



Consultant's Report 7

Sligo Church: Strategic Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)



By Monte Sahlin and Paul Richardson
August 31, 2001

Introduction

Sligo Seventh-day Adventist Church is involved in a strategic planning process governed by a Strategic Planning Committee (SPC) with the coordination and assistance of Monte Sahlin and Paul Richardson, consultants from the Center for Creative Ministry. Step 6 in the process, "The SPC will conduct a SWOT Analysis (strengths, weaknesses, opportunities, threats) with each of several key leadership groups ..." and "the results will be tallied and integrated, and a cluster analysis completed." From the results of the SWOT Analysis, a "congregational survey will be conducted ... asking members to rank which top 3 items they agree with in each of the four categories and inviting them to add items they do not see on the existing list." Based on this and the other information presented in previous reports by the consultants, "the SPC will write Values Statements and Strategic Goals."

At the February 3, 2001, meeting of the SPC, 3-by-5-inch cards were passed out and the SPC members present volunteered which key groups they would like to meet with to conduct the SWOT Analysis process. Based on that information, at the April 15, 2001, meeting SPC the members were assigned to meet with the following groups:

Pastoral Staff – Rob Abraham and Monte Sahlin
Church Board – Allan Manuel and Jeff Dever
Board of Elders – Barry Rowe and George Bestpitch
Finance Committee – Bob Visser and Les Pitton
Board of Deacons – Israel Castro
Board of Deaconesses – Rebecca Brillhart
Sligo School Board – Karl Lawrence, Michael Daley and Julie Mowry
College Administration and Student Senate – Randal Wisbey, Peter Bath and Pam Bing
WAH Administration – Zack Plantak
WGTS Board – Monty Jacobs
Children's Ministries – Wordy Nicolas

Teams actually met with more than five of these groups at various times throughout the spring and early summer, but the information was successfully retrieved for inclusion in this report from only five of the groups; the pastoral staff, board of elders, finance committee, board of deaconesses, and Sligo School board. The analysis in this report is based on those five sessions. Due to the number of individuals who serve on multiple groups, these five sessions constitute a significant sample of the leadership of Sligo Church.

Included in this report is a summary based on cluster analysis of the documentation from the five SWOT sessions noted above and a set of tables laying out the cluster analysis and including the full documentation from the five sessions. Attached is the draft of the survey questionnaire designed to gather input prioritizing the top ten items in each category from the active membership of the Sligo congregation.

Summary

In each of the four categories—strengths, weaknesses, opportunities and threats—the items are listed that were mentioned in all five or most of the group sessions. No item is included that was not put on the list by at least two of the five sessions.

Strengths of Sligo Church

Diversity in ethnicity, cultures, generations, education and viewpoint.
The new senior pastor and a strong pastoral staff.
Strategic location in the nation's capital with good access to public transportation.
The rich human resources of a congregation with many professions, gifts and talents.
Strong preaching, top-quality music and excellent worship services.
Dynamic, effective and well-led youth ministries.
A grace orientation in which everyone is welcome, no one is scrutinized.
The connections with Columbia Union College and Washington Adventist Hospital.
A history of excellent children's ministries, Pathfinder Club, and Sligo School.

Weaknesses of Sligo Church

An aging physical plant, uncomfortable seating, lack of handicapped access, etc.
Inadequate parking and a lack of management of traffic flow, etc.
Some people are overloaded with responsibilities, while others do not get involved at all.
Members drive in from a wide area and have problems with commuting to mid-week activities.
Communication with the members and regular attenders.
Lack of warmth; it can be difficult for newcomers to find friends in such a large crowd.
Weak relationships with the local community.
A lack of collaboration with other churches, institutions throughout the metro area.
Involvement of college students and partnership between college and Sligo Church.
Partnership between Washington Adventist Hospital and Sligo Church.

Opportunities for Sligo Church

New community service opportunities in local community and throughout the metro area.
Develop Sligo Church as a center for outreach ministries to this major metropolitan area.
Build new partnerships with Columbia Union College and Washington Adventist Hospital.
Create new media outreach with Radio Station WGTS, on the Internet, Sligo Web site, etc.
Re-frame existing church programs as outreach ministries as well as nurture ministries.
Strengthen Sligo School as a center for children's ministry and parent resources.
Touching the lives of many college students, both young adults and the Adult Evening Program.
Involve entire families in spiritual fellowship and faith development.
Work with Adventist Community Services to start community development projects with local partners throughout the metropolitan region.

Threats to Sligo Church

Conflicts that arise from the changing demographics of the congregation and community.
The current generation of adults under 55 is not as loyal and supportive as older generations.
Lack of integrated strategic planning by Adventists throughout the metro area.
Potential impact of Takoma Academy moving out of Takoma Park.
Loss of Sligo's historic identity may result in it becoming just another neighborhood church.
Lack of an intentional model for developing new ministries and new leaders.
The feeling that a relatively small elite governs Sligo and others cannot participate.
Burnout of overloaded lay leaders who find it difficult to get volunteer help.
Sligo is still in need of healing, resolution of ideological and theological differences.
The cost and problems associated with operating Sligo School.

Table 1 – Strengths of Sligo Church

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
Diversity	1. Diversity; multicultural, multiethnic, multigenerational, many different kinds of people; gender, socio-economic status	4. Diversity (sometimes it is a strength)	2. Diversity of membership	1. Diversity of student population 12. Accession to associate constituent status of the Capital Brazilian Church symbolizes our interest in fostering diversity and broadening the base of sponsoring churches
Strong commitment to servant leadership “Depth” of staff	6. Pastoral staff; Peter’s leadership; leadership team	1. Leadership (new energy)	5. Responsive pastors	5. Competent, committed administration
Location Accessibility to mass transit Being in the nation’s capital	15. Location that is accessible to public transportation and in the nation’s capital	9. Location		11. [Sligo School’s] location in proximity to Sligo Church
Large numbers of professionals in the congregation “Depth” of gifts and talents among the membership	5. Rich human resources; significant number of professionals, educated in the congregation; people in business, health care, government, education, etc.		3. Talents and gifts of members	7. Active, engaged board of trustees
Worship	2. Worship 3. Music, the arts 4. Preaching	2. Quality of music—organist, choir, etc. 6. Preaching	4. Music 6. Well-planned, well-organized worship 9. Good preaching	
Youth ministry	10. Youth ministries	7. Youth ministries	7. Strong program for children and youth	
Proximity to CUC/WAH	7. A college church in a community with WAH, GC	3. Connection to college		

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
History of good children's ministries Pathfinder Club			7. Strong program for children and youth	4. Teachers communicate regularly and substantively with parents ...
Strong grace orientation	9. Fellowship, everyone is welcome, acceptance, grace-oriented, warmth		1. Grace orientation; people are not scrutinized	
Financial base	18. Financial support, reserves			
Openness	13. Willingness (to try new things), openness to all kinds of people (3)			
Physical plant	12. Facilities			
International reputation		5. Historic perspective of the thinking Adventist		
Largest church in Montgomery County	19. Size			
Sligo School and Takoma Academy				2. Cadre of experienced, committed teachers 3. Low teacher turnover 6. Sligo School provides good value for money 8. Quality of curricular offerings: standard courses, foreign language elective (Spanish); fine arts, Web 9. Sligo Child Development Center which acts as a feeder to Sligo School....

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
Hub of a world-wide network				10. Student achievement/ academic outcomes exceed Conference (and national) benchmarks
History of sending and supporting missionaries				
Fundamentally conservative faith				
Mentoring of servant-leaders and teens				
Members are here by choice				
Ownership and identity				
	8. Disciple small group ministries 11. Wednesday night options 16. Current activities among Elders; meetings, visitation, genuine concern for all members			
	14. New attitudes, optimism and spirit			
	17. Reputation and established good will, relationships in the community			
		8. Sabbath School classes		

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
			8. Outreach to community	
			10. Hospitality	

Table 2 – Weaknesses of Sligo Church

<p>Pastoral Staff SWOT session</p>	<p>Board of Elders SWOT session</p>	<p>Finance Committee SWOT session</p>	<p>Board of Deaconesses SWOT session</p>	<p>Sligo School Board SWOT session</p>
<p>Aging facilities Lack of accessibility for the handicapped</p>	<p>3. Uncomfortable seating in sanctuary 4. Allocation of church physical space; lack of signage; classrooms below the sanctuary are not inviting 5. Need new organ, renovation of sanctuary; platform facilities do not allow for more creative presentations in worship</p>	<p>5. Tacky physical plant</p>		<p>3. Facilities condition: antiquated HVAC system, presence of asbestos, gymnasium floor needs refinishing, safety issues, etc. The foremost critical need is for a comprehensive analysis (i.e., facilities inventory/survey) of the building's condition, including its technology readiness, to be carried out by qualified professionals.</p>
<p>Parking</p>	<p>2. Parking space and management</p>	<p>3. Parking 4. Transportation</p>	<p>5. Inadequate parking ... 7. Unsafe traffic flows around the church building</p>	
<p>Some people are overloaded People lack commitment to volunteering</p>	<p>8. Too many people with too many responsibilities; too few people in volunteer roles</p>	<p>6. Lack of involvement</p>		
<p>People spend little time at church ("fast-food")</p>	<p>7. A commuter congregation</p>	<p>7. Drive-in church (few members live in Takoma Park)</p>		
<p>Communication with members</p>		<p>9. Lack of communication (no updated membership list and lack of staff to handle)</p>		<p>4. Lack of marketing and communication plan. SAS does not have a presence on the Internet. However, merely having a presence on the Web is not enough; a comprehensive communication plan that incorporates a Web site is required.</p>

<p>Pastoral Staff SWOT session</p>	<p>Board of Elders SWOT session</p>	<p>Finance Committee SWOT session</p>	<p>Board of Deaconesses SWOT session</p>	<p>Sligo School Board SWOT session</p>
<p>Lack of warmth or welcome</p>	<p>6. Weak relationship with local residents; few bridges to the community; need friendly outreach 10. Growing alienation from or ignorance of denominational organization; lack of coordination with sister churches and other Adventist organizations in the area; three conferences in the metro area</p>	<p>10. Lack of new member programs</p>	<p>3. Prayers are too scripted, not perceived as from the heart 10. Pay more attention to guests and visitors</p>	
<p>Isolationism: -within Adventism -in the larger community -among institutions</p>	<p>1. Large size and diversity; hard to know (all) the members; hard to find kindred spirits in the masses; people feel anonymous and ignored; lack of cohesion; too varied in mind set, generations, background; sub-congregations create potential for fiefdoms, no sense of ownership</p>		<p>6. No advertising in local media 11. Lack of church tie into local community</p>	<p>9. Declining enrollment among certain population groups is a threat to our prized diversity.</p>
	<p>12. No adult curriculum for spiritual growth; Sabbath School doldrums</p>			
<p>Lack of continuum of discipleship</p>			<p>9. Need a full-time pastor for visitation</p>	
<p>Not meeting the needs of the elderly</p>				

<p>Pastoral Staff SWOT session</p>	<p>Board of Elders SWOT session</p>	<p>Finance Committee SWOT session</p>	<p>Board of Deaconesses SWOT session</p>	<p>Sligo School Board SWOT session</p>
<p>Members are overly pastor-dependent</p>	<p>9. Need more lay "managers" to direct energetic, willing individuals ... lack of effective involvement of people of all types and backgrounds into church ministries/activities</p>			
<p>Lack of "visitor-friendly" facilities -signage -lighting</p>			<p>5. Inadequate ... directions/signage, lighting 10. Pay more attention to guests and visitors</p>	
	<p>11. Low percentage of participation in giving; aging financial support (affluent, older members dying or moving to other areas/other churches)</p>	<p>8. Finance/money – no strategy to facilitate giving</p>		<p>2. A more strategic business planning process, including an imaginative and focused development plan—encompassing fund-raising—is needed.</p>
		<p>1. Lack of clear vision</p>		<p>6. Financial condition: SAS lacks an endowment fund or reserves for capital projects and building maintenance. 7. Limited sources of income. 8. The recurrent nature and size (albeit, declining) of bad debt is a matter of concern to the Board.</p>
<p>Cost of subsidizing Sligo School (\$300,000 a year)</p>				

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
				<p>4. Lack of marketing and communication plan. SAS does not have a presence on the Internet. However, merely having a presence on the Web is not enough; a comprehensive communication plan that incorporates a Web site is required.</p> <p>5. An allied need is for a customer relationship management plan that contemplates using the Internet in the delivery and monitoring of services.</p> <p>12. Relatively low number of Sligo families who send their children to Sligo School.</p>
Governance confusion				
Tendency to “re-invent the wheel”				
Number of single-parent homes				
		2. Historic perspective of the thinking Adventist is seen by some as a weakness		
			1. Baby room too noisy, a turn-off to members and guests; no reliable child care during services	
			8. Supplies – need flexibility	

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
			2. Need for healing; face up to it? 4. No attention to students from colleges and universities other than CUC	
				1. Administrative support and resource management systems and procedures have improved markedly in recent years, but require continuing attention. (Needs software.) 12. Lack of complete and regularly tested business continuity plan.
				10. Parents' high expectations for their children's academic performance are not always matched by an across-the-board high degree of cooperation with teachers. In other words, the conduct of some parents in their interaction with parents is not always positive or exemplary. 11. Student achievement measures (e.g., ITBS) should show improvement over time, especially when measured against SAS' own historical student performance indicators.

<p>Pastoral Staff SWOT session</p>	<p>Board of Elders SWOT session</p>	<p>Finance Committee SWOT session</p>	<p>Board of Deaconesses SWOT session</p>	<p>Sligo School Board SWOT session</p>
				<p>14. Needed: Sligo Church pastor for children's ministry to serve as chaplain and mentor of SAS kids and a resource for helping and equipping parents to promote and foster the spiritual maturation of their children.</p>

Table 3 – Opportunities for Sligo Church

<p>Pastoral Staff SWOT session</p>	<p>Board of Elders SWOT session</p>	<p>Finance Committee SWOT session</p>	<p>Board of Deaconesses SWOT session</p>	<p>Sligo School Board SWOT session</p>
<p>Redefine Sligo Church as a metropolitan ministry center</p>	<p>1. Community service and involvement; volunteering in the community; social action; to minister to the marginalized, disenfranchised</p>	<p>7. Bridge-building with the community</p>	<p>6. Meet neighbors in the community ... ask for permission to park on residential streets</p>	<p>2. Alliance with Sligo Church to provide potential revenue generating services to surrounding community.</p>
<p>Institutional synergy with CUC, WAH, ACS, TA, WGTs</p>	<p>6. Large metropolitan area; become a ministry center for Washington and eventually build a reputation where people will come to learn how to do ministry (like Willow Creek); outreach to Federal government, Congress and agencies</p>	<p>3. Energy of Sligo PM worship service 4. Early worship service 5. Location</p>	<p>7. Invite other churches to join with Sligo in local projects; invite to our functions and worship</p>	<p>4. Possible alliances with Adventist schools in the metropolitan area to offer instruction in subject areas that, because of cost, it may not be feasible for a single school to do so (e.g., foreign languages). 5. Possible alliance with Takoma Academy in math and science enrichment. 6. Co-location with Takoma Academy and proximity to other church institutions.</p>
<p>2. To link with the hospital and college in joint mission to serve the community</p>	<p>8. CUC's Adult Evening Program</p>			

<p>Pastoral Staff SWOT session</p>	<p>Board of Elders SWOT session</p>	<p>Finance Committee SWOT session</p>	<p>Board of Deaconesses SWOT session</p>	<p>Sligo School Board SWOT session</p>
<p>Children's ministry at Sligo School</p>	<p>12. Sligo School as an educational center; relationship with TA</p>	<p>11. Sligo School</p>		<p>1. Continuing enrollment pressures in public schools presents opportunities for private schools like Sligo School. 13. Heightened interest in the wider society in improving the education that children receive presents an opportunity for Sligo School to work with parents to address the "readiness to learn" deficit. 12. The Sligo Child Development Center has the potential to help address the "readiness to learn" deficit, at least for those students for which it serves as the entry point into Sligo School, via a planned transition process to kindergarten</p>
<p>Turn around existing ministries; re-frame them as outreach</p>	<p>5. Takoma Park community interests and needs (health, child care); community outreach; make our activities (such as Sabbath School) useful to the local community as well as our members; bring local children in to Sabbath School and Pathfinder Club; develop our relationships with City of Takoma Park and Montgomery County</p>		<p>4. Sabbath School as evangelism/outreach for the community (children and parents)</p>	

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
Become a worship community with CUC	3. Involvement of/with CUC students and faculty; working with the college to create a true spiritual home for students	9. Involvement of CUC students		
Start social action projects all over the metropolitan area in collaboration with local partners	4. Developing new outreach ministries; Initiate a community-based youth organization; Create a Walkers Club in the neighborhood; Build an Internet site for the neighborhood; Radio outreach; Local Hispanic outreach; a ministry to our Salvadoran neighbors/ Langley Park outreach	10. Adventist Community Services		
Children's ministry as an outreach to parents			1. Provide free child care during some services 2. Deaconesses teach parents about worship behavior	
Afternoon ministries			5. Pathfinder Club as a mid-week, after-school program for the community	
Involve the whole family		12. Social/fellowship activities		
The changing demographics		6. Hispanic community		
Media; radio, cable TV	4. ... Radio ministry ... 8. Multi-media access (broadcast worship on media beyond WGTS; the web, for example); new technology			

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
Develop a Center for Music and Culture	7. Involvement in the arts, visual and dramatic; community concerts 10. Become a center for excellence in worship; incorporate multicultural styles of worship/rituals so as to strengthen the bonds among the members			
Increase participation in ministry			3. Car pooling; bringing people to church	
Mid-week ministries				
Develop a Center for Metro Ministries				
Develop a Center for Discipleship				
Special events each year at the time of GC Annual Council and NAD Year-end Meeting				
Find things that are news-worthy and pitch stories to secular and Adventist news media				
Outwardly focused and spiritually driven				
Opportunity for church growth strategy through tie-in between Sligo PM and WGTS				

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
	9. Boonsboro property and the many areas where this camp could be an integral part of Sligo			
	11. To influence leaders from all over the world living in nation's capital (weekly broadcasts, etc.); witness related to moral issues			
		1. Renovation of sanctuary and physical plant		
		2. New pastoral staff		
			8. Confront the need for healing at Sligo	
			9. Accommodate guests with special opportunities (seating, parking, materials)	
				9. Explore possibilities for forming alliances with other educational institutions to supplement SAS' curricular offerings via distance learning or other arrangements.
				10. Explore possibilities for providing professional development for teachers via distance learning arrangements with institutions of higher learning.

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
				<p>3. According to a July 2000 brochure published by the U.S. Dept. of Education, "private school students and teachers, including those religiously-affiliated schools, can receive federal education program benefits." Programs fall under the Elementary and Secondary Education Act (ESEA).</p> <p>7. Tapping external sources of funds such as ESEA and the federal Schools & Libraries Universal Fund (also known as E-Rate, which provides funding for such institutions to connect to the Internet).</p>
				<p>8. Extend and enhance integration of technology into learning process (Web-based learning).</p>
				<p>11. Collaborating with one of the local TV stations to make SAS a weather station could provide learning opportunities for students.</p>

Table 4 – Threats to Sligo Church

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
Changing demographics	3. Perception that Sligo Church is run by a few with a homogeneous background and perspective; various ethnic, cultural, socio-economic and educational groups that may not feel enfranchised or empowered as part of the congregation; cultural differences; changing demographics; lack of diversity in approaches and styles of music, worship, etc.	4. Commuting distance 5. Diversity	5. Being a commuter church 6. Heavy traffic in Washington area; no parking 9. Multi-ethnicity requires more care than our members may be willing to give	2. Because of the socio-economic group from which church-affiliated schools draw their student population, the inability of some parents to pay increasing tuition rates is an issue for the continued viability and solvency of Sligo School.
Lack of institutional loyalty among Baby Boomers	1. Member apathy; wanting to be served, not serving; trend toward individual isolation due to use of computers—people don't leave home; diversity is celebrated, but persons are not empowered; lack of financial support by members; lack of involvement & financial support by members	8. Not enough resources for needs 9. Loss of major financial supporters and no replacements		4. As NAD church membership has increased, there is no corresponding increase in the numbers of children from Adventist homes attending church schools, including Sligo.
Lack of metro area-wide, integrated strategic planning		6. Trends in society and how we react		1. Children are entering school at too young an age, largely by state mandate. Consequently, significant numbers are entering school not sufficiently "ready to learn."

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sligo School Board SWOT session
Takoma Academy move/ merger issues		1. Potential Takoma Academy move		5. Likely re-location of Takoma Academy, while SAS stays in its current location.
Sligo's history as an institutional church no longer works	4. Isolation; obscurity, even with a large community ... to become indistinguishable from other congregations in the area, merely a neighborhood church	3. Identity (loss of who we are)		
How we develop leaders and ministries; there is no intentional model for the basic process	5. Lay leader burnout -- Individuals can get over-committed at Sligo and this is discouraging, often a barrier to serving/contributing at Sligo; people get frustrated and discourage others		10. Burn-out of staff and lay leaders	
	6. Sligo is still wounded and needs healing; we can't tell the stories of the recent past and that hurts our ability to minister	2. Ideological differences	1. Ignoring need for congregational healing negates sermons 2. On-going litigation against staff and members makes healing difficult 3. Lack of confidence in statements by Conference officials	
Sligo School teachers who are not active Sligo members				3. Limited supply of and competition for qualified teachers.

Pastoral Staff SWOT session	Board of Elders SWOT session	Finance Committee SWOT session	Board of Deaconesses SWOT session	Sliigo School Board SWOT session
	2. Outgrowing our space, parking; neighbors getting unhappy about traffic on Saturdays; aging of physical plant; lack of space for more ministries (classrooms, etc.); out-dated facilities; disrepair			
		7. Not having a full staff		
			4. Lack of concern and involvement between members; too busy, too tired 7. Not friendly; need more sincere friendships; not enough small groups; not aware of who's a guest 8. Tension: to notice people vs. allow them to hide	

Priorities Survey

Even if you are not a member, please help Sligo Church's strategic planning committee get an idea of what priorities to address. Please check (✓) the *three* items on each of the following four lists which you believe are *most* important for Sligo Church to address right now.

1. Strengths of Sligo Church:

- Diversity of ethnicity, age, education and viewpoint.
- New senior pastor and strong pastoral staff.
- Strategic location in the nation's capital with good access to public transportation.
- The rich human resources of a congregation with many professions, gifts and talents.
- Strong preaching, top-quality music and excellent worship services.
- Very active, dynamic and well-led youth ministries.
- A grace orientation in which everyone is welcome, no one is scrutinized.
- Heart-felt commitment to the gospel of Jesus Christ and the Adventist message.
- Connections with Columbia Union College and Washington Adventist Hospital.
- Excellent children's ministries, Pathfinder Club, and Sligo School.

Are there other strengths that should have been mentioned?

2. Weaknesses of Sligo Church:

- Aging physical plant, uncomfortable seating, lack of handicapped access, etc.
- Inadequate parking.
- Some people are overloaded with responsibilities; others do not get involved at all.
- Members drive in from a wide area; problems with commuting to mid-week activities.
- Communication with the members and regular attenders.
- Lack of warmth; it can be difficult for newcomers to find friends in such a large crowd.
- Weak relationships with the local community.
- A lack of collaboration with other churches, institutions throughout the metro area.
- Involvement of college students and partnership between college and Sligo Church.
- Partnership between Washington Adventist Hospital and Sligo Church.

Are there other weaknesses that should have been mentioned?

3. Opportunities for Sligo Church:

- New community service opportunities in local community and throughout the metro area.
- Develop Sligo Church as a center for outreach ministries to this major metropolitan area.
- Build new partnerships with Columbia Union College and Washington Adventist Hospital.
- Create new media outreach with Radio Station WGTS, on the Internet, Sligo Web site, etc.
- Re-frame existing church programs as outreach ministries as well as nurture ministries.
- Strengthen Sligo School as a center for children's ministry and parent resources.
- Touching the lives of many college students, young adults and Adult Evening Program.
- Involve entire families in spiritual fellowship.
- Initiate a new emphasis on evangelism and church growth.
- Work with Adventist Community Services to start community development projects.

Are there other opportunities that should have been mentioned?

Remember: Please check (✓) the *three* items on the following list which you believe are *most* important for Sligo Church to address right now.

4. Threats to Sligo Church:

- Conflicts that arise from the changing demographics of the congregation and community.
- The current generation of adults under 55 is not as loyal and supportive as older generations.
- Lack of integrated strategic planning by Adventists throughout the metro area.
- Impact of Takoma Academy moving out of Takoma Park.
- Loss of Sligo's historic identity results in it becoming just another neighborhood church.
- Lack of an intentional model for developing new ministries and new leaders.
- Feelings that a relatively small elite governs Sligo and others cannot participate.
- Burnout of overloaded lay leaders who find it difficult to get volunteer help.
- Sligo is still in need of healing, resolution of ideological and theological differences.
- The cost and problems associated with operating Sligo School.

Are there other threats that should have been mentioned?

5. Do you have other suggestions for the strategic planning committee to consider as it develops long-range goals for Sligo Church?

Please complete the following demographic questions so that we can up-date the profile of those who attend Sligo Church. Please do so, even if you are not a member.

6. Were you raised as a child in the Seventh-day Adventist Church? Yes No
7. How did you happen to join this congregation?
 Transferred from another Adventist Church
 Baptized or made Profession of Faith in this congregation
I am not a member:
 My membership is in another Adventist congregation
 My membership is in another faith
8. Out of the last four Sabbaths, on how many of them were you present here in this congregation for the sermon? _____
9. What year were you born? 19 _____
10. What is your primary ethnic background?
 African American Caribbean
 Asian or Pacific Islander Southern Asian
 Hispanic Non-Hispanic White Other
11. Were you born as an American citizen? Yes No
12. What is your gender? Male Female

Thank you!