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About Partners

Partners for Sacred Places is the only national, non-sectarian, nonprofit organization dedicated to the sound stewardship and active community use of America's older religious properties. Founded in 1989 by religious, historic preservation and philanthropic leaders, Partners provides assistance to the people who care for sacred places and promotes a greater understanding of how these places sustain communities.

PARTNERS' PROGRAMS AND SERVICES INCLUDE:

- ❖ **Training.** *New Dollars/New Partners for Your Sacred Place* is an intensive program that gives congregations with older buildings the skills and resources to broaden their base of support.
- ❖ **Regional Offices.** Partners' offers training, technical assistance and capital improvement grants through its Pennsylvania and Texas Regional Offices.
- ❖ **Workshops and Conferences.** Partners' staff speaks on a variety of topics at national and regional conferences.
- ❖ **Publications.** Some of Partners' books include:
 - *Your Sacred Place Is a Community Asset: A Tool Kit to Attract New Resources and Partners*
 - *The Complete Guide to Capital Campaigns for Historic Churches and Synagogues*
- ❖ **Information Clearinghouse.** This web-based resource provides information related to the care and use of older sacred places.
(www.sacredplaces.org/information_clearinghouse.html)
- ❖ **Advocacy Initiatives.** Partners works with civic leaders, funders and policymakers, urging them to adopt policies and practices that provide new resources to older religious properties.



from the Executive Director

I think we have hit upon one more way to bring the *New Dollars/New Partners* experience to seminaries.

Let me explain...

The success of Partners' *New Dollars* training program in helping congregations develop new financial support—by communicating the “public value” of their buildings to the larger community—has

prompted Partners to ask how we can give seminary students access to the program's approach to sustaining sacred places.

One seminary model we've been testing is a semester-long course that equips students to serve as “coaches” for congregations going through the training process, so that congregations stay focused and productive. Students learn how to articulate the community value of a sacred place, and how congregational dynamics (such as leadership and clarity of vision) affect a congregation's ability to use that value to build new ministries and attract new financial support. This model has great potential, and we will be testing it in two or three locations across the nation.

What, now, is the newest model? At the invitation of the Lutheran Theological Seminary at Philadelphia (LTSP), Partners offered an intensive, one-week course we called “The Physical Church.” We introduced students to the significance, function and character of sacred places in America, taught students to see congregations and communities as bundles of assets and strengths, then gave them the opportunity to study one church in the field. They interviewed congregational leaders, calculated the public value of one outreach program, assessed the physical condition of the building, and reviewed key documents.

At the end of the week, students reported on the public value of the church they studied, both to students and to representatives from that church. Clergy and lay leaders asked questions, and a dialogue ensued that informed both students and church representatives about the significance of each sacred place and its potential for community-wide support.

How significant was this experiment? One student said, “I loved the asset-based approach and exercises—everyone coming out of seminary should be schooled in this.” Another said that “I would require this as the second part of our field ed requirements.”

Indeed, we believe that this intensive approach has great potential for field education courses, and for continuing education courses reaching clergy who have had some experience pastoring a congregation. As one LTSP student noted, the course “gave us a lot of good knowledge, techniques, information, frameworks, contacts, and especially the confidence to proceed ahead boldly.”

Just what we hoped for! 🏠



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Update on Partners



Staff and students at the *New Dollars/New Partners* training class at the Lutheran Theological Seminary at Philadelphia

Partners Completes First Class for Seminary Project

Partners successfully conducted its first *New Dollars/New Partners Seminary Project* class at Lutheran Theological Seminary at Philadelphia (LTSP) in late spring. The Rev. Dr. Katie Day, Charles A. Schieren Professor, Church and Society, and Director, Urban Concentration at LTSP (and Advisory Board Member for Partners' *Seminary Project*) invited Partners to teach "The Physical Church" the first week of June.

Executive Director Bob Jaeger and the Partners team built an experiential and interactive curriculum based upon the *Seminary Project's* teachings and goals, giving students an opportunity to develop relationships with three local congregations. Students spent two eight-hour days in the classroom before gathering in teams to meet Northwest Philadelphia congregations and study their buildings. While in the field, the class used Partners publications like *Your Sacred Place is a Community Asset: A Tool Kit to Attract New Resources and Partners* as well as Partners' software for calculating the public value of a religious building. Students also reviewed congregational documents and conducted online research to support their presentations.

On the final day of the course, students presented the results of their findings to congregational representatives. One student noted, "Knowing what tools exist, how to use them, where to find information, and the asset-based concepts

and techniques are all tremendously valuable to my work as a pastor."

Evaluations, overwhelmingly positive, are providing ideas for the further development of the *Seminary Project*. The Rev. Dr. Day expects to invite Partners to teach a one-week course at LTSP again. 🏡

Partners Receives Citibank Grant

The CitiBank Foundation is making a grant of \$25,000 to Partners to support a higher level of field assistance to congregations in the Philadelphia area. This award advances the Philadelphia Office's work to help congregations partner with community-strengthening agencies and organizations within their neighborhoods. 🏡

New Grant for Chicago Office

The Retirement Research Foundation awarded a grant of \$150,000 and the Francis Beidler Foundation gave \$5,000 to support the establishment of Partners' Chicago office and its programs for community-serving congregations. These Chicago-based foundations are both new funders and join The Driehaus Foundation in supporting the office. 🏡

Seminary Project Model: "The Physical Church"

Partners and Lutheran Theological Seminary at Philadelphia required seminarians to prepare for "The Physical Church" by reading *Sacred Places at Risk* and *The Power of Asset Mapping*, among other publications. In addition, 30 percent of student grades were based upon fieldwork and 40 percent upon a final presentation and paper. A team of Partners staff developed an intensive course to provide the essence of the *New Dollars/New Partners for Your Sacred Place* over one week.



The course structure included:

Day 1

- Introduction to Sacred Places, and What Makes Religious Buildings "Sacred"
- Assessing Physical Conditions; Making Repairs and Renovations
- Identification of Architectural Styles, Building Materials and Function of Spaces

Day 2

- Documenting the Community Value of Sacred Places
- Identifying and Connecting Congregational and Community Assets

Day 3

- *Field Exercise*: Assessing the Significance and "Public Value" of a Sacred Place

Day 4

- Writing/Telling the Story of Sacred Places to Engage the Larger Community
- Learning Innovative and Creative Ways to Broaden Support for Sacred Places

Day 5

- Student Team Presentations to Congregational Representatives

Get Involved with Partners!

Over the last 5 years, Partners for Sacred Places has:

- ❖ Trained 1,200 clergy and lay leaders
- ❖ Worked with nearly 400 congregations nationwide
- ❖ Partnered with 35 denominational offices, ecumenical councils, historic preservation and planning organizations
- ❖ Awarded over \$1,845,980 grants to Sacred Places

How can I help?

- ❖ Make a donation to Partners for Sacred Places. Your support broadens and strengthens Partners' programs.
- ❖ Tell us about a historic sacred place in your community that needs help.
- ❖ Tell your local religious and historic preservation leaders about the *New Dollars/New Partners* training program so they can gain new resources and skills to broaden their base of support and community partnership.
- ❖ Direct congregations to our Professional Alliance directory and Information Clearinghouse so they may gain invaluable contacts and information about restoring their properties.
- ❖ Purchase a congregational membership for a church, synagogue, meetinghouse or mosque so they can receive *Sacred Places* magazine and discounts on other publications.

Inspired to be a part of this mission? You can make a difference in communities through Partners! Visit www.sacredplaces.org, and click "Donate Now" to visit Partners' secure Network for Good donation page. *Thank you for your interest in our work and for your support of Partners for Sacred Places.* 🏠



The Rev. Mary Higgins, Maine/New Hampshire/Vermont Unitarian Universalist District Executive, smiles with Partners' Associate Director Tuomi Forrest and members of the *New Dollars/New Partners for Your Sacred Place* team from Sanford Unitarian Universalist Church in Maine. The congregation graduated from the year-long training May 9.



On the Road Again

Bob Jaeger presents "Houses of Worship: The Conservation of Sacred Places" at the 28th annual Statewide Preservation Conference of the Michigan Historic Preservation Network in Dearborn, May 8. Following the seminar, Jaeger led a tour and community information session about the *New Dollars/New Partners for Your Sacred Place*.

New Staff Member

Partners welcomes Stephanie Jordan to the Texas Regional Office as a full-time State Survey Coordinator and Program Assistant. Ms. Jordan is conducting a comprehensive survey of religious buildings in Fort Worth and Tarrant County, inputting photographs and histories of local sacred places into Partners' database. She is also coordinating the work of the Texas Sacred Places Project and overseeing the project's website development.

Ms. Jordan earned her M.A. at the Savannah College of Art and Design, and her B.A. at Samford University of Birmingham. She has participated in a historic resources survey of Tybee Island, Ga. for the Tybee Island Historical Society's disaster preparedness plan, and repaired and restored a 19th century shutter from the historic Hay House's cupola. She is a member of the American Society of Interior Designers.

Chicago Community Development Seminar Taps Partners to Present Workshop

Partners conducted a workshop about fundraising for sacred places at the Block Club University Summer Assembly June 7 in Chicago. Block Club University, an initiative by Mayor Richard Daley, focuses on how faith-based organizations can collaborate with block clubs to engage in community development, youth programs, health initiatives, public safety, and community security.

Chicagoland's residents learned about Partners' Chicago office, and elements of the *New Dollars/New Partners* training program, such as planning a capital campaign and discovering new funding and community partners.

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Grants

The Pennsylvania Office has offered an important, new kind of funding to congregations—Collaborative Project Grants—which have encouraged congregations to work with other community institutions, building upon the *New Dollars/New Partners for Your Sacred Places* training. The grants are for non-capital projects to be completed within one year, and do not require matching funds. Seventeen congregations submitted a variety of creative proposals, and recipients were notified in June.

The office is expecting a competitive round of capital grant applications for ambitious restoration projects this year. The Philadelphia Regional Fund for Sacred Places requires a two-to-one match from each applicant.

For the latest status on previous grant-funded projects, see the table below.

Training

The 2008 round of *New Dollars/New Partners* training began May 21, hosted by Temple Beth Zion-Beth Israel in the Rittenhouse Square neighborhood. The highly diverse array of congregations included Washington Memorial Chapel in Valley Forge, Woodland Presbyterian Church in University City and Point Pleasant Baptist Church in Bucks County.

The Pennsylvania Office continued to provide free supplemental workshops in the spring. In addition to the a grant application workshop in March, Partners collaborated with the law firm of Stradley Ronon Stevens and Young, LLP to offer a workshop on planned giving. The workshop provided invaluable advice to congregations learning how to broaden their circles of giving.

Events

The Sacred Places Mural Arts Tour Series kicked off in May with a Center City tour of St. John the Evangelist Roman Catholic Church and St. Luke and the Epiphany Episcopal Church. Tour members marveled over St. John’s sculptures, St. Luke’s opalescent mosaics and brilliant stained glass windows, as well as the city’s renowned outdoor murals.

The West Philadelphia tour in June featured the sculpture, mosaics, and stained glass of Philadelphia Regional Fund grant recipients St. Mary’s Episcopal Church and St. Francis de Sales Roman Catholic Church.

This tour series, a collaboration between Partners and the City of Philadelphia’s Mural Arts Program, was launched by a sold-out pilot tour in January. The office hopes to expand the sacred places/public arts tours statewide.

2007 Partnership Grant Recipients

RECIPIENT	NEIGHBORHOOD	GRANT AMOUNT	PROJECT	STATUS
Arch Street United Methodist Church	Center City, Philadelphia	\$100,000	Repairing and stabilizing spire, upgrading electrical and fire safety systems	Project Underway this Summer
Church of the Advocate, Episcopal	North Philadelphia	\$100,000	Masonry repair	Project Underway this Summer
First Unitarian Church of Philadelphia	Center City, Philadelphia	\$75,000	Porch and masonry repair	Advanced Planning Phase
First United Methodist Church of Germantown	Germantown, Philadelphia	\$75,000	Masonry repair	Advanced Planning Phase
Merion Meeting, Religious Society of Friends	Merion Station, Pennsylvania	\$95,980	Repairing trusses	Advanced Planning Phase
St. Mary’s Church, Episcopal	Ardmore, Pennsylvania	\$50,000	Window restoration	Project Underway this Summer



Update on Partners

Texas Regional Office Update

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Training

For the first time, the Texas Regional Office of Partners is reaching beyond the Dallas/Fort Worth metroplex to congregations located in other Texas counties. For the 2008 *New Dollars/New Partners* program, Partners targeted congregations with:

- Buildings listed on the National Register of Historic Places or listed as a Recorded Texas Historical Landmark
- Capital needs beyond the capacity of the congregation to fund internally
- Outreach ministries that serve the community
- A clear vision for the future

Invitations to preliminary orientation meetings were sent to 95 congregations of various denominations from 30 central Texas counties. Graduates from this special session of *New Dollars/New Partners* can become eligible for Partners' grant programs.

Grants

Congregations completing the training are eligible to receive a \$5,000 planning grant. Participants can then be eligible for capital grants from Partners.

The Texas Regional Office is currently working closely with several congregations and their architects to carry out professional assessments of their building conditions. With finished assessments in hand, the first congregations from the 2006 *New Dollars/New Partners* class are now preparing their capital grant applications.

Events

The Texas Regional Office successfully hosted a Religious Properties Workshop for professionals and volunteers involved with caring for historic sacred places. The June conference tackled stewardship issues, provided fundraising advice, addressed landmarking opportunities and concerns, and offered a question and answer period about building maintenance.



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New Dollars/New Partners Success Story **Discovery United Methodist Church:** A Texas Congregation Succeeds with an Asset-Based Approach

A rural Texas congregation discovered that to successfully undertake the dramatic move of its building, it also needed to take inventory of the gifts, skills, and connections of its members. For Hutto's only United Methodist house of worship to relocate to a more visible site, the congregation learned to connect with new community partners, changed its name to Discovery United Methodist Church, and embraced a new view of its neighborhoods.

"The building project has been good for us," states Becky Reid, Hutto Discovery member and building committee volunteer. "It made us look at what assets we had in our congregation, and what assets we had in our community... It was very healthy for us, and it took a team effort to say, 'What are our assets, and with whom can we partner?'"

Maintaining a Legacy

The small country church was built in a cornfield outside of town by Swedish craftspeople in 1910. As residential development encroached upon the building and the dwindling congregation began exploring new options, a benefactor donated 10 acres of land along a major arterial road in Hutto in 2004.

After much discussion about whether to build a church in the new location or preserve the congregation's historic sacred place, a third option emerged when it hired Heimsath Architects. The architects in the 50-year old firm helped guide the congregation to a daring yet cost-effective conclusion to satisfy the majority of the congregation: moving the existing building across town to the new location.

The firm's principal, Ben Heimsath, explains that this solution also added value to the town. "This modest area had few buildings of any consequence, just a handful of commercial buildings and one church. If it were not for the congregation tenaciously holding on to this building, it would have been in the scrap heap with many other buildings that represent an important part of the town's history and legacy."

Recognizing Assets

Partners for Sacred Places helped the congregation see its assets during the *New Dollars/New Partners for Your Sacred Place* training in 2006.

"When collecting bids, we asked ourselves who we knew in our neighborhoods," Reid said. "We started with 'who do you know, and what resources do we have in our communities? In the long run, I think it is good to see how we can all rely on each other.'"

During the building process, the congregation examined the links members had within the community. Members discovered key relationships to help with the following needs:

- **Fundraising.** The congregation conducted a "drive-through" fundraising food event, common in Texas, which was an excellent vehicle for outreach when the church was under construction. The bonus? It provided another opportunity to develop a new partnership. The Optimist Group, a community service organization, happily volunteered to cook for the fish fry. "The support via services or other non-cash donations was very significant," Reid notes.
- **Construction and Beautification.** When it was time to prepare the new plot of land for the church building, the congregation mobilized resources and asked a landscape company to donate in-kind services. Williamson County



The plaster removal process in the summer of 2007 uncovered a beautiful piece of history. The Swedish craftsmen used high-quality wood, placed at angles, to provide a solid structure for the church.

"I was thankful for the support from the Partners office... We are just congregation members who are volunteers, and we are not in the construction business. It is great to have resources for people like us — It is nice to have a champion for preservation."

— Becky Reid, Discovery United Methodist Church building committee member



A crew installs a stained glass window at Discovery UMC's new location, one of several windows restored by Central Texas artisans.

PHOTOS COURTESY OF DISCOVERY UNITED METHODIST CHURCH

Update on Partners

PHOTO COURTESY OF HEIMSATH ARCHITECTS



Congregation members discuss options for the new property.

realized that the congregation had a clear emotional and spiritual connection to building; “The congregation expressed concern that an irreparable part of who they were would be wrenched away if the building was not part of their future,” Heimsath shares.

The congregation was at a standstill when they connected to Partners for Sacred Places. “If it had not been for Partners’ efforts working in parallel with ours, I can very convincingly say that this project would not be here,” Heimsath notes. “They were essential in making all of this come together.”

Reid adds, “I was thankful for the support from the Partners office... We are just (congregation) members who are volunteers, and we are not in the construction business. It is great to have resources for people like us—it is nice to have a champion for preservation.”

Reid notes that it was also helpful for the building committee to have a coach recruited by Partners. “There have been several times we have worked with Coach Hartley. He has been great for me to call.”

After receiving a Partners planning grant in 2007, the congregation arranged a conditions report. Discovery learned that the church’s cracked interior plaster was laced with asbestos, requiring special contractors to remove the hazardous substance.

Reid explains, “We spent more now, knowing we would save money in the future by not doing a quick job. We had \$10,000 scheduled for wood repair, not knowing what was underneath.”

The congregation installed a new roof and new insulation, and estimates the building will last for at least another 100 years because of the upgrades.

Hutto Discovery’s New Journey

The change in location has already made a difference. A congregation that had dwindled to 12 regular service attendees has grown dramatically, and 150 worshippers crowded into the building during two services on Easter Sunday. Impressed community members attended Discovery UMC’s grand opening in early May.

Reid states, “I have heard comments from the community that they are thrilled that we would care enough to save an old structure. We have gotten positive comments in relation to our preservation efforts!”

Heimsath adds, “Because (the congregation) moved the church to one of the new arterial streets, it is one of the early images when arriving to town. When people arrive in Hutto, they no longer only see gas stations and strip malls. They see a 100 year-old church.” 🏠

Historic Restoration

Partial List of Clients:

University Chapel, Princeton University, NJ

Packer Chapel, Lehigh University, PA

First Presbyterian Church, Walnut Street, PA

Christ Church, Georgetown, Washington, DC

Trinity Episcopal, Princeton, NJ

(Pictured)
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Asset-Based Community Development: How Shifting a Mindset Can Shift a Congregation's Future

By Steven Ujifusa

Quinn Chapel African Methodist Episcopal Church is a monument to Chicago's African-American religious tradition. Since its completion in 1892, music has been interwoven throughout the church's history. Duke Ellington performed sacred concerts here; its great pipe organ originally graced the German pavilion at Chicago's legendary Columbian Exposition.

But along with its distinguished past, the staff and congregation of Quinn Chapel must also deal with the grim realities of life in South Side Chicago. It is only a block away from the Harold Ickes Homes, a desolate Chicago Housing Authority high-rise project.

During the hot, sticky Chicago summer of 2006, The Rev. James Moody noticed a new group of visitors to his church. Ten to fifteen boys from Ickes Homes were hanging out on the church's street corner. Eventually, they came to church breakfasts and even sat in the pews during weddings. Some congregants felt the kids were becoming a nuisance.

The pastor along with others in the congregation, thought otherwise. Rev. Moody learned there were no summer activities at Ickes Homes, and the kids were clearly bored. "They were coming to Quinn Chapel because they loved being in that environment. They were really an asset, and there was something attracting these boys to the church. It was the treatment they were receiving, and they were being fed. We saw it as a real benefit."

Rev. Moody had recently completed the *New Dollars/New Partners for Your Sacred Place* training program, which teaches organizations to understand and value the assets they have. He then

Luther Snow reads from his book, *The Power of Asset Mapping*, during a *New Dollars/New Partners* training in Philadelphia.



PHOTO COURTESY OF JAY BLOSSOM

❖
The asset-based approach gave us the process by which to engage and celebrate our mission.
❖

thought of what he had learned in the asset-mapping exercise led by Luther Snow, a consultant associated with the Asset-Based Community Development Institute at Northwestern University. Rev. Moody made the decision to reach out to the boys. Thinking of what he had learned at *New Dollars/New Partners*, the pastor invited the teenagers to a church picnic.

As the congregation spread out on the grass, one of the parishioners started to play a set of African drums. The teenagers were enthralled. "They never left those drums," recalls Rev. Moody. "They wanted to play." The parishioner provided the young men with lessons, and eventually the church ended up with its own African drum corps. "We brought six drums for their use, and involved a couple of fellows in the church already well-known for their drumming in Chicago to teach the kids cadences. This whole episode changed our congregation's mindset, and showed that every issue or challenge also holds an opportunity."

The church's focus on community service was not lost on potential funders. On November 17, 2007, Quinn Chapel A.M.E. Church received a \$100,000 *American Express Partners in Preservation Award* (sponsored by American Express and the National Trust for Historic Preservation) to repair its kitchen, and the site of its community service ministries and daycare programs.

Rev. Moody's story represents the essence of Asset-Based Community Development, or ABCD (see sidebar, page 15). ABCD developed out of the Chicago community organizing movements of the 1980s and 1990s

Guide to ABCD Terms

Asset Mapping Exercise: A group exercise consisting of three steps:

1. Recognize your assets. Identify many of your congregation's assets and strengths, as well as the assets of the surrounding community.
2. Connect the dots. Link some of these assets together that would support new outreach or programs.
3. Vote with your feet. Make an instant work plan by allowing participants to choose which action in which they would most like to take part.

Physical assets: Things you can touch and see, from land and equipment to natural beauty and the environment.

Individual assets: The talents, skills, and experiences of people.

Associational assets: Voluntary groups and networks of people, from the more formally structured volunteer associations (like service clubs) to informally gathered groups (e.g., people who meet for coffee on Tuesday mornings).

Institutions: Agencies, corporations, and other organizations with budgets and staff. These might be nonprofit (like a hospital) or for-profit (like a manufacturing firm) or public (like a government agency).

Economic assets: Community assets involving money, such as spending power, investments, and capacities to produce goods and services for money.

Fixed-Sum Game: Your gain comes at my expense and vice versa.

Open-Sum Dynamic: Your gain is my gain is our gain. We are all contributing to a greater good.

Definitions adapted from Luther K. Snow, *The Power of Asset Mapping: How Your Congregation Acts on Its Gifts* (Herndon, Virginia: The Alban Institute), 2004.

ABCD



The Rev. Mike Mather conducts an Asset-Based Community Development training during a Philadelphia Office-sponsored *New Dollars/New Partners* program.

(one organizer, now a household name, was Barack Obama). Its leading proponents are Jody Kretzmann and John McKnight of the ABCD Institute, as well as consultants and current *New Dollars/New Partners* trainers Luther Snow, Michael Green, and the Rev. Michael Mather.

ABCD turns on its head the typical tendency of community groups to look at their needs and figure out how they can use scarce resources—usually financial—to meet those needs. Proponents of asset-based community development believe that voluntary associations—whether community groups or congregations—should look first at their assets, not their needs. These assets might be financial, but also might be the relationships, associations, and talents of their congregation members. By transforming these assets into actions, a once-struggling church might realize that it will have more resources and potential partners than it realized.

To Snow, the *New Dollars/New Partners* trainer who worked with Quinn Chapel, asset-based community development is not a methodology, but a mindset. In his definitive book *The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts*, Snow states that congregations must shift their outlook away from meeting their “needs” and conquering their “shortcomings” and towards exploiting their existing assets and strengths. The big psychological leap that many congre-

gations have to make is from a “fixed-sum game” to an “open-sum dynamic.” In a fixed-sum game, one’s gain is another’s loss. This mindset of scarcity can lead to a downward spiral of contention, which can tear a congregation apart. Or in Snow’s language, “Your gain comes at my expense and vice versa. We think we are dividing a fixed pie.” This mindset is the traditional “need-based” one that afflicts many older, struggling congregations.

In an asset-based mindset, the congregation will see each new project as open-sum dynamic, in which everyone stands to benefit. Or, as Snow writes, “Your gain is my gain is our gain. We think we are all contributing to a greater good.” A new outreach project should utilize the assets that already exist within the congregation. It is the open-sum dynamic, Snow feels, that keeps voluntary groups together.

One of the group exercises Luther Snow developed is known as “asset mapping” (see *Guide to ABCD Terms*, on this page). This exercise has become a crucial component of the *New Dollars/New Partners* training program. The exercise is simple, but the effect is often transforming. “Whatever happens in any voluntary group of people when we reflect on our gifts, strengths, and abundance,” Snow notes, “leads to positive cycle of getting things done. Groups experience a sense of power, of being part of a larger whole.” A common result of the asset mapping exercises is

The first thing is that we realized that we have enough, which is a huge (realization). Then we went into reflection, looking away from the assets we lack to the assets we have.

the realization that a congregation's older building, even if it is expensive to maintain, is actually much more an asset than a liability. Following the training, participants are encouraged to repeat the asset mapping exercise with their congregations, perhaps during a church coffee hour or a leadership retreat; the result can be the development of new ministries that utilize the skills of congregation members.

Dr. Peggy Dunn of Gardiner Congregational Church in Gardiner, Maine would agree. Located on the Kennebec River, Gardiner is a small, working class community. Gardiner Congregational is a classic 1840s New England wood frame building. An adjoining social hall dates from 1873. Following the collapse of its logging and shipbuilding industries, the town has been trapped in a downward economic spiral, as has Gardiner Congregational Church. Like Rev. Moody, Dunn wanted to open up her church to the wider community, but worried that her

congregation could no longer afford to keep up its structure.

Following an asset mapping exercise conducted during a retreat, Dunn says the congregation came to a new perspective. "The first thing is that we realized that we have enough, which is a huge (realization). Then we went into reflection, looking away from the assets we lack to the assets we have. We sat surrounded by the newsprint and let all those words sink in. One of the things I remember people saying is, 'We are so used to looking at our problems. Now, it is so refreshing and life giving to look at what we do have.' It was an exercise in hope."

Dunn and her congregation had to make a crucial decision about whether or not to sell any of their historic buildings. "We determined there is something that exists as this congregation and it is viable," she said.

After much thought, Dunn and the church leadership decided to fund upgrades and restoration efforts and

try to share the buildings with the community. Following the *New Dollars/New Partners* training program, Gardiner Congregational Church received a grant to pay for architectural consultation. "We want to make these spaces more accessible and attractive," Dr. Dunn says. "Since there is no handicap accessibility between the floors, we want to know how we could have an accessible entrance into the lower floor. We would then upgrade the upper floors and provide accessible bathrooms."

The ABCD philosophy can also lead to an entirely new congregational management style. Rev. Mather, a *New Dollars/New Partners* trainer and minister at Broadway United Methodist Church in Indianapolis, Ind. has used ABCD training to completely rethink how he runs his church. He searches for potential assets and resulting actions not just in the congregation, but in the surrounding community. To reach out to the neighborhood, Mather appointed someone on the staff known as the



Some of the members of The Choir School of Hartford

PHOTOS COURTESY OF PAM LEWIS, GARDINER CONGREGATIONAL CHURCH



Far left photo: Gardiner Congregational Church member Dolly Jean Platt, descendent of one of the congregation's founding families, on History Day in Hayden Hall. The silver service pictured was used for years by Gardiner's womens' group.

Gardiner Congregational patriarch Percy Tibbetts reads newspaper clippings from Gardiner's archives during History Day.

Photo, next page: Gardiner Congregational Church members gather at a spaghetti dinner fundraiser.

“roving listener.” De’amon Hargess’s job is to talk with everyone on one block of the church’s neighborhood each week, asking them about their gifts and dreams. Out of the effort, the church developed a program called the Zawadi Exchange. Named after the Swahili word for “gift,” its mission is to connect vendors in the community to potential buyers. “We have found artists, entrepreneurs, gardeners,” Mather says of his exploratory forays into the community. “They all want to offer their talents to others.”

One Zawadi Exchange success story involved the gardeners near Broadway United Methodist. Hargess asked what they grew and whether they would be interested in selling their produce. A series of further conversations led Hargess to Goose The Market, a high-end Indianapolis grocery store, whose philosophy is “Eat Fresh, Buy Local.” After finding out about the inner-city gardeners, the owner of Goose the Market put them in touch with buyers.

Some urban congregations share their historic buildings for community events. The Rev. Sean Mullen, rector of St. Mark’s Episcopal Church in Philadelphia, decided to tap into an institutional asset that lay directly across the Street from his 1849 Gothic revival

church. St. Mark’s lies in the heart of a rejuvenated Center City, and is surrounded by restaurants, shopping, and renovated row houses. Previously, the relationship between St. Mark’s Church—a National Historic Landmark—and the Curtis Institute of Music—one of the finest conservatories in the nation—had been polite but distant. After participating in the 2007 *New Dollars/New Partners* program and inspired by the asset mapping exercise, Mullen reached out to Curtis.

Curtis arranged for its student chamber orchestra to play all six of the Bach Brandenburg Concerti in St. Mark’s splendid neo-Gothic sanctuary on November 17, 2007. The pews were packed to capacity. The event was such a resounding success that St. Mark’s and Curtis scheduled another concert—Vivaldi’s *Four Seasons*—for the following year.

Mullen credits the asset mapping exercise to opening up his congregation to actions such as the Curtis concert. “The exercise contributes to our sense of our ability to respond to things and our conviction that we actually have the wherewithal to address the challenges we face,” Rev. Mullen says of the asset mapping session held during the annual vestry retreat. “If you want to be

involved in strategic planning, it is important to believe you have some tools to begin with.

“It is responsible, theologically, to operate from abundance rather than scarcity. We know that presumption of abundance is right-minded and it is a useful instrument to break the negative cycle that presumes scarcity.”

The Rev. Don Hamer of Trinity Episcopal Church in Hartford, Connecticut used existing institutional relationships to create a new musical education program. A church that was once the house of worship for the city’s elite, most notably the family of financier J.P. Morgan, now serves a much more socioeconomically diverse community, with growing contingents from the Caribbean and West Africa. Efforts to connect various assets led to a viable children’s program: The Choir School of Hartford. Trinity’s partners included the Hart School of Music (a graduate program of the University of Hartford), the local public schools, and the Boys and Girls Club located three blocks from the church. “We now have 24 students in the choir in its first year; many from city, some from suburbs, and from 15 different zip codes,” Rev. Hamer proudly notes. Each student receives free piano lessons, tutoring, mentoring for schoolwork, choral pieces, meals, and private voice lessons; a package valued at \$3,500 per chorister.

“We didn’t realize how many community partners we had,” says Hamer. “The asset-based approach gave us the process by which to engage and celebrate our mission.”

It is responsible, theologically, to operate from abundance rather than scarcity.



The exercise contributes to our sense of our ability to respond to things and our conviction that we actually have the wherewithal to address the challenges we face.

In large part because of Trinity's enormous contributions to the city of Hartford, the Connecticut Commission on Culture and Tourism awarded the church a grant of \$200,000 for building renovations—the largest single grant ever awarded by the state agency. Trinity used the grant to fund part of the \$750,000 needed to replace half of the church's slate roof.

To advocates of ABCD, stories of churches acting as a catalyst for projects that benefit multiple parties reflect ABCD's core principle. "It is not about creating something that is not there," says Mather, "but making people aware of what is already in their hands."

"The key is that the neighborhood around it values the congregation," adds Green, another *New Dollars/New Partners* trainer. "The key to congregations being valued is to have an authentic relationship. If you are valued, then people want you to stay around." 🏠

Quinn Chapel AME Soccer Field

The Rev. James Moody's story of Quinn Chapel's African drum corps captivated many who attended a recent African Methodist Episcopal pastoral conference. One of them was the Rev. Gary Moss, pastor of the Faith Community A.M.E. Church in South Elgin, Ill. His congregation was suburban and stable, while Moody's was surrounded by housing projects and urban blight. After hearing Moody's story, Moss thought of a way for both congregations to work together to their mutual benefit.

For the past several years, Moss had been working with the U.S. Soccer Foundation to develop a youth soccer program to keep kids off the streets. Moss approached Moody, saying, "soccer is the fastest growing sport in United States, and kids are taking it up everywhere except in inner-city black neighborhoods. What I have been trying to do is youth soccer for inner city, disadvantaged kids." Moss asked, "would you be willing to help?"

Moody thought Moss's idea was a good one, and the two men approached Gloria Williams, president of the Harold Ickes Homes' residents association. Although initially skeptical, Williams agreed to help support the project, on condition that parents become a big part of it.

Shortly afterwards, Moody and Moss met at a nearby vacant lot owned by the Chicago Parks Departments littered with broken glass, trash, and cinderblocks.

Moody surveyed the lot, and then declared to Moss, "This will be our soccer field."

The team had almost no outside financing, but they started calling key people who might be interested in helping. After receiving permission from the Parks Department to use the property, Pastor Moody then contacted the Streets and Sanitation Department, which agreed to cut down



PHOTOS COURTESY OF SARGEANT KATHY CUNNINGHAM, CHICAGO POLICE DEPARTMENT



weeds and move big boulders. Moody and Moss also called on the president of the National Black Teamster's Caucus, which holds its meetings at Quinn Chapel.

Moody and Moss then got a phone call from a local landscaping firm which made an astonishing offer: for only \$5,200, it would create two youth-sized soccer fields on the lot. There would be no charge for labor.

By July 2007, the landscaping firm had transformed the trash-strewn lot into two soccer fields covered in fresh sod. The opening event was a three-day soccer clinic for children between the ages of five and ten, and nearly two hundred enrolled. Reverend Moss persuaded members of the Chicago Fire, the city's major league soccer team, to provide the coaching. "Having the Chicago Fire there gave the parents a sense that this is real," said Moss, "not a passing thing done for publicity."

"Kids from four different neighborhoods showed up," Moody recalled, "something that usually does not work because of gang issues. Parents from the projects became soccer moms and dads!" he remembered, "They passed out the uniforms and set up tables." In addition, volunteers from Moss's suburban Faith Community A.M.E. Church helped set up the field and refreshment stands.

The three-day clinic awakened interest beyond the vicinity of Quinn Chapel A.M.E. Church. The United States Soccer Federation's magazine ran a story on the project called "Field of Dreams." As the first 2007 fall season approached, Moss called the director of community relations at NBC. "This is a community that gets all the bad press," he told her. "Take a look and see what's changing here." Impressed by the program, NBC offered to lead a group of its employees to volunteer at the October games.

The next step is for parents to take over the program's management. Moss hopes that it will be self-governing within three years. "People have to step up and serve as advocates," Moss added. "Our immediate concern was to make a difference, and more importantly, the parents had to be involved. We not only had to empower the residents, but also make them understand that they do affect what happens in their children's life."

Moody feels that Luther Snow's asset mapping exercise during Partners' *New Dollars/New Partners for Your Sacred Place* training played a large role in the project's success. "It's about recognizing assets you have available," he says. "You utilize what others have available, and then you connect the dots." In short, it was an open sum game, in which all parties benefited, rather than a fixed-sum game, in which one party's gain was another's loss. 🏠



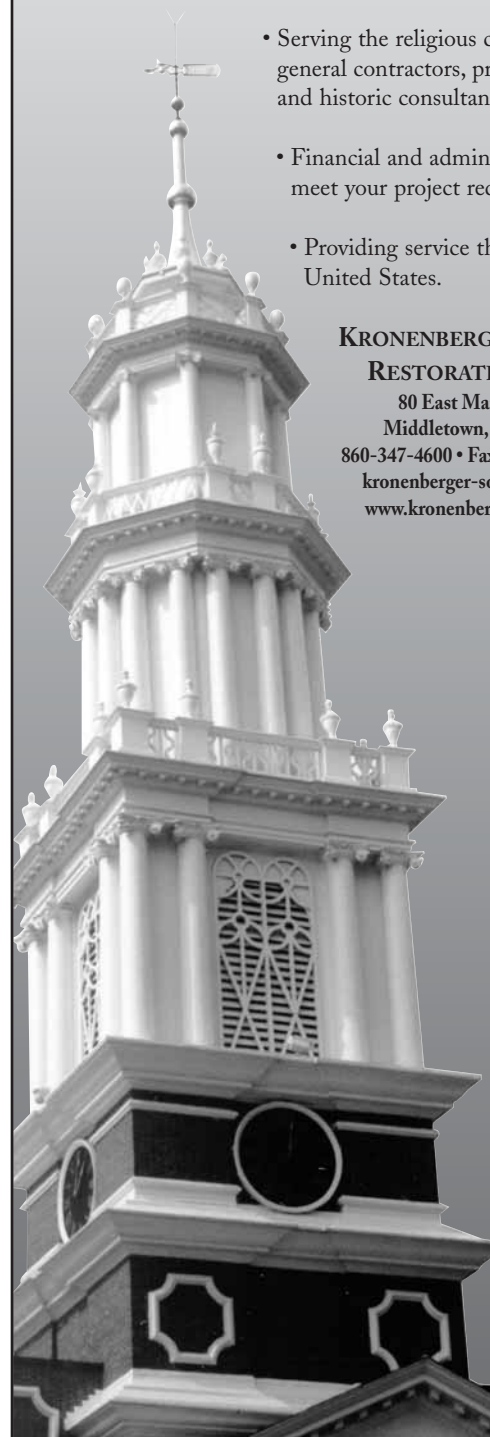
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A peal of bells before renovation.

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A peal of three bells, restored and polished.

Christoph Paccard Bellfoundries

Tucked just beyond the “Holy City” of Charleston, S.C., a centuries-old practice is alive and serving the United States. Christoph Paccard Bellfoundries has a staff of associates with a combined total of 160 years of experience, striving to preserve the craft of casting bells. President Stan Christoph states, “There is a lot of integrity in this organization. We provide a really great service because we have a heart for what we are doing.”

The company uses modern technology to enhance hundreds of years of experience. Though Christoph Paccard was officially established in the U.S. in 2006, the business has an exclusive relationship with Paccard Fonderie des Cloches, a seventh-generation French company founded in 1796.

Like its parent company, Christoph Paccard casts each handcrafted bell by laboriously constructing an interior and exterior mold and pouring molten bronze in the space between the forms. After the bell is cast and cooled, it is sandblasted, polished, and tuned to exacting musical standards. Christoph says, “Paccard bells are known all over the world for their beauty, warmth, and sweetness of tone.”

In addition to casting new bells, congregations across the country engage Christoph Paccard in repairing and restoring their older bells and towers. The company can preserve the historic structure of a structurally stable older tower by installing equipment that allows a bell to run while exerting little force. “We can control every parameter of a swinging bell, such as how high it swings, and therefore how hard the clapper hits it,” explains Christoph.

Christoph Paccard constructs new bell and clock towers to complement historic buildings as well. The Cathedral of St. John the Baptist in Charleston recently hired the company to cast bells and construct a tower to complete the 1890 church’s intended Gothic design. The company is following strict guidelines regarding the structure of the tower, the weight of the bells, and how the bells should ring. Christoph Paccard has also worked with the Cathedral of St. Mary in Trenton, N.J., Our Lady of Perpetual Help in New Orleans, and Myers Park United Methodist Church in Charlotte, N.C.

Christoph Paccard can work with congregations with limited budgets. Often, congregations request the framework for a full carillon of bells, though it may be able to afford only a few. Christoph says, “It makes sense, financially, to leave those options open for the future.”

In keeping with a 212 year-old tradition, Christoph Paccard can host bell-casting events if a congregation is celebrating a milestone. Historically, the French parent company did not have a foundry, and dug pits to cast bells on the congregation’s property. Christoph Paccard’s mobile furnace allows this onsite practice to continue, concluding the event with a ceremony to unveil and toll the bell.

Christoph explains, “Our approach to this business is different than some other companies out there. It is a business, but I got involved hoping to keep bell foundries alive.” 🏠

Getting Started

- Research bells and bell foundries.
- Establish a budget.
- Determine the intended purpose. President Stan Christoph of Christoph Paccard Bellfoundries says, “One of the first things we ask a client is ‘What is the (desired) musical function of the bells?’”
- Assess the stability of the structure. Christoph notes, “If we are working with a building that has never had bells, we need to determine two things: if, physically, they will fit; and if, structurally, they will support the weight and the dynamic of the bell swinging. Then we will design the instrument.”

Glossary of Bell Terms

Source: www.christophpaccard.com

Campanile: A free-standing bell tower, i.e., a tower containing a single tower bell, a peal, or any of the other tower bell instruments named here, or a free-standing tower designed and built for that purpose even though it may not currently house bells. A bell tower built into (and not simply connected to) another building is not a campanile.

Carillon: A set of 23 or more cast bronze, musically tuned bells chromatically arranged. A carillon offers the most flexibility in playing music.

Chime: A set of eight to 22 bronze bells. As a peal builds upon the functions of a single bell,

a chime builds upon a peal by increasing the number of bells to the point that playing musical passages becomes possible.

Glockenspiel: A set of tower bells (usually relatively small in size) played by an automatic mechanism to accompany the operation of several moving figures, which perform for the audience.

Peal: A set of two to eight bronze bells, used primarily for liturgical bell rings (as opposed to playing musical passages). A peal builds upon a single bell by providing clock chimes, as well as a platform for liturgical and celebratory ringing of bells.

Olde St. Augustine's Church



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American Synagogues: A Photographic Journey



Temple Beth El in Anniston, Alabama, constructed in 1891, is listed on the National Register of Historic Places



Temple Gemiluth Chassed, built between 1891-1892 in Port Gibson, is one of the earliest synagogues in Mississippi.



Historic Isaac Solomon Synagogue was built in 1926 on the grounds of the Jewish Consumptives' Relief Society in Lakewood, Colorado.

IMAGES: PHOTOS COURTESY OF JULIAN H. PREISLER

The new electronic book *American Synagogues: A Photographic Journey* features more than 3200 images from across the United States, bolstered by historical data for each congregation.

The e-book is already considered a resource for libraries and historical societies, but began as a labor of love by genealogist, archivist, and researcher Julian H. Preisler. Preisler's hobby of photographing synagogues during his travels is grounded in his belief that it is a necessity to document Jewish communities. Preisler's parents, survivors of the Holocaust, belonged to European synagogues that were destroyed.


In the United States, local synagogues now stand vacant in many mid-sized cities and small towns with once-thriving Jewish communities. "People lived and worshipped in those communities, running businesses that may have lasted a hundred years or more. This is a way to pay tribute to them, even though the Jewish community may no longer be there."

Each state entry features a brief historical introduction along with photographs of existing and former synagogue buildings, and dates of construction and congregation formation. The buildings range from urban to rural and grand to modest, highlighting a diverse array of architectural styles. Preisler notes that most Jewish congregations built synagogues reflective of the popular style of the period. "In the early twentieth century, congregations were trying to fit in. They wanted their Jewish house of worship to look like other houses of worship in the town."

In some exceptions, the synagogues were designed to look exotic. "The South has a lot of ornate synagogues, even in the small towns, because the Jewish population was successful." Preisler notes that Port Gibson, Mississippi's Moorish-style synagogue is a tourist attraction simply because it is a unique building for a small Southern town.

Images represent all 50 states as well as the nation's capital, but the collection is not yet comprehensive. This e-book highlights 1410 buildings, and is the first of two planned volumes documenting American synagogues.

Volume 2 is expected to be available in mid-2009.

To order *American Synagogues Volume 1*, visit <http://americansynagoguearchitecture.com>. 



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