

BGM Item 3B: Consent Agenda & Report of the General Secretary

Board of General Ministries Reports: ABCUSA/OGS and Associated Ministry Organizations

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TREASURER'S OFFICE

Highlights of Treasurer's Office, Accounting, American Baptist Churches Information System, Building Management, Traffic, AMOs -- June 2017 – November 2017

ABCUSA

- Prepared 2018 Budget for Board approval at November meeting
- Preparing for 2017 year-end closing
- Annual insurance reviews/renewals
- Prepared and presented Analyses and Financial Statements to BGM/ABCUSA Finance Committees, BGM and BGM EC; staffed meetings
- Oversaw work of legal counsel in several areas
- Personnel supervision for Accounting, ABCIS, Building Management and Warehousing
- Planned changes in traffic department due to planned outsourcing of Judson services
- Ongoing ABCIS functions
- Represented NEC at ABHS Board meeting in Atlanta
- Planned office relocation to new facility

Regions:

- Conferred with Regions and churches on financial and administrative issues
- Ongoing collecting agency responsibilities for 13 regions
- Continuing to perform accounting services for PBA
- Discussed providing accounting services to Cleveland Baptist Association

ASSOCIATED MINISTRY ORGANIZATIONS (AMOs)

(AB Historical Society, AB Women's Ministries, Ministers Council, AB Computer Center)

- Provided budgets and cashflows for ABCC to help with the dissolution of the corporation
- Accounting functions, ongoing consultations, insurance reviews, leasing renewals, quarterly meetings with AMO executives re: financial and operational matters

588 ASSOCIATES

- Continuing to work extensively with Mission Center redevelopment consultants and legal counsel on redevelopment plans
- 2016 Tax Returns; accounting functions
- Leasing and building management; updated internal ABC leases
- Insurance reviews/renewals
- Prepared financial projections for the Mission Center Development Joint Venture Partnership
- Finalized work with 588 legal counsel to dissolve 588 Associates LP.
- Supervision of building administrative staff and day-to-day operations

-- Alan Musoke, Associate General Secretary for Finance/CFO/Treasurer

OFFICE OF REGIONAL MINISTRIES (Activity from July - November of 2017)

Unity: The Mission Summit Conversations (MSC) continue to provide an opportunity for all ABC persons to come together to discuss issues that matter to them. This year's MSC were once again well-received by those who participated. Bridget Lipin created Facebook pages for each of the priorities and online postings continue to generate interest and discussion in them. The Professional Ministries Team has also begun developing a series of "reflection papers" related to the priorities. Baptist Talk was a new addition to this year's Biennial/Mission Summit and also received very high marks. The Commission on Baptist Talk produced a set of guidelines for conversation that may be used by any group wanting to have a respectful conversation about difficult issues.

The Committee on Christian Unity and Interfaith Relations has set plans in motion for the third national Baptist-Muslim dialogue to be held at the Green Lake Conference Center April 16-19 of 2018. The hosts of the event hope to see 50 young adult Baptist leaders and 50 young adult Muslim leaders attend the event. Several Baptist groups are sponsoring the Baptist attendees including the Cooperative Baptist Fellowship, Lott Carey, Progressive National Baptist Convention, National Baptist Convention of America, Alliance of Baptists, and Canadian Baptist Ministries.

Strengthening Our Regions: I am pleased to announce that the ABC of Connecticut has called Rev. Dr. Harry Riggs as their executive minister who began his ministry with the region on November 1. I am also excited to announce that the Evergreen Baptist Association has extended a call to Rev. Doug Avilesbernal to serve as their next executive minister. Doug will begin his ministry after the first of the year. The ABC of West Virginia is also very close to announcing a candidate. The executive minister search committees for ABC of the Central Region, Mid-America, and New Jersey are all in the early stages of their discernment process. In other leadership news, Rev. Andy Quient has been named as acting executive minister for ABCOFLASH and Rev. Dr. Joe Kutter has been named as interim executive minister for the Central Region. Joe will begin his ministry in January after John Williams retires in December. Marshall Peters has announced his intent to retire mid-year of 2018.

I have also been involved with several other regional consultations involving board training, leadership development, and performance assessments for regions that include ABC of IN-KY, ABC of Greater Indianapolis, ABC of Wisconsin, and the Rocky Mountains Region.

Promoting the Mission of our National Agencies: It has been a pleasure to assist International Ministries in the development of an online survey and to assist the Ministers Council with a process for receiving feedback regarding their proposed new structure.

Regional Ministries will greatly miss the ministry of Marilyn Tyson as she will be retiring at the end of 2017. Marilyn has served the American Baptist family faithfully for over 35 years. She has held a variety of roles in the ABC and carried out each role with integrity, dedication, and a desire to promote the mission and ministry of all American Baptists. We have all benefited tremendously from Marilyn's ministry among us.

--C. Jeff Woods, Associate General Secretary for Regional Ministries and Marilyn K. Tyson,
Administrative Assistant

Mission Resource Development report from the Acting Associate General Secretary to the Board of General Ministries Executive Committee September 2017

Staff: Alfred J. Fletcher, Acting Associate General Secretary (contract ended 08/31/2017); Bridget Lipin, Assistant Director of Communications/Web Manager; Tina Turner, Executive Assistant to Associate General Secretary; Mark Staples, Communications Consultant; Stacy Emerson, Stewardship Consultant

Ministry Responsibilities: United Mission, Communications, assisting Biennial Mission Summit, Stewardship, Preaching and Visiting Local Churches and Regions, Matthew 25 Grant Administration.

Major Highlights July – August 2017

ABCUSA Biennial booth was well attended. Mission Resource Development staff were very involved in many aspects of the Biennial Mission Summit including setup, registration, coordination, media coverage, workshops and more. At the ABCUSA booth attendees were pleased with the biennial ribbons given away; 550 ribbons were passed out. There were a considerable number of folks who had attended over 10 Biennials. It was interesting to ask which Biennials they remembered and why. If this creative tool is used in future biennials, there will be a need for ribbons for 15 and/or twenty and over. Thanks to Bridget and Tina for their hard work and creativity.

Stacy Emerson and the Stewardship ALT Team have announced The Generosity Project. A bookmark announcing it was distributed to all attendees at the Biennial Mission Summit in their registration packets. Applications are being received for the pilot program. The ALT Team is excited about this experiment and what it will yield. Thanks to Stacy's leadership and team.

The Mission Resource Development Office continues to receive requests for resources. During Al's transition, PBA asked him to provide a Stewardship workshop at one of their churches and ABCCONN asked him to provide a workshop on United Mission and Stewardship/mission event. These regional contacts provide a rich opportunity to engage regions at a very fundamental level of their mission and ministry.

Matthew 25 Grant applications were due September 1. The Discernment Team will meet at the end of September to award grants. In the future, there is a call from the anonymous donor to focus Matthew 25 Grants on children, orphans and families in poverty. Thanks again to Tina for her leadership on this initiative.

ABC Identity group met during the board meetings and discussed telling the American Baptist Story. How can we connect ministries we are involved with and work that we are doing to our focus statement? (Discipleship transformation, Healing of the world, etc.) - How can we develop stories and narratives to help potential supporters? Group members discussed their American Baptist identity, and how their stories and other stories can be shared with the larger constituency of American Baptists. The group also discussed United Mission, the United Mission is the Vehicle emphasis, and considered new/updated strategy for United Mission. Thanks to Bridget for her contributions and support of this group.

The 2017-2018 ABC Directory and Planning Calendar is in process. This should be ready to be posted on the ABCUSA website by the end of September.

The United Mission is the Vehicle emphasis will continue through 2017. The General Secretary has decided to continue the work that MRD started to offer customized individual bulletin inserts to all regions. Building encouraging service relationships with Executive Ministers needs to be actively cultivated by providing resources that help regions to increase their financial capacity by telling their mission story.

MRD staff have begun to review our storage areas at the Mission Center. We began to clean/downsize/retain all of the items in preparation for the move in 2018. Thanks to MRD staff for their careful attention.

Thank you to the BGM and to Interim General Secretary for the privilege of serving in this mission capacity. I am impressed by MRD's fine staff and the staff of the Office of the General Secretary. Without their ministry, I would have been unable to competently serve.

N.B. Over the past 13 months, I have come to understand that the MRD Office is a strategically critical resource of the ABCUSA. It is a tool rightly wielded that can be used to build cooperation and collaboration among mission partners. The MRD Office can be used to renew our budget covenant. The budget covenant suffers because of inattention and lack of leadership. However, it remains a core document valued among covenant partners.

September - October 2017 Updates

Thirty-eight Matthew 25 Grants ranging from \$500 to \$2,100 were awarded by the Discernment Team in September. Grant checks were mailed in October to these churches in 20 different regions. Thanks to two recent contributions, the current balance of the Matthew 25 Grant account is \$68,000.

MRD staff have started to develop a new United Mission resource that we hope to send to all churches. This brochure will answer the question "What is United Mission?" and provide information on how United Mission is part of our ABC identity.

NOVEMBER 2017



A mission-focused, value-driven strategic Human Resource Management service made available from The American Baptist Home Mission Societies for American Baptist regional and national organizations. We are committed to deliver excellent HR services

grounded in American Baptist values and mission.

Since the June 2017 report, we continued to provide ongoing HR services to employees by supporting their salary and benefits needs. These past months have been heavily focused on a variety of staff transitions and searches as well as preparing for the open enrollment process for healthcare benefits.

With respect to healthcare, we made significant changes to ensure compliance with regulatory agencies. We facilitated the transition to new carriers for both the vision and dental plans to provide enhanced services to eligible employees. We did shift to a different carrier for the administration of Health Savings Accounts, Flexible Spending Accounts and COBRA. We successfully completed open enrollment, and HSAs and FSAs options will become effective 1/1/18.

In addition to the routine day-to-day HR services, we are positioned to complete the search process for key positions in both OGS and ABWMinistries. Also, we have provided strategic staffing consultations to address key needs of the AB Computer Center and OGS, particularly in light of staff retirements and other changes and transitions.

During the administration of the Interim General Secretary, we began a comprehensive review of position descriptions. This process was, understandably, placed on hold awaiting the arrival of the new General Secretary. In anticipation of reviewing position descriptions, we have been in conversation with the GS in order to best align the ABCUSA/OGS staffing model. It is anticipated that updated position descriptions will be completed in early 2018.

Training and development continue to be areas of need. Training ought not be limited to the initial orientation received when starting a new job or position. A well-defined and strategically implemented training and development initiative allows an organization to support its employees by strengthening existing skills and abilities, while developing new competencies. Such a training and development initiative also helps to build employee confidence, increase satisfaction and ultimately improve overall performance. All of these are win-win scenarios for individual employees, teams and the organization as a whole. Developing and implementing a training and development strategy for ABCUSA employees at all levels and functions will be a staffing priority for 2018.

Respectfully submitted,

Laura Miraz, Ph.D., SPHR, SHRM-CSP
Human Resources Executive

AMERICAN BAPTIST WOMEN IN MINISTRY & TRANSITION MINISTRIES

ABWIM

Vision: ABWIM seeks the full participation and full partnership of men and women in ministry in which both women and men are able to fully utilize their God-given gifts and fully live out their God-given call.

Some Highlights:

- **The first ever ABWIM Annual Appeal** was launched this year with the support of a gifted Annual Appeal Steering Committee and the guidance of Development Director Ken Marsenburg, and is in the final stages of being wrapped up. The initial goal was reached. Pledges are coming in, and the challenge goal is within sight! Thanks to all who participated in this important endeavor!
- **Breaking Barriers, Building Bridges,”** This initiative designed in partnership with AB Women’s Ministries continues. Initially funded through a Palmer Grant, it continues to grow. The most recent trip expanded creative collaboration with International Ministries (Zofia Drips) and ABHMS (Rev. Rothangliani Chhange). This project seeks to break barriers that deny, diminish, and denigrate women and religious minorities and the image of God which we each bear. This project invites the coming together of groups that have been marginalized or denied place in the power structure of society, and strives to bring previously disparate people together.
- **New Palmer Grant!** ABWIM in partnership with AB Women’s Ministries was awarded a Palmer grant towards a planning process to celebrate the rich legacy of women in ministry and to work towards a future where all God’s people—men and women—can fully live out their call to discipleship. The culmination of the planning process will be a denomination-wide celebration in 2020, marking the 40th anniversary of the birth of the Women in Ministry Project from the first Women in Ministry conference in 1980. Watch for future details!!!

Transition Ministries

The goal of Transition Ministries ABCUSA is to partner with regions in resourcing churches during times of transition in a way which enhances their ministry and empowers them to journey into the future as vibrant missional congregations.

Our mission is to provide intentional interim ministers who are adept and experienced in leading churches through transitions. These interim pastors guide the congregation on a journey which involves celebrating their history, clarifying their identity, articulating their mission, and moving into a fruitful future.

This ministry resource continues to develop from what was formerly Interim Ministries, especially in partnering with the Center for Congregational Health to offer high quality, standard training for intentional interims. As part of this partnership, Rev. Dr. Larry Swain is serving on a volunteer basis as the Transition Ministries Training Coordinator. Trainings have been offered in a number of regions. If your region would like to host a training, please contact me.

In times of transition unique resources are needed. **Transition Ministries ABCUSA** serves as the hands and feet of Christ, connecting with regions and congregations in ways that move mission and ministry forward.

In both of these ministry resource areas –ABWIM and Transition Ministries—I am thankful for the wisdom, guidance and support of our new General Secretary, Rev. Dr. Lee Spitzer, the ABCUSA Leadership Team, the ABWIM Advisory Team and the Board of General Ministries—without whom none of this could happen. Thank-you!

--Patricia P. Hernandez, National Director ABWIM and Transition Ministries



BGM and DAT – Department of Development (DOD) Report October 30, 2017

Department of Development Office (DOD)

Skeletal Report: January 1, 2017 to September 30, 2017

Summary Highlights: \$283,782 Raised in Pledges/Gifts

Responsibilities: MG Prospect Identification/Research/Development/Cultivation/Solicitation; Development Advisory Team (DAT) Resourcing; *Transformed by the Spirit*; General Secretary's Circle; Enhancement of Plan Giving Opportunities; ABWIM ACCESS; 2017 Biennial Mission Summit; Department/Office Administration; Generosity Project (Stewardship meetings & presentations); Select Regional UM presentations - CBA, PBA, ABC Ohio, ABC Connecticut; other duties as assigned.

GENERAL HIGHLIGHTS & ACTION STEPS

- **Funds Raised (2017 Goal - \$288,000):** **\$283,782**
 - General Secretary's Circles \$ 3,400
 - *Transformed by the Spirit (TbyS)* \$ 2,050
 - Charitable Trusts (ABF – Asian Caucus) \$104,000
 - Other Targeted Giving (ABWIM - 2017) \$ 39,255
 - ABC Targeted Giving \$ 1,292
 - 2017 Biennial Mission Summit (Ads, Booths, Sponsors) \$133,785
 - *Excludes Baugh 3 yr. \$150,000 ABCUSA Intern/Fellow Grant verbal confirmation*
- **Total Inaugural ABWIM ACCESS 2016-2017 Results from Inception as of September 30th:**
 - Total Raised (excludes \$10,000 pledge towards 2018) \$79,600
 - # of Donors/Gifts 106
 - # of Annual Appeal Major Gifts (\$1,000+) 37
 - Avg. Pledge/Gift \$751
 - % of \$50k Goal Achieved 159%
 - Total Prospects Pending (Considering) 115
 - Total Prospect Refusals 11
- Cultivate & solicit top individual prospects (select churches);
- Research/ Review/Evaluate Top Individual Prospects (\$5k-\$10k+ Ability) with Biennial List;
- Contact Known and Prospective Major Donors (includes 1st Williamsport PA & Asian Alliance);
- Participate in ABWIM Conference Calls & William T. McKee Consultation Planning Committee;
- Coordinate and Prepare 2016/2017 Marketing and Operational Resources;
- Send Year-end 2016 Donor Letters and General Acknowledgement/Recognition/Follow-up;
- Attend sundry meetings - ABCUSA, Partner and Affiliate (ABF, Generosity Project, Hampton, etc.);
- Continue review of DOD internal controls, checks & balances as well as database reporting metrics;
- Facilitate Development Advisory Team Meetings (Strategy, Logistics, Prospecting, etc.);
- Plan & Prepare ABCUSA Year-end Pledge Drive (November – December);
- Plan and develop 2017 Biennial branding resources (ad, sponsors, exhibitors, boosters, etc.);
- Continue development of sundry strategic fundraising plans & procedures (matching gifts);
- Collaborate with partners on CBCUSA transfer of reserve funds to ABCUSA for investment (\$500k);
- Attend initial meetings with new General Secretary (reinforce GS priorities); and
- Draft for DAT & GS Review All Giving Circles (GS Circles) & Planned Giving Resource.

Report on American Baptist Women's Ministries for the Board of General Ministries

AB Women's Ministries' executive committee met at Valley Forge in mid-October, minus an officer from Puerto Rico whose attendance was derailed by the aftermath of destruction wrecked on Puerto Rico by Hurricane María. Concern and prayers for Ministerios de Mujeres Bautistas de Puerto Rico—our ABWM region partner—throughout our days of meetings prompted the committee to determine to provide support to the region women's organization to fund its 2018 budget. Donations to ABWM's Women and Girls Mission Fund, marked for "ABWM Puerto Rico" will help cover expenses for the Puerto Rico region women's board to meet throughout 2018, for continuance of events in Puerto Rico for Baptist women and girls, and for the region women's president to be present at the national ABWM board meeting table and national women's conference event in July 2018, in Elgin, Illinois.

2018 national events planned for all generations of AB women and girls from middle school age and older include a conference celebrating relationships and giftedness among God's Beloved Community (July 19-22, on the campus of Judson University, Elgin, Illinois), and a spiritual and personal wellness retreat for women and girls (September 28-30, at Canonicus Camp & Conference Center, Exeter, Rhode Island). Also being planned for 2018 are online leadership training "events" focusing on personal development and life skills, as well as webinars on topics of expressed interest.

ABWM's search committee chaired by ABWM's national president, Rev. Angel Sullivan, is nearing the completion of its task to select from a pool of applicants, and extend a call before the end of December to the next executive director of American Baptist Women's Ministries. Virginia Holmstrom, who has led the organization as executive director since 2001, will retire on March 1, 2018.

Rev. Angel L. Sullivan, President
Virginia R. Holmstrom, Executive Director



AMERICAN BAPTIST MEN-USA

**Post Office Box 1019
Parkersburg, West Virginia 26102
www.ABMen.org**

2017 has been another busy year for the ministries of ABMen with the following representing just a few of the highlights of our many activities:

JANUARY: ABMen Disaster Relief Ministry efforts continued in Baton Rouge, LA; ABMen Disaster Relief Teams begin their Ministry efforts in Sellers, SC following a November 2016 joint meeting between Kenna "Lucky" Ray, Executive Director of ABMen, Mayor of Sellers, SC, Vicki Goff of ABHMS and Dr. James Harrison, Executive Minister of ABCOTS to discuss Disaster Relief strategies for the community of Sellers, SC;

FEBRUARY: ABMen Disaster Relief Ministry continued in Sellers, SC;

MARCH: ABMen participated in the Baptist World Alliance meeting in Falls Church, VA; Held ABMen Executive Committee meetings at Bethel Baptist Church in South Charleston, WV; ABMen Disaster Relief Ministry continued in Sellers, SC;

APRIL: ABMen Disaster Relief Ministry continued in Sellers, SC; hosted ABMen Spring Mission Work Party at Green Lake Conference Center, Green Lake WI;

MAY: ABMen Disaster Relief Ministry continued in Sellers, SC;

JUNE: ABMen Disaster Relief Ministry Teams traveled to Bacone College in Muskogee, OK in response to storm damaged student housing;

JUNE/JULY: ABMen Disaster Relief Teams traveled to Rainelle, WV in response to "100 year flood"; ABMen National Disaster Relief Coordinator Jack Cobb provides leadership during ABHMS Mission Trip to Bacone College in Muskogee, OK; ABMen President and Executive Director participated in the ABC-USA Mission Summit in Portland, OR;

AUGUST: ABMen Disaster Relief Ministry Teams continued their work in Rainelle, WV and Sellers, SC; ABMen-USA hosts its Annual National Men's Conference at Camp Arrah Wana at Welches, OR; ABMen-USA Executive Board approve planning for a ABMen-USA supported Mission Trip to Nicaragua for November, 2018; The Board also approved a joint effort with Green Lake Conference Center to assist in demolition and remodeling certain facilities at the Conference Center; and the Board announced its **2018 Annual ABMen National Men's Conference will be held September 7-9, 2018 at the Green Lake Conference Center, Green Lake, WI;**

SEPTEMBER: Hosted ABMen Fall Mission Work Party at Green Lake Conference Center, Green Lake WI; ABM Disaster Relief Ministry Teams continued work in Sellers, SC, Rainelle, WV and the community of One Hundred, WV; ABM Disaster Relief Ministry Teams began working in Lake Charles, LA and Houston, TX after Hurricane Harvey and Hurricane Irma;

OCTOBER: Held ABMen Executive Committee meetings at Bethel Baptist Church, South Charleston, WV; ABMen Disaster Relief Ministry Teams continued in Lake Charles, LA, Houston, TX and One Hundred, WV; ABMen sponsored its Laity Sunday (2nd Sunday of October) which was celebrated in Churches throughout the USA;

NOVEMBER: ABMen Disaster Relief Ministry Teams will continue in Lake Charles, LA and Houston, TX.

Striving to be the hands and feet of Jesus,

Submitted by,

Kenna "Lucky" Ray
Executive Director

***Serving more through your Support - Become a ABMen Key Campaign Contributor
or contribute to our ABMen Faithful Servant Endowment Fund -www.ABMen.org***

Report of the Ministers Council

We hope this information reaches you in good health and spirit. Per your request, we submit a brief summary of what's in-store for the Minister's Council. As you know, we have experienced financial challenges and major staff transition over the last year. The financial challenges have been as result of granting sources ceasing to provide funding, and a history of drawing on our endowment to meet expenses. Even with increased or sustained membership dues, we are faced with how to structure the MC going forward so that we "live within our means." Under the current structure there is a Board of Governors (BOG) which manages the entire organization in partnership with an Executive Director and Region Representatives (formerly Senators). The Region Representatives serve as the larger governing team. They also meet monthly on Ministries Team Conference Calls to keep each region engaged and supported year round.

Unfortunately, our Executive Director, Rev. Dr. Debora Jackson, resigned earlier this year. Hence, the BOG contracted with us to serve as a part-time Interim Management Team. Since we were on the BOG they felt us serving in these roles would provide continuity and stability in order to continue to meet the needs of our constituents through the Mission Summit. After the Mission Summit, the BOG reduced our roles and responsibility to work through November 30th. The office will be closed while they move and search for permanent part-time employees to operate administratively.

Based on the Mission Summit Annual Meeting feedback, the BOG is working on a new proposal to form something that is beneficial to the continued legacy of collegiality and sustaining pastoral excellence among our Pastors. To summarize, the current plan is to continue events and programming while hiring new part-time and volunteer staff to work with the BOG and Region Representatives. Supporting Pastors is what we do in various forms and we plan to continue that moving forward.

Sincerely,

Rev Jabulani McCalister, LMSW, MDIV
Interim Operations Manager
The Ministers Council, ABCUSA



Rainbow Acres Report

Warmest Greeting from the Ranchers and Employees of Rainbow Acres. At the end of October, we were busy with our Annual Legacy Luncheon with guest keynote speaker, Dr. Jeffrey Haggray of ABHMS and Families and Friends Weekend. The Ranchers had so much fun they still have smiles on their faces.

The Apostle Paul wrote to the Christians in Galatia, "Bear one another's burdens and in so doing you fulfill the law of Christ! The law of "love one another!" Our neighbors the Yavapai-Apache have "a burden basket" to carry the essentials of daily life. It is interpreted best in the bronze statue (of a man carrying his wife who could not walk on the removal from their home in the Verde Valley to Fort McDowell) in front of their Cultural Center and Museum.

The Ranchers lead Rainbow Acres in "bearing one another's burdens," when Greg Alper stated that we need to do something for "those people effected by Hurricane Harvey!" Chef April, sweetened the effort by serving Strawberry Shortcake for everyone who participated in the fundraiser and they were able to raise \$165 dollars that were sent through One Great Hour of Sharing. They also led the way on the annual Alzheimer's Walk that raised over \$700 dollar.

"Bearing one another's burdens," is part of the character and the values held by many of the staff at Rainbow, especially among Caregivers during health emergencies among the Ranchers and scheduling Caregivers their two week work cycles. Employees from every department contributed to the success of Northern Arizona Special Olympics Bocce Tournament held on September 30th.

In 2017, we have welcomed three new full time Ranchers, three part-time Ranchers and two-respite stay Ranchers.

All across the Ranch, employees in every area of operations are making valiant attempts "to do more with less." The majority of employees are working hard and want to do their best! The most challenging part is trying to discern the appropriate priorities.

A *major* new challenge we are experiencing is the recruitment, training and retention of Caregivers up to the task of keeping Rainbow's commitment.

This problem is related to the state's new minimum wage of \$10.50 an hour as of January 2018. While Rainbow was ahead of the curve up to this point by providing that level of salary to starting Caregivers, the new minimum wage has effectively wiped out our competitive advantage in our recruitment efforts to find effective, caring staff. We now are competing head to head with other agencies who also are looking for those rare individuals who dedicate themselves to the service of others.

We need to pay higher salaries to recruit and retain the front-line employees who deliver Rainbow's services and programs for Ranchers, and we have to find the funds to make that happen. We stretch every dollar in the operating budget to provide loving, compassionate services to the Ranchers who call Rainbow their home. At the same time, we need the resources to pay our primary service providers an equitable wage.

The "caring community" of Rainbow Acres is rooted in Baptist principles and core values of the American Baptist Churches, USA. Rainbow is actively involved in strengthening the Arizona Association of ABCOFLASH and strengthening ties between ABHMS and Native American Congregations of Northern Arizona. The ABC Family makes incredible contributions every year to Rainbow Acres through volunteer mission teams, Offerings for Ministry support, Ranchers referrals, and Board of Trustee leadership. We are deeply grateful for these relationships, continuing involvement and support of the American Baptist Family.

For the Ranchers,