as a congregation in an established neighborhood that still expects to attract new members, we place a high value on giving prospective members every opportunity to get to know us and, if it is a good fit, to become a part of us. In addition to quality programs for all ages, we will give particular attention to effective advertising, welcoming visitors, guiding visitors to join, and incorporating new members into the larger body. Ministry to children and youth are also priorities.

Stewardship of Resources

Second Presbyterian Church promotes among members healthy stewardship of resources. In kind, the session and other church leaders also are responsible for being good stewards of resources. This includes the following:

Funds:

Beyond effective management of church funds, an emphasis along with the objectives has to be on a plan for funding them. Grandiose plans that fall short tend to erode confidence and trust in the congregation. "Can we afford it?" is a legitimate question to ask of all our plans, particularly in the current economic climate. But an equally important question to ask about objectives would be, "Can we afford not to do this?"

Funds come from different sources. The continued development of designated funds is an essential strategy for extending the reach of the church's witness. Continued diligence in explaining the boundaries between congregational giving and the use of designated funds is key. Ideally, each fund needs its own long range vision and plan.

Volunteers:

Providing a means for the vocation of expressing one's faith is a responsibility of the leadership of the church. Avoiding works righteousness in the form of overworking people, or

wasting energy on busy work, is important as well. The church must do even better finding ways members and visitors can discern their place in the programs and witness of the church.

Facilities:

The church established a Capital Needs Task Force to study and recommend renovations to achieve accessibility, more efficiently support programs and address energy efficiency. Soon, a significant capital campaign will be needed to fund proposed renovations.

Mentoring

Everyone needs mentoring at different stages of their lives. Second Presbyterian Church has a responsibility to be a Mentor Church; a role model for being a healthy, united church community. Excellence is sought particularly in the following areas:

- Confirmation
- Visitors
- New Members
- Children's Choirs and Youth Groups
- New Elders
- Those needing guidance in facing specific challenges or opportunities
- Newly Ordained Ministers (through The Kittye Susan Trent Symposium)

Security

Theologically, members require the comfort of a loving and supportive church home that reflects the security we have in a God who will never fail us. In the context of the life of the church, this theology is reflected in these practical ways. The vision is for Second Presbyterian Church to be:

- a place where acceptance is assured of visitors and diverse members.
- a place where reputations are protected.
- a place where facilities are secure and all members and visitors, especially children, are safe.
- a place where ministers are safe.

Service

Second Presbyterian Church is called to be a servant community. On the one hand, a priority for the church is serving members in the sense of providing a strong community of faith, with effective proclamation of the Gospel and programming for spiritual growth. Nurturing disciples in the Christian faith means an investment in quality worship, education, fellowship and care.

Reflecting the basic grammar of faith where we respond in gratitude to God's love, members are served so that they can serve. A strong and healthy balance between congregational care and outreach must be maintained. Benevolent outreach must not be sacrificed in order to meet congregational needs. A robust commitment to outreach through the budget, strategic uses of designated funds, generous giving to special offerings and appeals, and member involvement should increase as defining marks of the congregation.

Specific Goals

What follows are goals listed in various areas of the church. The section begins with those areas that have to do most directly with the life of the church; its worship, programs, fellowship and outreach. Then follows the areas that have to do with support so that the life of the church is made possible: finances, personnel, property and Administration.

The committees of the church are charged with going over these goals in light of the church's identity and the values that have been emphasized.

(* signifies 2009/10 priority)

Life of the Church

Music and Worship

- ❖ Build Worship and Music Designated Funds to support annual music event (Bach, Handel, Vivaldi)
- ❖ Develop Picnic Sunday Worship*
- ❖ Develop Audio/Visual team to leverage and expand media opportunities for the congregation.
- ❖ Explore taking on responsibility for Head Usher Training Duties

Education

- ❖ Greeters for Sunday School*
- ❖ Children
 - Establish Workshop Rotation as Year Round Program
 - Pre-School
 - Adapt to changing demographics and public education alternatives
 - Through scholarship program, integrate children from Highland Park into program
 - Review ways program can be means through which families receive an intentional invitation to become a part of Second
- ❖ Youth Program
 - Further integrate and coordinate Youth confirmation, Sunday School, Music, Youth Club and Senior Highs
 - Develop *The Intersection* for youth meetings, study, spiritual nurture and fellowship*
 - Strengthen Mentoring Program for Confirmands
 - Develop list from college of elders (including the currently active list) of effective mentors
 - Train mentors for their task
 - Develop Youth Music Group integrating voices and instruments*
 - Explore ways to use technology to support youth ministry.

- Increase paid professional staff for youth ministry.
- Older Youth
 - Explore Dividing Senior High Sunday School class so as to focus on Discipleship
 - Create a mentoring/discipleship opportunity for juniors and seniors
 - In cooperation with the S & O Committee, restore *Bibles and Bricks* Mission Trip
- ❖ Adult
 - Develop Edmunds Lecture Series and how it is promoted to, and beyond, the congregation*
 - Create a new Sunday School Class for Parents of Young Children
 - Expand Outreach Opportunities through Education beyond Trent Symposium and the Edmunds Lectures such as a “Portico Class” for the unchurched and barely churched”
 - Mid-Week, and Through the Week
 - Continue to expand mid-week study and growth opportunities beyond DISCIPLE and Companions
 - Revamp Wednesday Night program in light of Food Services issues
- ❖ Explore media opportunities for distance learning
- ❖ In partnership with Congregational Life, restore Family Retreat
- ❖ Develop opportunities for intentional training (Trent Grants, Renewal Retreat, Convocation)

Congregational Life

- ❖ Organize *Congregational Life* as a newly formed sessional committee, with appropriate sub-committees and workgroups
 - Define Responsibilities to cover all aspects of Congregational Life from cradle to grave
 - Sub Committees
 - Evangelism (including advertising and website oversight)
 - Congregational Care
 - Fellowship (Picnic, Christmas Dinner, Break at the Lake)
 - Food Services
 - Workgroups, often under sub-committees (examples follow)
 - Shepherds
 - Inquirer Class
 - Second Family
 - Meet & Greet
 - Outreach to Inactive Members

- Men's Breakfast
- ❖ Develop program for attracting and incorporating visitors
 - Greater advertising (particularly in neighborhood papers)*
 - Develop mentoring program for visitors*
 - Improve Congregational Awareness in Inviting and Welcoming Visitors, and in Incorporating New Members
- ❖ Move Inquirers' Class to Sunday School hour*
- ❖ Prune Church Rolls*
- ❖ Plan regular seminars for special needs within the church (Downs Syndrome, Grieving, Medicare, mental health and addiction)*
- ❖ Explore possibility of support groups for special needs
- ❖ Expand visitation of members by members
- ❖ New Pictorial Directory
- ❖ Explore feasibility of "Committee Night"
- ❖ Food Services:
 - Line up Volunteers to Assist in Food Services Program
 - Develop Plan for Emergency Situations
- ❖ Better Assess Member Needs and Gifts (Volunteer Resource Coordination and Updated Data Base)
- ❖ Improve Ways of Recognizing and Thanking Volunteers
- ❖ In partnership with Christian Education, restore Family Retreat
- ❖ Develop the Church Website
 1. Implement program for continued review and updating*
 2. Expand Multi-Media uses
 - Begin video streaming of worship services
 - Include PowerPoint and Video presentations
 3. Create Visual Tour of Building
 - Expand Use of Email*
 - Expand Use of Instruments like Facebook, Blogging, Wiki, and community message boards (CMs)
- ❖ Establish Technology Sub-Committee (may have to begin as a Task Force)
 1. Develop plans for Time Talents Data Base
 2. Task and group specific email system
 3. A calendar system that can be downloaded by members

4. A dependable system for recording lectures, music and services (sanctuary, fellowship hall and chapel; also included under Music and Worship).

Service and Outreach

- ❖ Conduct annual review and re-evaluation of all missional commitments, both financial and volunteer*
- ❖ In order to strengthen local outreach, particularly in the southwest neighborhood, develop CARE (Collaboration, Accountability, Responsiveness and Excellence) sub-committees and work groups. The ministries included are Interfaith Hospitality, COP, Habitat for Humanity, Summer Enrichment and the Highland Park project. Identify coordinators for each.*
- ❖ Assess scholarships supported in the budget and determine if the funds are, or can be, fully funded*
- ❖ Train CARE leaders in promotion and recruitment
- ❖ Continue to improve our ability to staff all current commitments before accepting new ministries requiring volunteers.*
- ❖ In conjunction with the directors of *The Second Fund*, identify outreach projects for special funding.
- ❖ In partnership with the C.E. Committee, restore *Bibles and Bricks Mission Trip*
- ❖ Explore first use of the *Church Benevolent Fund* (under the *Second Fund*) in order to make a recommendation for a grant to be made after January 1, 2010.*
- ❖ Explore first use of the *Church Benevolent Fund* (under *The Second Fund*) in order to make a recommendation for a grant to be made after January 1, 2010
- ❖ In partnership with the Stewardship Committee, develop process for assessing Congregational Time and Talents
- ❖ Identify process for and/or recruit a Volunteer Resource Coordinator during 2010.*

Support

Administration and Operations

Session Reorganization

- ❖ Reduce number of Sessional Committees*
 - Create Congregational Life Committee (Combine Care and Development)*
 - Incorporate the Columbarium Care Committee as a sub-committee of Property, and Columbarium Perpetual Care Fund Directors as a sub-committee of Finance
- ❖ Define sub-committees within sessional committees and establish three year terms
- ❖ Expand Confirmation Mentorship to include College of Elders

- ❖ Stewardship: In partnership with Service & Outreach Committee, develop process for assessing Congregational Time and Talents Information.

Finances

- ❖ Stewardship; Explore fresh approaches to conduct financial campaign
- ❖ When feasible, conduct Capital Campaign to fund projected renovations of the facility to meet program needs for at least the next decade (consider benevolent component)
- ❖ Strive to establish an achievable budget at the year's beginning and track any internal deficit and surplus so neither grows beyond reason.
- ❖ Repay internal deficit
- ❖ Designated Funds
 - Organize a committee for each designated fund in order to:
 - Develop a Long Range Plan for each designated Fund
 - When appropriate, set minimum and maximum financial goals
 - Define vision and goals of each Fund
 - Determine the income or rate of return objective for each fund to meet its objective
 - Determine the top three priorities for use of the each fund's income
 - Classify “Designated Funds” with spending policies as “Perpetuity Funds.” The classification would denote funds with spending policies meant to ensure sustainability.
 - Further develop Wills Emphasis Sunday
 - Develop more tools for interpreting purpose and use of the funds
 - Develop plan for choosing designated funds for undesignated bequests*
 - *The Second Fund:*
 - Directors meet on regular basis*
 - In conjunction with the Service and Outreach Committee, identify benevolent projects for funding to justify continued growth of the fund
 - *The Benevolent Fund*
 - Define and Interpret its use
 - In cooperation with the Service and Outreach Committee, identify the first use(s) of the fund.
 - *The Trent Fund:*
 - Develop process for inviting and evaluating proposals from outside the congregation*
 - Fully fund honorariums for outside speakers
 - Re-evaluate financial guidelines for expenditures

- *The Property, Maintenance and Repair Fund:*
 - Grow the fund (naming opportunity?) to the point where the Session sees it as appropriate to give priority to a different fund (current first priority among funds).
 - Institute a Spending Policy for contributions to the fund made through memorials and bequests.
 - Maintain as a goal growing the fund to a level where a spending policy can be put in place for the entire fund (a goal that appropriately may be beyond the next five years)
- *The Organ Fund(s):*
 - Clarify for the congregation the identity and uses of the organ as well as the music funds.
 - Grow the funds to where they can fully support the upkeep of the pipe organ, an annual music event, special contract musicians and choir scholarships.
- *The Edmunds Fund:*
 - Grow the fund to where all program and advertising costs are covered
 - Organize as a committee with a chair and regular meetings
- *The Johnson Fund: Identify* as fully funded or re-define the fund as a scholarship fund administered by a third party such as Union-PSCE.
- Develop plan for choosing designated funds for undesignated memorials and bequests.

Property

- ❖ Study the use of Alpha Omega and Intersection across from the front of the church*
- ❖ Implement appropriate recommendations of the “Security Task Force”*
- ❖ Furnish “The Intersection” for identified use as a Youth House*
- ❖ Place Columbarium Care Committee as a sub-committee of the Property Committee*
- ❖ Formalize policy for evaluating adjoining properties that become available for purchase
- ❖ Conduct an Energy Audit
 - Improve energy efficiency by ___% (Goal to be determined after audit)
 - Include methodology for measuring energy efficiency
- ❖ Renovate church facilities to achieve Objectives Presented by the Capital Needs Task Force**
- ❖ Update Exterior Signage*
- ❖ Collaborate with Technology sub-committee of Service and Outreach committee to develop business requirements for Time Talents Database and related systems.

**See Appendix II

Personnel

- ❖ Refine the processes for appraising the performance of the church and staff, including expanding the evaluation and review procedures for staff.*
- ❖ Raise designated staff's compensation to the 60th percentile of comparable staff nationwide by 2012.
- ❖ Set performance standards for staff and establish a goal that all staff meet higher than average performance standards.*
- ❖ Review all support staff requirements, including clerical, food service and custodial staff, toward the goal of establishing permanent staffing in each area.*
- ❖ Evaluate alternatives and develop plan for handling the congregation's food services and custodial needs
- ❖ Review staff requirements for Youth Pastors toward goal of establishing permanent staffing in this area.
- ❖ Finalize plan for continuing education for all program and support staff and identify sources of funding.

Nominating process

- ❖ Guide committees into coming up with a three year rotation system
- ❖ Evaluate criteria for elders needed for future years
- ❖ Oversee Officer Training
- ❖ In consultation with committee chairs, help secure members of committees according to need, gifts, aptitude, experience, perspective and interest.

Specific Goals: Summary of 2009-2010 Priorities

Life of the Church

Music and Worship

- ❖ Develop Picnic Sunday Worship*

Education

- ❖ Greeters for Sunday School*
- ❖ Youth Program
 - Develop *The Intersection* for youth meetings, study, spiritual nurture and fellowship*
 - Develop Youth Music Group integrating voices and instruments*
- ❖ Adult
 - Develop Edmunds Lecture Series and how it is promoted to, and beyond, the congregation*

Congregational Life

- ❖ Develop program for attracting and incorporating visitors
 - Greater advertising (particularly in neighborhood papers)*
 - Develop mentoring program for visitors*
- ❖ Move Inquirers' Class to Sunday School hour*
- ❖ Prune Church Rolls*
- ❖ Plan regular seminars for special needs within the church (Downs Syndrome, Grieving, Medicare, mental health and addiction)*
- ❖ Develop the Church Website
 1. Implement program for continued review and updating*
 2. Create Visual Tour of Building
 - Expand Use of Email*

Service and Outreach

- ❖ Conduct annual review and re-evaluation of all missional commitments, both financial and volunteer*
- ❖ In order to strengthen local outreach, particularly in the southwest neighborhood, develop CARE (Collaboration, Accountability, Responsiveness and Excellence) sub-committees and work groups. The ministries included are Interfaith Hospitality, COP, Habitat for Humanity, Summer Enrichment and the Highland Park project. Identify coordinators for each.*
- ❖ Assess scholarships supported in the budget and determine if the funds are, or can be, fully funded*
- ❖ Continue to improve our ability to staff all current commitments before accepting new ministries requiring volunteers.*
- ❖ Explore first use of the *Church Benevolent Fund* (under the *Second Fund*) in order to make a recommendation for a grant to be made after January 1, 2010.*
- ❖ Identify process for and/or recruit a Volunteer Resource Coordinator during 2010.*

Support

Administration and Operations

Session Reorganization

- ❖ Reduce number of Sessional Committees*

Finances

- ❖ Designated Funds
 - Develop plan for choosing designated funds for undesignated bequests*
 - *The Second Fund:*
 - Directors meet on regular basis*
 - *The Trent Fund:*
 - Develop process for inviting and evaluating proposals from outside the congregation*

Property

- ❖ Study the use of Alpha Omega and Intersection across from the front of the church*
- ❖ Implement appropriate recommendations of the “Security Task Force”*
- ❖ Furnish “The Intersection” for identified use as a Youth House*
- ❖ Place Columbarium Care Committee as a sub-committee of the Property Committee*
- ❖ Update Exterior Signage*

Personnel

- ❖ Refine the processes for appraising the performance of the church and staff, including expanding the evaluation and review procedures for staff.*
- ❖ Set performance standards for staff and establish a goal that all staff meet higher than average performance standards.*
- ❖ Review all support staff requirements, including clerical, food service and custodial staff, toward the goal of establishing permanent staffing in each area.*

Appendix I: Identity Statement

SECOND PRESBYTERIAN CHURCH, USA

Roanoke, Virginia

IDENTITY STATEMENT

March 24, 1999

- We are a church of Jesus Christ.
The one God we know as Father, Son and Holy Spirit is the God we worship and serve. Christ is the head of the church and the center of our faith and practice. We seek the guidance of God's Holy Spirit, the Living Word among us, in our corporate and individual lives.
- We are a church of the Bible.
The Bible, as the written word that witnesses to the Living Word, is our guide for faith and practice. We are committed to bringing the best of biblical scholarship to bear upon our understanding of scripture, prayerfully seeking the guidance of the Holy Spirit in our interpretation.
- We are a Presbyterian church.
Our theology is *catholic* in its commitment to the Triune God, *reformed* in its commitment to the essential tenets of the Reformed faith, and *representative* in its polity. We belong to the Presbyterian Church, USA. The great ends of the church as defined by the denomination's Book of Order¹ guide the church's programs and mission. We seek to serve our denomination and tradition primarily through the building of our congregation as a community of faith. Our witness is to the whole of the Gospel; therefore, we do not traditionally identify with any special interest organizations within the church.
- We honor tradition.
We seek to honor the historic and theological traditions of our Reformed faith. We utilize forms of worship and study that have nourished Presbyterian churches for centuries. While we are open to innovation and new directions, any change must come from the Christocentric tenets.
- We are an accepting church.
Second Presbyterian honors the grace of God in Jesus Christ by accepting all those who look for a church home, no matter their economic condition, skin color, or the mistakes they make. We are a church for those who are single, married, divorced or widowed; for those who are childless, have children at home or children grown; for those who are happy or hurting; for those with great need and those with great resources. We seek to be a church where children know they are valued and where the elderly know they are not forgotten. As far as possible, we wish to honor diversity of opinion within our membership. At Second Presbyterian, we accept each other for who we are, and who we will become, by God's grace.
- We are committed to transforming lives.
Our prayer is to be God's instrument in reaching and transforming lives, helping members and visitors grow in their Christian faith. We seek to help each other understand what it means to be obedient to the ordination of our baptism. Numerical growth is accepted as a happy consequence of being a healthy church community.
- We are a high commitment church.
We understand that we are who we are through the commitments we keep. We understand that in this chapter of American life, high commitment churches are growing as they make a difference in people's lives, and low

¹The great ends of the church are the proclamation of the gospel for the salvation of humankind; the shelter, nurture, and spiritual fellowship of the children of God; the maintenance of divine worship; the preservation of the truth; the promotion of social righteousness; and the exhibition of the Kingdom of Heaven to the world.

commitment churches are struggling to survive. We invite strong commitment to Christ and the work of Christ's church by providing ministries through which people may grow in grace and know the joy of serving our Lord. We promote healthy stewardship of resources which includes proportionate giving of one's time, energy and money to the life of the church as an expression of one's faith.²

- We are a servant church.

We understand that God blesses us in order to be a blessing. We serve and strengthen members in order to enable them to serve the world, proclaiming the good news of Jesus Christ through word and deed. The Roanoke Valley looks to Second Presbyterian to be a servant community, and we accept that responsibility. We seek to offer and support programs that benefit others outside our immediate church family. We also accept a responsibility to address needs nationally and internationally through missions both Presbyterian and ecumenical.

- We are a metropolitan church.

Members of Second Presbyterian come from all over the Roanoke Valley. We will continue to be a church that attracts members because of who we are and what we offer rather than where we are located.

²A guide for proportional giving that the church suggests is this: Seek a level of giving that avoids the guilt of giving too little and the anxiety of giving too much. Find the level of giving that is a joyful expression of your faith. Find the level of giving that helps you know you are a generous person, not a greedy one, a giver and not a taker, the steward of your resources rather than its slave. Seek to grow in God's grace, and then reflect that growth in your stewardship.

Appendix II: Capital Renovations:

Achieve the following objectives* (check George Anderson's memo for Cap. Needs Subcommittee)

- Handicap Accessibility (emphasis on elevator and bathrooms)
- Foster stronger sense of community
- Ministry to children and youth with focus on children's music
- Create a more logical and efficient teaching environment
- Create a more logical and efficient working environment
- Address energy efficiency and maintenance
- Provide options for future growth
- Accommodate current programs
- Maintain a "pay as you go" approach.

Specific Objectives for Renovations:

- Meet and Greet Space for welcome, information, gathering, and receptions
- Assembly for Workshop Rotation
- Alpha Omega House
- Second House renovations
- Proper space for children, youth, children and youth music programs, Confirmation class, Adult Sunday Schools, Counseling Center, Heritage Room, and INH³.
- Office Locations (reconfigured for efficiency and security)
- Storage
- Energy Efficiency Projects (examples: changing windows, renovate lighting, replace HVAC)

Major Renovations in Phases (Dates Subject to Feasibility)	recommended dates
Phase I: Develop Capital Plans with Architectural Drawings	2009
Phase II: Renovate space for Interfaith Hospitality, 2010, Relocate Counseling Center to Alpha Omega House	
Phase III: Conduct capital campaign ("Legacy Campaign")	2011
Phase IV: Relocate Offices: Secretary, Two Associate Ministers, Build Atrium, Library; Install Elevator and New Bathrooms, Renovate upstairs for The River and Children's Music program, Address Energy Efficiency	2012

³ Interfaith Hospitality Network