Report of the Stewardship of Property Committee

The General Board appointed an ad hoc committee, named the “Stewardship of Property Committee,” during its meeting on March 13, 2004, with the charge to “review, evaluate, and offer recommendations to the General Board regarding utilization of the two properties from which the General Board’s ministries operate—in Elgin, Illinois, and in New Windsor, Maryland.”

We consist of seven at-large representatives and one member from the General Board. Members are D. Miller Davis, Westminster, MD; Fletcher Farrar, Springfield, IL; Dale Grosbach, Gladstone, MO; Wanda Haynes, Seattle, WA; Ivan Patterson, Greenville, OH; Marianne Pittman, Blacksburg, VA; Dale Roth, committee chair, State College, PA; and David Sollenberger, General Board representative, Annville, PA.

A steward’s call to simplicity and boldness

As the committee met to consider its task, we kept in mind these words of Jesus: “Do not lay up for yourself treasurers upon earth, where moth and rust destroy, and where thieves break in and steal. But lay up for yourselves treasure in heaven, where neither moth nor rust destroys, and where thieves do not break in or steal; for where your treasure is, there will your heart be also,” Matt. 6:19-21 (NAS).

The Church of the Brethren believes in the “simple life.” However, according to Brethren writer Wayne Zunkel, the early Brethren lived in a period of pretense and extravagance. The church was concerned about the dangers of increasing materialism and money. He states that, “Too many ‘things’ can blind our eyes to human values. Too much wealth can keep us from each other. We need always to make certain that we use ‘things’ and that ‘things’ do not consume, control, and use us” (C. Wayne Zunkel, To Follow in Jesus’ Steps, pp. 69 & 70). The same thought could be said of property. The committee often reminded itself that, “The church’s program should determine property uses, rather than property driving the program.” In other words, to be faithful to Christ, the General Board needs to hue closely to the mission it has defined for itself, rather than allowing its possessions to steer it off course.

We also heard the parable of the talents from Matthew 25: 14-30, in which the master rewards the servants who took risks to invest and grow the property they had been given. On the other hand, he scolds and punishes the one who was afraid and hid his talent in the ground. We are taught not to be timid, but to be bold in our investments in the Kingdom of God.

Committee brought an open mind

Throughout the information-gathering phase of this study, which comprised a vast majority of the committee’s time, members found themselves devoid of preconceived notions about what the recommendations should be. For the longest time, no logical scenario rose to the surface. In fact, several committee members remarked that during the information-gathering phase, different scenarios seemed logical, but ended up being contradicted by further information. New scenarios replaced them, but also ended up being discarded. Decisions were withheld until all the information was in. In the end, there was agreement that the recommendations were supported by the current realities, and the perceived ministry needs of the General Board, and not by sentimentality, history, tradition, or that powerful motivator, “the way we’ve always done it.”
Procedural approach to this task

During 2005, the Stewardship of Property Committee met four times at Elgin and three times at New Windsor. Meeting dates were January 28-29 in Elgin; February 25-26 in New Windsor; May 31-June 2, New Windsor and June 3 and 4, Elgin; July 1-3 at Annual Conference in Peoria; September 8-9, in New Windsor; October 16 at General Board meeting in Elgin, and November 2-3 in Elgin. We met by conference call January 26 and 27, 2006.

The committee gratefully acknowledges all those who helped us with our task, especially Ed Palsgrove, Director of Buildings and Grounds for the Brethren Service Center at New Windsor, Dave Ingold, Director of Buildings and Grounds for the General Offices at Elgin, Ken Shaffer, Director of Historical Library and Archives, and Stan Noffsinger, General Secretary. Ed, Dave, and Stan were an integral part of all of our meetings.

We reviewed appraisals and other information about the two properties, received information on the work of prior committees assigned to study these property issues, took an extensive tour of each facility, and interviewed an exhaustive range of people. These interviews included executives of all the agencies which are housed at the two properties, and in some cases members of their staff, General Board members, General Board staff, including Leadership Team members, support staff personnel at both locations, and deployed staff at Annual Conference. We also interviewed the General Secretary and conducted phone interviews with nearly all of the District Executives. In addition, we conducted surveys, held an insight session to gather opinions at Annual Conference, and made a survey available at Annual Conference and online at the Church of the Brethren website.

We also thank General Board staff members who gave generously of their time to answer our questions, and staff of related agencies, who spoke candidly with us about their future needs. We appreciate the advice and prayers of members of the General Board, the District Executives, and all the Church of the Brethren members who provided input.

As we collected data and compiled the findings, we often worked independently and in small groups, prior to our scheduled committee meetings, to organize and interpret data. The committee meetings of September and November, 2005, were devoted to discussing the findings and discerning what recommendations should be made. Biblical teachings and Brethren traditions were an integral part of each meeting, and served as guidelines for our deliberations. After prayerful thought and much deliberation, we, the members of the Stewardship of Property Committee, offer these findings and recommendations.

Brethren Service Center at New Windsor

On Sept. 6, 1944, the Brethren Service Committee purchased the campus facilities of the former Blue Ridge College in New Windsor, Md., at a public auction for $31,300. The property had been used for educational purposes since 1849, when Old Main was built for the use of Calvert College. In 1913 the Church of the Brethren bought the college campus and moved Blue Ridge College from Union Bridge to New Windsor. The Brethren operated the college until 1937, when it was sold to a private group of educators, who encountered financial problems and closed the school in 1942.

The New Windsor property holds a special place in the history and memory of the Church of the Brethren and many of its members, especially those over the age of 55. For many years, Brethren Volunteer Service units received their orientation on the campus, and volunteers
spent hours processing clothing and discussing the meaning of Christian service. During that
time, some of the core ministries of the Church of the Brethren were headquartered at New
Windsor. Refugee resettlement was very active, Heifer Project International maintained a
presence on the campus, and clothing processing was a large part of the operation. In addition,
the facility is in close proximity to a large number of the Church of the Brethren congregations,
who sent volunteers to work there. Through the years, some in the denomination have come to
regard the facility as the service “heart” of the church, while thinking of Elgin as the
administrative “head.” We found this impression to not be as prevalent among younger members
of the church.

We found the facilities of the Brethren Service Center to be very well maintained. The
committee’s observation was confirmed by professional resource persons who were consulted.
The General Board and its staff have been good stewards of the property. The staff has
identified, however, capital improvements needed for some of the buildings that will require
significant funding. It was explained that capital plans have been made, and financial resources
have been identified to pay for these improvements. We noted that the office space at the
Brethren Service Center has been adapted from other uses rather than having been built for
offices. Generally speaking, the business of the New Windsor facility falls under the heading of
“production”: processing clothing and material resources, housing persons, and cooking meals.
The committee discussed the relationship of these tasks to the work of the General Board.
Among the facts that we gathered was that the rising cost of living in Carroll County, Md., is a
deterrent to attracting and retaining staff for General Board ministries.

Material Resources

One of the major services at the New Windsor property is the Material Resources
component, which is housed in the warehouse building in the southeast area of the Brethren
Service Center campus (See attached site map, in Appendix II). Through interviews with
Lutheran World Relief (LWR), Church World Service (CWS), and Interchurch Medical
Assistance (IMA) relief agencies, we discovered material resources handling process to be a
volatile activity. Material resources work at the Brethren Service Center involves receiving
various relief supplies--blankets, health and school kits, buckets, cots, medicine for Interchurch
Medical Assistance, etc.--storing them, and then sending them to places where they’re needed, as
the partner agencies request. Income varies from year to year, depending upon the need for relief
supplies. We noted with interest that, while Church of the Brethren congregations give a strong
response to Church World Service appeals for relief kits, a small percentage of the current
volume of relief supplies that are processed through the Material Resources department are for
Church of the Brethren programs. So in many ways, our materials handling work is a service to
the ecumenical community, rather than a conduit for our own denomination’s outreach efforts.

The volatile nature of this business is reflected in recent years in which Material
Resources income did not meet anticipated revenue levels; thus resulting in reduced reserves in
the Service Ministries financial account. However, in 2005 cash flow was positively impacted,
because of the overwhelming response to the Tsunami in Asia/Africa and Hurricanes Katrina and
Rita. Due to the response, income for Material Resources was up considerably over anticipated
levels forecast for 2005.

Another significant finding is a downward trend in material handling volume, due to
changes in the philosophy of providing relief materials. Our partner agencies and clients (CWS,
LWR, IMA and others) indicated that there is less need and usefulness in sending clothing as an appropriate response to a disaster worldwide. In addition, IMA reported that increasingly they’re finding it’s more economical to send medicine directly from the manufacturing locations to where it’s needed, instead of directing it through New Windsor for overseas shipment. Another trend is to buy relief supplies in the country where they are needed whenever possible, in order to help stimulate the local economy of that country.

We learned that insurance and maintenance expenses continue to rise excessively for the Brethren-owned trucks that are required to transport the material resources from New Windsor to the port at Baltimore and local international airports. Also, we learned that, while the current systems meet the needs of current customers, the inventory information systems at the Brethren Service Center are inadequate to compete with some of the more sophisticated commercial warehouses in the area, especially for the level of service required by some users.

Positive aspects of the material resources division of the Brethren Service Center include providing significant opportunities for volunteer activities, especially among Church of the Brethren congregations. Volunteers spend time helping to pack health or school kits, process clothing, or otherwise become involved in preparing material resources for shipping. In addition, the proximity of New Windsor to the seaport, international airports, railroads and interstate highways provides an advantage to this ministry of the General Board.

The General Board also owns a New Windsor railroad siding property, which is essential to the materials handling operation.

New Windsor Conference Center

The Conference Center at the Brethren Service Center provides overnight accommodations in Old Main, Windsor Hall, and Zigler Hall, and food service in the first floor of Zigler Hall. The Conference Center is intended to be self-funding, but our findings indicated that the current operations are inadequate to recover the costs, despite intentional marketing efforts over the past decade. Part of the problem is increasing competition from church camps and other conference centers in the region. We were told that the current levels of amenities are not sufficiently competitive in the current market to generate enough new business or to be able to charge adequate rates to become profitable. The Old Main building (the white building at the center of the campus) does not comply with Americans for Disability Act requirements for accessibility and upgrades to meet current building codes might be necessary should major renovations be attempted. Currently improvements are being made in several areas, including improved information technology (high speed wireless internet for guests) and ongoing maintenance needs.

We were told that the facility has some positive attributes to the conference-attendees. It’s a beautiful campus, in a peaceful, quiet setting, and in close proximity to urban areas such as Baltimore and Washington, D.C., from which many clients come. There is a perception that accessibility by car is inconvenient for those accustomed to interstate highways. There were also mixed opinions on whether Baltimore Washington International Airport, Washington National Airport or Dulles airports are considered convenient and easily accessible to New Windsor.

A more significant finding was a lack of mandate for a conference center operation in the General Board’s core mission. We asked repeatedly during the course of our interviews whether being in the conference center business is seen as an essential ministry of the General Board. Although some of the New Windsor tenants (SERRV and IMA) expressed appreciation for the
convenience of having a conference center on campus, we found little support for seeing this 
operation as a core ministry of the General Board.

**Rental of space to non-General Board agencies**

The Brethren Service Center rents office and warehouse space to four primary non-
General Board Agencies: SERRV International, Interchurch Medical Assistance, the Mid-
Atlantic District of the Church of the Brethren, and On Earth Peace, one of the Annual 
Conference agencies. The facilities adequately support the activities of these tenants, who we 
also refer to as partner/tenants because of the long history and mutual interest which the General 
Board has for their work and ministries. Each of the tenant/partner agencies seemed to cherish 
its relationship with the Church of the Brethren General Board and expressed deep satisfaction 
with the leasing arrangement. We found that leasing these buildings to partner agencies seemed 
to be a good use of available space.

We noted that SERRV reported anticipating a steady increase in its volume of business 
and its need for storage capacity. SERRV recently leased a significant portion of the warehouse 
building at the Brethren Service Center.

We did learn, however, that the rural location of New Windsor and the escalating housing 
costs limit recruitment of professional staff for these agencies, and was a factor in SERRV’s 
decision to move its administrative offices to Wisconsin. However, SERRV expressed a desire to 
 maintain shipping and warehousing operations at the Brethren Service Center if possible, and, if 
not here, at least in the Baltimore area. No staff reductions were anticipated by any of these four 
partner tenants.

While providing office and operational space to historically-related agencies of the 
church has long been a part of the Brethren Service Center, the committee found no specific 
mandate in the General Board mission to provide physical plant support to these agencies. 
Renting these facilities to partner agencies has been a good use of existing space, but is not part 
of the General Board’s mission.

**General Board agencies at New Windsor**

Aside from the Service Ministries materials handling operation at the warehouse, the only 
other General Board ministry headquartered at the Brethren Service Center is Emergency 
Response. During interviews with General Board staff, we learned that the function or 
effectiveness of this ministry is not dependent upon the geographic location of its offices. New 
Windsor has been a good location for these activities, but the administration of disaster workers, 
child care volunteers, and the encouragement of the denomination to participate in valuable 
ecumenical relief activities such as the collection of CWS health kits and school kits, are not 
dependent upon being located at New Windsor.
New Windsor Property Recommendations.

1. The Stewardship of Property Committee recommends that the New Windsor property be leased or sold, with appropriate consideration being given to the current tenants of the Brethren Service Center.

   This change would not lessen our commitment to supporting material aid ministries as a member of Church World Service and Interchurch Medical Assistance. It is important to stress that if this recommendation were implemented, it would not lead to a change in our church’s commitment to service ministries. To the contrary, it would likely free up resources and energy to do more in this ministry area. Health kits, school kits, and medicine boxes would still be collected by Church of the Brethren congregations and sent by CWS and IMA to those in need.

   As one committee member put it, “We don’t have to own a warehouse to send health kits.”

2. The committee recommends that the Emergency Response program be relocated to the central General Board headquarters.

   This would increase the value of synergy with other program ministries of the General Board. Later, we will discuss the benefits that we heard in having those who direct the ministry areas of the General Board working in close proximity to one another. We found nothing that indicated the Emergency Response program needs to be housed at the New Windsor property.

Rationale regarding the New Windsor recommendations

Our recommendations are based on what we learned during our interviews and an examination of the core functions of the General Board. They are based on three principles:

1. Operating a conference center is not a core ministry of the General Board.

2. The nature and trend of material handling and processing items for relief purposes indicates that this is a business that is volatile and declining.

3. Renting space to non-General Board agencies is not a core ministry of the General Board.

General Offices at Elgin

The General Offices building in Elgin, IL, was completed in 1958, and has housed many of the General Board programs, as well as other Annual Conference agencies. It currently leases office space to Brethren Benefit Trust, the Association of Brethren Caregivers, Annual Conference office, and the Living Gospel Church of God in Christ. The building includes nearly 33,000 square feet of office space, a chapel, a large basement, and a 36,000-square-foot warehouse. (See building floor plan in Appendix IV). During the course of interviews, we heard a repeated characterization of this property as the administrative headquarters of the Church of the Brethren. The “business” at Elgin is the administration of missions, ministry, and service.

The Elgin property includes approximately 13 acres of undeveloped land behind the General Offices, currently used for garden plots and recreational open space. (See site plan in Appendix III). This tax-free parcel provides a buffer zone between the General Offices and the neighborhood. In addition, the General Board owns two private homes, which are used exclusively to provide housing for Brethren related volunteers, interns, or temporary employees.
These houses are currently occupied.

During our examination of the office building, we concluded that the facilities overall are very well maintained. This finding was confirmed by a professional architectural firm that stated the building was “well maintained and sturdily built facility with no obvious structural concerns.” The proximity to interstate highways and Chicago’s O’Hare International airport are considered a very valuable attribute of this property. Also, being in the central time zone was cited as beneficial in relating to the nationwide constituency of the Church of the Brethren. However, the rising cost of housing in the Elgin area was mentioned as a concern for attracting and retaining employees. The staff has identified needed capital improvements for the building that will require significant funding, among them the roof, the current status of which is precarious. A major replacement is imminent. Capital plans, including financial resources, are in place to pay for these improvements.

Among the deficiencies that we identified through our interviews was the lack of a welcoming, visible, functional main entrance. Since the parking lot is in the rear of the building, most people enter through the rear door and are immediately greeted by the men’s room. There is underutilized space in this building. Leasing this space to agencies or organizations with dissimilar interests has not proven to be a significant advantage for the General Board program or budget. The committee found that a better use of building space would be to accommodate existing General Board staff now housed elsewhere, and the agencies of the Annual Conference.

Brethren Benefit Trust

Interviews with the Brethren Benefit Trust executive revealed that BBT values having its offices as part of the denominational headquarters, and appreciates its current contractual use of General Board property. Being the largest non-General Board tenant, this relationship is financially beneficial to the General Board. However, due to the nature of some of its functions, BBT expressed the need for a greater delineation of BBT’s office space, better centralization of the space they use, and a need for a separate entrance. BBT has unique property needs, including the need for areas of security, confidentiality, and privacy. Also, the scope of services offered by BBT is changing, which may result in additional space needs. We learned that BBT’s functions require it to be close to a major financial center, a need currently met by its proximity to Chicago.

Association of Brethren Caregivers

Interviews with the ABC executive revealed a deep appreciation and need for office space in close proximity to General Board staff. The collaboration with the General Board staff as well as other Annual Conference agencies is valued. ABC also reported benefits from shared administrative services in the building, including human resources and services provided by the treasurer’s office. This agency anticipates no major increase in office staff, but highly values having offices in the Elgin office building.

Annual Conference Office

Interviews with the Annual Conference executive revealed that there is value in the collaboration opportunity with General Board staff and other Annual Conference agencies provided by being located in the Elgin offices. The reverse is also true, having the Annual Conference office nearby to General Board staff is perceived as beneficial to General Board
staff. However, the Annual Conference executive said locating his office near General Board staff is not critical. This office also indicated that no expansion of office needs are anticipated for the foreseeable future.

**General Board staff**

The committee heard several categories of findings regarding General Board use of this building. First, a widespread appreciation for the building itself--its flexibility (being able to move walls easily to expand or combine office space), the proximity of the archives (having a climate controlled, secure area to store important documents), the chapel, the courtyard, and especially the value of having an office space large enough to accommodate all of the Annual Conference agencies, with the exception of the seminary.

The second finding is that there is significant sentiment regarding the advantage of having the Leadership Team and director-level staff housed together in the same building. The Elgin offices provide the kind of climate where collegiality and synergy can occur during hallway conversations, lunchtime discussions, and opportunities to drop in to a colleague’s office to solicit feedback on a ministry idea.

Members of the General Board staff who work across the country, known as deployed staff, noted that there is a need for improved office accommodations when they meet in Elgin for consultations.

**Elgin Property Recommendations:**

1) That the General Offices in Elgin should remain the headquarters of the General Board,

2) That the General Board consolidate the leadership of all its ministries (General Secretary, Leadership Team, and director-level staff) at the General Offices in Elgin,

3) That Emergency Response ministries be relocated to the General Offices in Elgin,

4) That staff work with BBT leadership to develop the space appropriate for their needs,

5) That lease agreements be developed for all occupants of leased space of the building,

6) That a visitor parking lot be created in the front of the building, and upgrades be made to the front entrance to make the entry into the building accessible and more appealing,

7) That the General Board expedite the implementation of the needed capital improvements for the facility, especially replacing the roof,

8) That the surplus acreage on the eastern end of the property be either sold or leased,

9) That a volunteer/guest house be constructed on the Elgin property and the current BVS House be disposed of.
**Rationale for the Elgin recommendations**

The recommendations are based on the premise that the Annual Conference agencies we interviewed continue to value sharing space with General Board staff, that there is no major expansion or contraction of General Board staff anticipated, and that the General Offices building can continue to function as a professional office building.

The committee feels that the best stewardship of this property is to provide a place where the Annual Conference agencies (General Board, BBT, ABC, OEP, and Annual Conference office) can work together in a collegial environment. We heard through numerous interviews the advantages in synergy, idea-sharing, and ministry-generating opportunities that happen when General Board ministry leaders work in the same building.

The committee considered the prospect of selling this facility and constructing a new facility in a different location (including possibly, New Windsor), but heard strong cautions from other denominations that relocated. The cost, we were told, in terms of staff turnover and program confusion was enormous. One denomination estimated that it lost 10 years of momentum toward ministry goals through their move of denominational headquarters.

We also were told that we simply can’t construct a building as functional and attractive as what we already have now, with the funds that would become available, even if the entire Elgin property were sold.

The recommendations to maintain General Board offices in the Elgin building were not driven by a call from the church to locate or not locate offices in any particular geographical area. Geographical location within the United States is not nearly the critical factor it may have been in years past, due to advances in communication technologies. The Church of the Brethren website allows church members to access information almost immediately, and e-mail permits communication to General Board staff regardless of office location. The recommendations stem from a finding that we already own a very functional, attractive, office building, close to transportation systems, and large and flexible enough to accommodate all the Annual Conference-related agencies of the Church of the Brethren.

**Additional recommendation**

That the General Board recommend to Annual Conference that the General Offices in Elgin, IL, be affirmed as the denominational headquarters.

In its interviews and discussions with church members and leaders, the committee received strong support for the church to recognize a headquarters location for the denomination. The General Offices is the logical and best choice to receive that designation.

**Conclusion.** The Stewardship of Property Committee provides this assessment and recommendations on the New Windsor and Elgin properties to the General Board at its meeting on March 11, 2006 at New Windsor, MD. Though the committee members did not always fully agree on every point, all members endorse this report and its recommendations. While ours was an earnest attempt to discern the will of God and the best course for the church, we recognize that the task was difficult, the issues are large, and opinions vary. Nevertheless, we humbly submit this report as our best effort, and we encourage the General Board to give it prayerful consideration and act expeditiously on the recommendations.
Appendices

I. Frequently asked questions, and answers

II. Site map of New Windsor Property

III. Campus Map of New Windsor Property

IV. Site map of Elgin property

V. Floor plan of Elgin General Office Building
Appendix I
Frequently Asked Questions and Answers

1. Question: Are there cost savings to be derived from these recommendations?
Answer: While we had opportunities to review the financial aspects, the bottom line didn’t drive our recommendations. The total quality management approach to discussions is to not look at the bottom line as the deciding factor. This committee looked at trends. We discovered we were quickly spending all the reserves of Service Ministries and New Windsor Conference Center. While it is true that in 2005, Service Ministries replenished many of the reserves, we believe that the long-term trend is down, and away from this form of materials handling as a means of providing relief supplies. This is not a situation where we proposed cuts to save money, but rather we proposed ways to enhance General Board ministries by wiser use of properties.

2. Question: What is the timetable for implementing these recommendations?
Answer: It’s really up to the General Board to respond, react, and implement the recommendations. If a decision is made to sell the New Windsor property, it would be the committee’s recommendation that the decision go to Annual Conference for approval.

3. Question: How many of these recommendations need to be approved by Annual Conference?
Answer: While the General Board holds title to these properties and has the authority to sell them, the board may choose to bring such a decision to the Annual Conference for the blessing of the wider church.

4. Question: What will be done for employees who are affected by these recommendations?
Answer: We understand that the board has policies that it will follow as it carries out its decisions.

5. Question: How much income would the General Board realize for whatever property the denomination may sell, and what would that money used for?
Answer: The only way we can respond is by indicating the appraisal value of properties, while noting that it is well known that these are estimates of value only. No properties have been put up for sale and no buyers have been identified. If properties are sold, the General Board would determine the use of the proceeds. The New Windsor property, including the warehouse, is valued at $7.15 million, according to the appraisal dated January 4, 2005. The warehouse was appraised separately at $2,100,000. The Elgin 13-acre undeveloped land is listed at $1.7 million in an appraisal dated October 28, 2004, even though we are recommending using some of that undeveloped land to build a new volunteer/guest house. The appraisal estimates the market value of the General Offices building and entire property at $6,775,000, assuming a serviceable roof.

6. Question: Service has been central to the Church of the Brethren. Why would we recommend giving up Service Ministries at New Windsor?
Answer: There are no plans to give up ministries of service as a part of the General Board
program. We’re still partners with Church World Service, and will continue to work through
them to provide relief to those in need around the world. Health and school kits have really been
a Church World service program since 1946. CWS is telling us that the dynamics of sending
relief supplies are changing. At one time, we operated nine processing centers for CWS. CWS
hasn’t done a clothing appeal since the mid-1980s. While we still warehouse some blankets,
more are being shipped directly to areas of need. Although Lutheran World Relief continues a
clothing appeal, they have indicated that changes in the direction of that program are coming.
The warehouse operation and sending health/school/clean-up/sewing kits are separate processes.
CWS has assured us they will continue to send kits whether or not the Church of the Brethren
operates a warehouse/shipping facility.

7. Question: New Windsor has provided volunteer opportunities for years. How will
opportunities for volunteer services be continued?

Answer: It may not be replaced. If a like-minded agency would pick up warehousing and
shipping, the need for volunteers would continue. The committee encourages the General Board
to look for other opportunities for church members to volunteer. Getting volunteers to work in
the New Windsor warehouse was becoming difficult before the Tsunami and Katrina disasters.
The volunteer base is declining. Some volunteers have been looking for opportunities to serve
closer to home.

8. Question: What is impact of these recommendations on SERRV?

Answer: We can’t guarantee what the future relationship would be, but the current lease, which
goes to 2009, will be honored.

9. Question: Is it a good investment to replace the roof and make the other capital improvements
necessary at the General Offices at Elgin?

Answer: Yes. The church could not construct a building that is as structurally-sound, flexible,
and near transportation options as the current facility. General Board couldn’t afford to build a
building with similar amenities at today’s construction costs. It was built at a time when it was
expected to last many years. It is structurally sound and has the flexibility to accommodate
everything General Board is currently doing and can foresee doing in the future. O’Hare and
Midway airports continue to serve the employees well.

10. Question: What did we learn from other denominations about their experiences of moving
their denominational headquarter?

Answer: They told us we should not expect a cost savings from selling and moving. Moving
takes a toll on the staff, plus relocation costs and corporation changes were very expensive.
Appendix II
Site Map of New Windsor Property
Appendix IV
Site Map of Elgin Property

PLAT OF SURVEY