"Advancing SAKLC's Ministry Through Enhancing Technology" A Report of the AV/Technology Task Force

October, 2023

Members of the Task Force:

-Debra Jacobs, Chair	-Ernie Smith, Council President
-Fred Wittlinger	-Jane Wittlinger
-Marge Jeffers	-Ladd Skelly
-Michael Amour	-Sandy Bodnyk
-Kris Soderman	-Steve Gunderson
-Pastor Ken Blyth	-Michael Bodnyk

In the spring of 2023, the Church Council approved the creation of a Task Force to look at how we can better use the existing and future technology infrastructure to advance our mission. Our focus is on helping every member of the congregation, and visitors, to fully use the technology to enhance their faith journey. Since COVID, our church has invested significant resources and developed new programming that serves both on-site and online participants. Our work is to look at the users and determine how we can enhance their full use of this technology.

In June, the Task Force adopted a set of Guiding Principles for this work:

- Our work will align with SAKLC's mission and ministries.
- We focus on technology, its use both within the church and beyond.
- We are open to ideas that will deepen church life for both in-person and virtual engagement.
- Our goal is to grow the delivery of our programs and messages through technology.
- Communication will be integral to our process. We seek to engage the congregation in both our work and our final recommendations.
- We joyfully strive to share the process and actions as a learning opportunity for all.

Throughout the spring and summer, the task force has gathered (approximately two times per month) to engage in a process of study. In doing so we emphasized our focus is not about worship; it's about how to use visual and audio technology to expand our mission and programming.

Much research has been done. We conducted a walk-through of the entire church's current AV/Technology. We have created an inventory of existing AV capacity throughout the entire church footprint, including the Sanctuary, Fellowship Hall, Ogram Hall, and the Main Conference Room. We have conducted two surveys of the congregation. The first was "Cool Ideas" that someone has seen in use at other churches they have visited this year. The second was a comprehensive survey of the technology capacity of each member/regular attendee.

<u>What We Have Learned:</u>

Through August to Sunday, September 10th we encouraged the congregation to respond to our Technology Survey. We received over 100 such responses – which is nothing less than incredible for this type of research in the middle of summer! The highlights of this work include the following:

1. We are a church of primarily two demographic groups: The greatest generation (born 1901 – 1945); and Baby Boomers (1946-1964).
2. A very large percentage (70%+) of people responding are "comfortable to very comfortable" using their preferred technology (laptop computer; smartphone; or tablets). Note: We do not know how many who are uncomfortable with technology responded to the survey; so we don't know if these numbers accurately reflect our total audience.
3. The primary sources of information regarding the church are; a.) The Printed Announcements as part of the Sunday Bulletin (61%); b.) the Weekly Connections via email (66%); and the website (64%).
4. Almost all respondents prefer either in-person worship and events (29%); or primarily in-person with some remote access (68%). There is real opportunity for growth in the primarily online/remote participation (3%). But, 56% of respondents have used online worship.
5. While major efforts are made to keep everyone informed of church events, the respondents are not sure they are aware of all opportunities. 56% worry they are not fully informed. 44% do feel fully informed which suggests there is room for improving our engagement of current members.
6. There are two groups of people engaged in using technology with and through the church.
   - A large group are comfortable using their preferred technology devices to engage with the church.
   - An equally large group is open to learning how to better use technology to access the church's programs.
7. There is a desire for more training. 29% of respondents are open to either entry-level training (16%); or refresher training (13%).
8. Those seeking to improve their use of technology prefer to do so through both in-person training (28%), and/or a blend of training approaches (39%).
9. Based upon survey results, we reach our regular attendees and members through the current forms of technology. But the lack of participation by visitors and those searching for a church home suggests we may need to diversify our social media venues to reach younger demographics.
10. Our greatest potential for growth and new members is with those who currently spend part of their winters in Sarasota/Bradenton and are likely to make Sarasota their full-time residence in the future. However, only 16% of the survey responses are from seasonal in-person participants. The survey's lack of participation by "Snow-birds" suggests we need new efforts (and probably new forms of communication) to reach and fully engage with this growing number of people.

11. Survey results/participation show that those attending services regularly are very connected to the church and its programs. However, those who do not physically attend and participate are neither aware of current programming or participate fully in the life of our church.
12. Currently, 790 people are on the church's email list. And we have a 70% open-rate which is incredible. Again, we know how to reach those engaged; we do not know how to reach those not fully engaged in the church.
13. The new web site is quite popular and is used often by current members. 34% use it weekly and 33% monthly.
14. People like the on-demand opportunities for worship and education. But there are significant concerns about the inconsistent quality of both access and quality production. In too many ways our production still reflects "Covid era" delivery. We were once seen as leaders in technology and delivery. No more. We need to ramp up the quality of such production.
15. We have failed to educate both members and visitors of the "E-Learning Introduction to SAKLC." Only 20% of respondents have engaged the site! It is the best technology tool currently available which people do not know about and/or how to access and use it. Knowledge of this tool is essential for both current members and visitors to fully know the programming and opportunities available. Current Members need to know this site to become good ambassadors for the church. Visitors must visit this site to fully learn who we are and what we do.

Moving Forward:

During our work, we began to identify possible AV/technology enhancements for each area of the church footprint. We established the values for these ideas based upon cost, impact, and effort. Using the comprehensive church survey results, we have been able to both identify and prioritize recommendations. But first, we lift up for your consideration the potential benefits of such advancements. We offer these five visions of what can happen:

1. **Fellowship Hall:**
   Imagine the connectedness of quilting with friends while listening to a bible study conducted in another area of the church. Imagine the joy of watching/attending a meeting where everyone in the room could see and hear the presenters. Imagine a sound system that can enhance both the quiet beauty of a harp recital or the powerful sounds of a choir. Imagine the understanding of what's happening when you walk by a scrolling montage of SAKLC in action.

   Imagine an effective and appropriate sound system with large screen capacity. This could include ceiling speakers, wireless mics, and a sound board that can manage the sound equally throughout the hall. Improved lighting at the front altar/stage, remote control screens and video projection equipment could transform the potential uses of this facility for both large or small groups. In many ways, Fellowship Hall is the most versatile, usable space we have. With appropriate technology we can open this hall to public use,

church sponsored events and more. We know that research shows many people's first introduction to a church they later join has been through non-worship events at the church. Appropriate technology can also enable these events to be live-streamed to an important constituency of our church who may be less mobile or wish to avoid certain seasonal traffic issues.

Recommendations:
A. The church's 2022 Refresh Project did not include expenditures for a Sound System in Fellowship Hall due to cost. The result is we have a beautiful room that is not available for programming that requires a quality sound system! A high priority is for the purchase and installation of a complete sound system for Fellowship Hall. This could include, but not be limited to a sound board, amplifier, ceiling speakers and wireless microphones.
B. As we seek to grow our non-traditional service, many suggest such a service would be more welcoming if held in Fellowship Hall. For this to become both an on-site and live-streamed event, we need to provide the lighting and sound making such live streaming possible.
C. In future years, as resources allow, we recommend a video screen and projector that makes this facility available for high-quality movies and hi-tech presentations.
D. Recognizing that we hope to eventually use Fellowship Hall for concerts, speaker events, and other uses that can be both on-site and online/live streamed we need to invest in appropriate stage lighting.
E. During the season, Fellowship Hall hosts our social hour between services. This is an opportunity to use technology to inform the congregation of upcoming events through regular streaming of announcements. To do so will require appropriate TV's.

2. **In-Person Worship**:
Whether sitting up front, in the back or on one of the sides, words, music and vision should enhance the worship experience. Technology is viewed by many as an essential way to enhance the worship experience.

First, we must solve the current challenges to our sanctuary's sound system. We need consistent quality for both on-site and live streaming. Quality microphones covering all areas of presentation will significantly improve the worship experience. Microphones covering the congregation's singing and participation in the liturgy will make the live streaming/videos of worship much more real.

We recognize that the use of screens is controversial. We also recognize that it is a high priority for some in our congregation. And so the question is one that merits further study. However, the task force believes such a study should only occur after the new pipe organ is fully installed so that any/all aesthetic questions can be considered in proper context at that time.

Recommendations:
A. We seek to make worship fully available to folks seated in the narthex (Christmas and Easter), and/or young families taking their child outside the sanctuary. This requires portable TV live-streaming in the narthex and the Conference Room.
B. The question of using large screens in the sanctuary was not addressed by this task force. This concept requires more study to determine if there is a type of retractable screens that can meet the desire for screens without impacting the beauty. But we don't believe the topic can/should be fully considered until the new pipe organ is finished, so this remains a concept for future study.

3. **Virtual Worship:**
However a person tunes into worship, it should be as seamless as sitting in the pew….where words and music flow evenly and without interruption. Our current live streaming is adequate for current members who normally attend in-person but tune in during their absence from the church. But it is not of a quality that can showcase the music and preaching in ways that fully promote our church as a place visitors and non-members would want to be. Our commitment to excellence in preaching and music must include excellence in virtual worship. We need to better frame the live-streaming and Facebook postings to include appropriate introductions, closings and follow-up opportunities.

New lighting and cameras have improved the delivery. But the cameras need to be utilized to their full potential in creating a more professional delivery reflecting a dynamic service. Technology without the professional skills to use it is like no technology at all – sometimes even more frustrating because you are expecting good things.

Through a number of individual conversations, we learned that we have a growing number of virtual attendees who tell us this is their primary access worship. This can and should increase. Consistent quality will provide our virtual community with a sense of being part of the congregation, and a reliable format for their worship and education needs. Quality production and delivery will also enable increased marketing and promotion of both services or education programming. Virtual worship is extremely important –both to those who currently use it, and to the huge potential for growth and outreach. We must enhance the over-all quality, and ensure consistent delivery.

Recommendations:
A. We endorse the recent decision of church leadership to move to engagement with a professional production firm to fully manage the production and delivery of both live-streaming; and Web Site access to a high-quality reproduction of the service for those seeking such coverage later in the week. Such posting needs to become much more immediate while the service is still timely and relevant to viewers.

B. To increase the quality of our worship production (especially for live streaming) we need to add more PTZ (pan/tilt/zoom) cameras to increase production value; and microphones that enable viewers to hear the congregation's participation in singing and the liturgy.
C. We also need to increase lighting for the sermon area, and the Baptismal font for live streaming quality production.
D. At some point in the future we may want to find ways to fully engage the live streaming audience in the service as more than spectators. Imagine if the reader of scriptures and the Congregational Prayer were someone live streaming rather than on-site. This would require zoom capability to transfer the reading onto temporary screens.

4. **<u>Ogram Hall:</u>**
Significant investments over the past year have transformed an old, dated, and seldom-used Ogram Hall into the church's primary "Education Center." It has been designed and constructed to facilitate on-site and online education programming. Because of the technology equipment currently available, Ogram Hall is now being used by outside groups as well as our own church programming. Moving forward, the key to success of this room is our ability to constantly maintain – if not upgrade – the technology available for education and training programming.

<u>Recommendations:</u>

A. As mentioned earlier, we seek to make this technology instantly available to anyone using the room for zoom programming. This requires the creation of "push-button self-service kiosk" to enable the start of zoom meetings.
B. In the future, we need to replace the current fixed cameras with the PTZ (pan/tilt/zoom) cameras for enhanced quality live streaming and video production.
C. Ideally, we recommend that the conference room adjacent to Ogram Hall be equipped with self-service kiosk for zoom production, providing us with two small conference rooms for meetings of small groups.
D. Purchase and install the OWL Video Conferencing device in this same conference room.

5. **Training:**

   SAKLC has a phenomenal opportunity to provide worship and education benefits through technology and training. Whether designed for personal or technical use, technology is only as good as the user's skills and comfort to access and use it. Training plays a vital role in understanding and utilizing all technology effectively.

   The global benefits of training for our congregation are as follows. 1) Training will expand participation in online worship services, events, and activities as the congregation's comfort level grows in using the technology. 2) Training will promote greater communication and access to our congregation through a broader use of our offerings, whether worship, education, music, or social events. 3) Increased use will promote online giving, encourage online meeting involvement, support visitations, and promote small-group interaction.

   Since our church's age demographics require a strong focus on technology training, offerings will consider the congregation's different technology ability levels and experiences. Based on personal needs, SAKLC will offer a variety of topics ranging from scanning QR codes to accessing and participating in Zoom meetings. There are members who would love to know how to watch a Zoom meeting on their phone, tablet, or computer, but may be too embarrassed to ask.

   Since technology changes quickly, offering training for all church staff and members will be an ongoing process. This will incorporate a blended approach through onsite training, direct mentoring as needed, and self-paced learning through videos, printed how-to guides, and online modules. All training activities will provide appropriate skill sets and best practices. Periodically, SAKLC will conduct a survey to assist in planning future training opportunities.

Recommendations:
   A. Based on recent survey results, there is a desire for basic technology training to provide accessibility to online worship services, church events, and meetings, specifically through live-streaming and web conferencing (i.e., Zoom). In response, we recommend that a Technology Training Program (TTP) be developed to address these needs and desires of church members through small group workshops, how-to tutorials, videos, one-on-one learning, etc.
   B. To complete and oversee the TTP, we recommend that a Technology Advisory Team (TAT), comprised of church staff and tech-savvy members, be established to address the immediate needs and targeted audiences by reviewing the survey results for initial training offerings. Some of the results from the survey reflect the following suggestions to include, but not limited to:
      o Develop training on participating in live streaming worship or education programming using one's smartphone, laptop, or tablet.

- o Develop training on participating in Zoom meetings using one's smartphone, laptop, or tablet.
- o Develop training on creating screen sharing and using other functions as a participant and potential host in Zoom meetings and events.

Once the TAT completes reviewing the surveys, they will create the framework of these offerings and design a strategic training rollout. These plans would then drive how TAT establishes training materials, resources, and schedules.

C. Since most of our education programming occurs in Ogram Hall, and most of our committee and task force meetings are held in the main conference room, we recommend the TAT design and implement a how-to tutorial to support the "push-button" self-service kiosk used in activating and hosting Zoom for online meetings and events in these two church areas. This step-by-step process would be available as a one-page tutorial in print and online.

D. After the "push button" self-service kiosk is available, we recommend training a specific group of tech-savvy members in activating and using Zoom as a host. These members would then serve as a support group for future Zoom training. They would be responsible for developing materials and simple reference guides for activating and hosting Zoom.

E. To provide greater accessibility to all training materials, such as quick reference and how-to guides by the congregation, we recommend making them available online via the church website.

F. Because only 20% of our congregation is even aware of the "Getting to Know Us" e-learning module, we recommend that SAKLC develop an awareness campaign for current members covering where to find the module on the website and how to use it in ways that enable them to increase their knowledge of our church's many programs and become ambassadors for our church to visitors and prospective members.

G. As part of our Growth Strategies, we recommend the church office reach out to all recent new members and visitors/attendees, providing them with a direct link to this e-learning module. This strategy would become a standard practice in our outreach and engagement efforts.

6. **Technology Best Practices:**
   Adhering to the best practices in managing our technology is a critical tool for reliability of quality service, bench strength training and risk management. The church has spent significant dollars on technology. We now need a detailed inventory of its specialized assets along with very specific directions as to how they do, and do not, get used.

   This is a critical area that should be addressed immediately. Providing a "How-To" manual is essential to increasing the quality of the production. Since back-up staff do not use the equipment regularly, such manuals will become a critical element that will enable them. Labeling all essential equipment simplifies the operations. In the end, it is the viewers who will benefit.

In a church our size, often someone needs to step in and cover for others. We need to provide the information and procedures required to both continue the use and the quality of our technology. Managing our technology resources is as important as all other aspects of facility upkeep. We need to recognize the needs of our technology and figure out how to ensure excellence.

Recommendations:

A. We recommend creating a database of AV/technology assets throughout the church facility. Such data should be structured in ways similar to the current Reserves Budget which identified life and replacement timetables. The Church Council has recently engaged a firm to conduct a Reserve Study which includes minimal annual funding for different capital needs within the church. We should develop a similar set of cost projections for technology.

B. We recommend establishing appropriate protocols for the security of our technology equipment. Each piece shall be numbered and included in a technology inventory. Appropriate individuals – either within the church or professionally-engaged – shall be responsible for conducting an inventory of all such equipment at least once each year. Security measures shall also be reviewed annually to determine if appropriate measures are in place.

C. While we understand the current professional services have re-organized the assets in the Sanctuary Sound Booth, we recognize this is an on-going requirement. We recommend that the professional services firm annually update the inventory of assets.

D. While our goal is to always have professional services available, we should be prepared for those rare times when that is not possible. Accordingly we recommend the creation of a "Run Book" to enable some senior level staff and members to operate such equipment in either the Sanctuary or Ogram Hall for live-streaming of worship or special events.

7. **Funding Tech Support:**

Optimizing technology opportunities makes sound business sense and allows for solutions to emerge. We have transitioned from emergency use of basic technology during COVID to the delivery of engaging technology that enhances our worship, music, and education programming. Technology is not just a camera, a light, and a speaker. It is a comprehensive system of lighting, cameras, and sound systems that deliver a high-quality program.

Bottom line: improving our production and delivery will create an improved experience for our members and viewers while also enhancing the image and reputation of SAKLC. We recognize the cost of technology improvements – and even maintenance of current equipment. We recognize the need for a phased-in approach. But we also recognize that one cannot aspire to the beauty of a $1.5 million pipe organ, if combined with a sound system that is inconsistent in coverage, quality and delivery.

To understand the growing demands of technology, consider the following budget numbers. In 2022, we budgeted $22,000 for technology. Not counting the AV/Tech professional's salary, we spent $52,000. Hoping that much of this was one-time expenditures, our 2023 budget is $32,000. Our Church Administrator recently informed the Council that we should expect at least $40,000 in technology expenses this year, plus approximately $70,000 (annually) for engaging a professional firm to produce and deliver our worship and education programming.

Recommendations:

A. Engaging technology that is both consistent in performance and high quality in production is essential to growth of our church! We currently lift up our church's brand as dynamic preaching and excellent music. Moving forward, our brand must be defined by "Dynamic Preaching, Excellence in Music, and Engaging Technology." Enhancing our technology must be a priority because it will define St. Armands Key Lutheran Church as a progressive, caring and vibrant church that "leans in" to the needs of our people and our community – both on-site and online.

B. We have learned that technology equipment constantly needs upgrades. We must also establish adequate funding to cover such professional services related to live-streaming and video production. Whether through the Foundation, or the church's reserve budget we should consider how to plan for close to $100,000 annually in total technology and professional needs. Such funding projections shall be developed/updated annually based upon technology equipment that is available, affordable and achievable.

The Timetable for Technology Progress:

Technology is important. Technology is very expensive.

The AV/Technology Task Force recognizes that our vision, and our standards for excellence far exceed our ability to do everything we would like to do as soon as possible. For these reasons we have attempted to create a potential timeline for this important work. For purposes of this report we offer four different recommendations for implementation. They are:

- Priority One:
  The steps we are either currently doing, and/or those steps we strongly recommend through the 2024 Fiscal Year.
- Priority Two:
  The steps we view as short-term implementation beyond this and next year's budgets. Most of these would be next-step goals implemented in 2025 and 2026 if budget resources are available.
- Priority Three:
  These are long-term goals with no immediate implementation date.

- Priority Four:
  These are goals that should become annual practices every year. Many of our training and procedural recommendations are included in this section.

Priority One Recommendations (Now through 2024):

1. The growth of SAKLC is now dependent upon: A.) Dynamic Preaching; B.) Excellent Music; and C.) Engaging Technology. We strongly encourage the Council – and the Congregation – to implement these Priority One Recommendations through the remainder of this year and 2024. There is a sense of urgency that requires Council leadership in these initial recommendations.
2. We strongly recommend the church leadership create a regular funding stream of approximately $100,000 annually for technology professional services and equipment. Such funding may be through annual appropriations. Or, it may become a reserve fund or foundation program.
3. The most important new investment is in equipping Fellowship Hall with a quality sound system enabling the facility to be used to its full potential. This includes a sound board, amplifier, ceiling speakers and wireless microphones.
4. We endorse the current leadership decision to engage a professional production service to produce both live streaming of worship, and educational programming. We encourage a commitment to enhanced production of both live-streaming and videos at a level of quality that can enhance our marketing, outreach and reputation.
5. The current professional services firms producing our live-streaming, in partnership with the TAT (Technical Advisory Team) should create a training program for senior level church staff and a select group of technology-friendly members to provide on-site access to zooming and live streaming at those times when the professional services firm is not on site. Such training would enable live streaming of worship or education programming when they are not on site, and especially for committee and task force meetings where outside expertise cannot be funded.
6. We recommend the creation of a "Run Book" to enable senior level staff and technology-friendly members to operate our technology systems in the sanctuary and Ogram Hall in an emergency.
7. We recommend the creation of a database of AV/Technology assets throughout the church facility. Such data should be structured in ways that our similar to the current schedules for the life/replacement cycle of other significant capital expenditures.
8. If resources are available, we recommend the design and implementation of "push-button" activation of zoom meetings in both the Main Conference Room and Ogram Hall.
9. Until such time as push-button activation is available, we recommend the creation and delivery – with written manuals – of training for zoom activation to an identified group of technology-friendly members.

10. We recommend a communication and education program to the current membership of the church on where to access and how to use the "E-Learning Introduction to SAKLC." Such training is meant to both increase their knowledge of all programming, and to equip them to serve as better ambassadors of our church.
11. We recommend that the Director of Growth and Engagement create a similar communication/education program of the "E-Learning Introduction to SAKLC" for all recent new members/visitors. We encourage this communication become a constant follow-up in our outreach communications to visitors; and include a direct link to the E-Learning module.

12. Seeking to make worship available to folks seated in the narthex for holiday services, and/or families needing to step out of the sanctuary during a service we recommend live streaming be made available for all services in the Main Conference Room, and in the narthex on holidays.

Priority Two Recommendations: (2025 – 2026):

1. During the "season" Fellowship Hour occurs in Fellowship Hall between the two Sunday morning services. We recommend portable TV's be set up for regular streaming of announcements and other appropriate information.
2. To increase the quality of our live-streaming, we recommend increasing the number of PTZ (Pan/Tilt/Zoom) cameras in the Sanctuary. We also recommend microphones that would be able to transfer the congregational singing on live-streaming and video.
3. We recommend increasing the lighting of both the sermon area and the Baptismal Font for better broadcasting of these important elements in worship.
4. To increase the quality of live streaming and videos of education programming in Ogram Hall, we recommend replacing the current fixed cameras with PTZ cameras.
5. Over the next 3 years we recommend equipping the conference room adjacent to Ogram hall with self-service kiosk and the OWL Video Conferencing device for Zoom production. This would make a second small conference room available, reflecting our projected growth.

Priority Three Recommendations: (Long-Term Goals with no set date):

1. As we seek to grow the Non-traditional Service, we believe Fellowship Hall may be seen as a more welcoming and comfortable location. For this Hall to provide both live-streaming and video production we need to equip it with proper lights and sound for live-streaming.
2. In future years, as resources allow, we recommend equipping Fellowship hall with both video screen and projector for movies and high-tech presentations.
3. Recognizing that we hope to make Fellowship Hall available for concerts, speaker events and similar online/live-streamed production we need to invest in stage lighting.
4. We recognize that there are strong differences of opinion on the use of large screens in the sanctuary. We also recognize that those supporting such screens feel strongly about such benefits. This needs further study. We recommend that nothing be studied until

after the new pipe organ is installed so that any possible recommendations do not harm the beautiful view of the Sanctuary front.

5. As live streaming becomes more common, we might seek to find ways to engage those who primarily use such live streaming as their worship, even considering ways for their full participation such as a reader. A higher level of two-way technology would be required to interact with the current live-streaming.

Priority Four Recommendations: (Annual Practices that occur every year):

1. Our demographics demand that we provide basic technology training every year. Our survey results confirm a desire for such training. We recommend that a small advisory group of technology-friendly members work with professional leadership to identify such training programs for the next year. (Reference the Training Section's Recommendations for specific training proposals.)
2. While we recognize that the current professional services firm has re-organized the assets in the Sanctuary Sound Booth, we believe this is an on-going requirement. We should annually update our AV/Technology assets.

In Conclusion:
Since the beginning of COVID, we have invested significant funds in creating the technology infrastructure necessary for live-streaming of worship. We have made zoom meetings a common practice. The Growth Task Force, and the Church Council have made the commitment that post-COVID we must provide on-site and online access to all our worship and educational programs.

Recognizing the huge investment in technology infrastructure, this task force was created to focus on how we can make such technology more available to, and better used by the members of the congregation.

Through this process we have learned that a church's technology is now a defining element in the very reputation of that church. It is not only in the use of technology, but in the engaging quality of that use which sends a signal to potential members about the very quality of a church's worship and programming. For this reason, we offer a thorough set of recommendations reflecting our commitment to such quality at SAKLC. But we also do so in recognition of the huge costs such technology requires. We emphasize the importance of making engaging technology a key component of every year's budget. We emphasize the need for church leadership to establish significant annual funding in support of technology. We also combine immediate needs with visionary goals of what we can become reality over time. And in all of this, we recognize that technology infrastructure must be managed in ways that increases the ability of every single member/attendee to fully engage and use such technology to enhance their faith journey.

We offer this report and recommendations to the Council and the Congregation with our confidence in the paths we recommend and our confidence in your commitment to finding ways to extend our reach.

Final Report, October, 2023