

Congregational Safety Assessment Report and Recommendations for Unitarian-Universalist Church of Urbana-Champaign (UUCUC)

By Good Havens: Safer Places

December 22, 2022

Report Outline:

- A. List of deliverables as outlined in proposal dated 9/9/22.
 - B. Methods of Assessment
 - C. Brief Demographic Information and Description
 - D. Assessment and Observations of:
 - 1. Physical plant/structures and assessed concerns and issues
 - 2. External Threats (by persons outside of UUCUC community)
 - 3. Internal Threats (by persons who are part of UUCUC or known to UUCUC)
 - E. Strengths and Vulnerabilities
 - F. Some Best Practices to Improve Threat Assessment and Mitigation
 - G. Recommendations and Interventions
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- A. List of Deliverables from Proposal
 - 1. A written list of recommendations to consider for safety protocols, and possible physical plant, alarm & safety systems.
 - 2. Zoom consultation with identified staff to review recs (1 hr.)—this was modified so that the consultation would be presented in the board study session on Tuesday, January 10, 2023.
 - B. Methods of Assessment
 - 1. Conversation with Board Chair and Treasurer about the scope of this assessment, timeline gathering information and deliverables (10/3/22)
 - 2. Review of the following documents/materials:
 - a. Floor Plans
 - b. UUCUC Emergency Plan DRAFT (dated 3/31/2018)
 - c. Safe Congregation Policies and Procedures for Supervision of Children and Youth (revisions approved on 6/9/2015)
 - d. Rental Policy, v. 2, (dated 10/13/22)
 - e. Descriptions of Hospitality Tasks for the UU Church of Urbana-Champaign (dated 3/26/19)
 - f. Recorded Virtual Tour of facilities previously made
 - 3. Virtual tour with Facilities Manager (Tim Voelker), Facilities Committee Member (Jerry Cardin), Business Administrator (Brian Franklin).
 - 4. Interview with Staff Group on 10/20/22 including: Karen Bush (KB), Sally Fritsche, Tim Voelker, Erin Preslar, Avalon Ruby, Natalie Danner

5. Individual interviews with: Jamie Jones (Office Assistant, 11/1/22), Sally Fritsche (Assoc Minister for Congregational Life, 11/1/22), KB (Interim Lead Minister, 11/2/22), Peggy Patton (Hospitality Team Lead, 11/10/22)
6. Brief email from Board Chair about security camera policy that was added for food pantry.

C. Brief Demographic Information and Description

UUCUC is a Unitarian Universalist Church at 309 W. Green St. in Urbana, Illinois. The building and primary parking lot are at the southeast corner of the intersection of West Green St and South Birch Streets. The congregation also has an agreement with a local hair salon that permits congregants to park in the salon lot on Sunday mornings, which is the northwest corner of the same intersection.

Since July 2022, the average in-person attendance for Sunday morning worship services has been 69 people (range 50-78 people). There is substantial participation online via the YouTube channel with an average of 65 Unique Viewers (range 58-74). While the in-person attendance was at its highest in August, it is assumed that there may be some continuing small increase in in-person attendance in the coming months, as the dangers and prevalence of COVID-19 continue to decrease. That being said, the church intends to continue with the YouTube recordings so that persons can participate in worship from at a distance and at different times than the Sunday morning worship service.

The church facility consists of one building that has two parts joined by a foyer. Each of the two parts have a lower level and main level. The joining foyer is also two levels. The two primary entrances open into the foyer on the main level. One is the entrance/exit from a paved walk from West Green St. The second is the entrance/exit from a paved walk from the parking lot. The Main Level consists of the Sanctuary, the foyer and vestibules for entrances/exits, the Fellowship Hall, bathrooms and several classrooms, meeting rooms, offices and the kitchen. The Lower Level consists of the "Children's Chapel," several classrooms, several storage areas, the foyer, and a partial kitchen and bathroom that is used for temporary housing for persons who are homeless or refugees. There is an elevator that is used to access both levels.

The reader is referred to floor plans and the Facilities Manager for more information about entrances/exits, the layout, utilities, safety and security systems. A detailed analysis of fire HVAC and physical plant safety as well as building codes and regulations is beyond the scope of this assessment.

The congregation employs 12 staff members; this includes a Business Administrator, Facilities Manager, a Religious Education Director, an Interim Minister, an Associate Minister, an Office Assistant, an Audio-Visual Technician, a Choir Director, an Accompanist, a Sunday Coordinator of REE, and two part-time Childcare staff. All together the staffing level is at 6.125 full-time equivalents.

D. Assessment and Observations

1. Physical plant/structures and assessed concerns and issues

1. Codes and Entry into the building. The church is generally locked throughout the week except on Sunday mornings. At times other than Sunday mornings (i.e., “off hours”, staff and congregants may enter the building by using a code given to them when they have an identified need to be in the building at “off hours”. The decision to give someone a code is made by the Facilities Manager, usually after a staff person or another congregant or volunteer requests that they receive a code. One of the positive aspects of this system is that the code can be programmed to permit entry only at the times that are expected for that person to be entering the building. For example, the OWL teacher’s code would allow entry in a limited time window on Sunday late afternoons, during the time that the OWL class meets. At other times, putting in their code would not permit entry. The Facilities Manager is able to review the history of who has used their code. Viewing this history is possible on a computer or phone.

When a person leaves the building, there is no record that they have left the building. Thus, at any point in time, it is possible to know who entered the building, but it is not possible to know who is still in the building. This system of recording entry, but not exit, is fairly typical of security systems. (This is for fire safety reasons; it is not best practice to require persons to enter a code to leave a building. A door cannot be locked and require a code to leave. If the door is unlocked from the inside, it is fairly common for people to forget to enter a code as they leave. Thus, the security system is only as helpful and accurate as the humans who enter codes as they leave.)

At present, there are over 300 people who have entry codes. This number is likely so high because of years of accumulation of codes being approved, but not removed for people who are not active in the role they were initially approved for. In addition, the COVID-19 pandemic changed how much and when people can to the church building. The codes for each person are based on the last four digits of their phone number.

2. Lighting. There are two safety lights in the main parking lot; one is close to the south entrance/exit. The property has trees, bushes and green space that are not well-lit. Some staff expressed that they parking lot is not lit well-enough at night and that it is difficult to see people or safety concerns in the areas beyond the parking lot.

The motion-sensor lights that are installed under the overhang on both sides of the Fellowship Hall section of the building are currently turned off because they were too sensitive and were turning on during the day.

3. Sight lines of main entries/exits. The church office has a video feed of the entries/exits. This allows the Business Administrator to know who is at these entries/exits when the doors are locked. When someone is standing in the Mail Level Foyer, it is possible to see who is at either the south or north entrance/exit. However, the glass doors mean that this person standing on that level is visible and exposed. When someone is on the Lower Level Foyer, there is very limited sight line to the entries and exits, so that it is difficult to know who is at the entrances.
 4. Panic buttons. There is a history of having panic buttons that could be carried and used by persons when they are working in isolated areas of the building. At the time of the assessment, no one knew where the panic buttons were, but it appears they were mobile buttons that a staff person could carry with them. The evaluator didn't know whether these were sound-based alarms, whether they had a silent alarm mode or if the alarm could be cancelled. While panic buttons can provide some limited means of alerting others that someone is in danger in the building, there are significant limitations to them (especially older models). They depend on staff carrying them with them and returning them when they are finished. Thus, they are easily lost. They are often only designed to alert people in close vicinity and are not linked to a remote alarm system.
2. External Threats (by persons outside of UUCUC community)
 - a. Persons using the overhangs for shelter. The SLT reported that occasionally a person experiencing homelessness will shelter and sleep under the overhangs, especially the overhang that is in front of the building along Green St where the space is obscured to people walking on the street and staff don't see it as often when they come and go from the building. When someone is seen under the overhangs, staff or congregants informally inform SLT. The Facilities Manager and Business Administrator have shouldered the burden of talking with the persons and asking them to leave if their behavior is inappropriate or illegal. Members of SLT said that they are not opposed to persons using this space to sleep, but when they engage in drinking, smoking or other disruptive behaviors while sleeping under the overhang, this is problematic and should be prevented or stopped. There appears to be some ambiguity about whether sleeping is allowed and under what conditions it is not, and who is responsible to talk with and manage those who are sleeping there.
 - b. Other disruptive or threatening approaches of persons in the community. No one mentioned disruptive phone calls, approaches to the building, or social media communications that were concerning or threatening. The chair of the hospitality Team said she is aware of only a handful of times in their seven years of the current structure in which a person has had some problematic or disruptive behavior, usually during the fellowship hour after the worship service. She said that the snacks served sometimes draw persons into church and their behaviors or their motivations for being there are not always clear. She said that

if there is some disruptive behavior, one of the team reaches out to one of the ministers, paid staff, or a church leader for assistance. While the AV Technician monitors the YouTube chat and webpages, she indicated that there have not been inappropriate or disruptive conversations on these platforms.

Staff said that they are aware that some of the congregation's positions on race, women's rights, and immigration may put them at odds with some people in Champaign County. Thus, they have some concern that the congregation may become a target of violence due to politics. No staff mentioned recent messages, threats or harassment related to these issues.

During the assessment period, the congregation started a food pantry. This new addition created some concerns about safety and SLT took leadership in creating a policy on security cameras for monitoring the food pantry. The policy has been approved by the board and there will be communication to the congregation about the policy (and practices) to the congregation in the near future.

3. Internal Threats (by persons who are part of UUCUC or known to UUCUC)
 - a. Safe church practices. UUCUC has safe church practices that included screening of volunteers, background checks of volunteers, training of volunteers, and sufficient policies and procedures for safety of children, elderly and disabled people. Because of changes in church routines because of the pandemic, the congregation is re-entering and renewing some of the procedures that were not as relevant in virtual worship and education.
 - b. Internal conflicts and/or disruptive behaviors by congregants. No one during the assessment interviews indicated internal conflicts or problems with disruptive behaviors by congregants. SLT understands one of their roles is to attend to such tensions and conflicts and work to hear out the issues and reduce conflict when possible. On a related note, the Mediation Committee was recently discontinued from UUCUC's bylaws, and there is currently a Taskforce exploring the need for mediation capacity and education. Additionally, the denomination has found that mediation committees are underutilized within congregations. The denomination considering moving toward the developing a regional, virtual resource for mediation.

E. Strengths and Vulnerabilities

1. Strengths

UUCUC is to be commended for its awareness of safety and security in several areas of church life. There are several safety policies and procedures in place or started:

- A strong set of policies and procedures for the safety of children and vulnerable members in the congregation.
- UUCUC has had a long-standing mediation resource, though it has rarely been needed.

- The SLT is aware and expressed some concerns about safety and security, acknowledging how UUCUC may be a target for external persons who disagree with some of the stances and actions in the community. While staff have some concerns, their concerns are not out of proportion to the potential threats.
- The staff and volunteers involved with facilities also have awareness of the importance of safety. About three years ago, a draft of an Emergency Plan was developed. It includes a section on procedures for an intruder or armed assailant. It also includes a Threat and Bomb Threat Checklist.
- The Hospitality Teams are focused on helping people learn to know the congregation and people in the congregation. This is a critical role in helping people feel like they have a place to belong in the church. This role reduces the risk of threat and violence in a congregation.
- Staff had a realistic understanding that threat and violence may happen in a church, even though we want to believe that everyone is there for good reasons.
- Staff and volunteers demonstrated an openness to learning how they can be part of helping the church be a safe place for everyone.
- Finally, the board approved doing a safety and security consultation. Members of the board were aware of some of the staff concerns and the socio-political milieu in their community.

2. Vulnerabilities

Several areas present as possible vulnerabilities in safety:

1. Paid staff maintain work calendars and hours that are known to at least some of the other staff. There is a facilities-use calendar as well. However, it is not clear that the members of SLT have sufficient information on when staff is working and where. Because staff work is done in the church building, in community settings and from home (usually online), it is important for safety and crisis management, that this info is accessible to SLT members (perhaps all paid staff) at all times.
2. Knowledge of who is in the building at any one time is a matter of informal communication. The entry codes are the only way to know who may be in the building at any one time. Given that there are no panic buttons, there is no procedure for a person in the basement to communicate an unsafe situation to persons on the first floor.
3. There is not a routinized standing review of safety and security concerns in SLT meetings or staff meetings. This puts the onus on staff to talk about them. In addition, this may mean that the follow-through or resolution of concerns may be minimized or overlooked.
4. The congregation's and staff response to persons who sleep under the overhang is ambiguous, and likely, ambivalent.
5. The parking lot and surrounding bushes and trees are somewhat dark, especially during the winter months. When one considers sunset times during Standard Time in the year, during the months of November and December, sunset is between 4:30 and 5 p.m. After the new year, sunset slowly moves toward almost 6 pm until Day Light Saving Time starts. Practically what this means is that during the months of

November and December, some of the busiest months of the church year with volunteers putting in more time, the church parking lot is darker than any other time of year.

6. There is little routine communication to congregational participants about mutual respect and healthy relationships, especially as it relates to safety and security. (The Safe Church policies and practices are the exception to this.)

F. Some Best Practices in the area of Threat Assessment and Management to Improve Safety and Mitigate Risks

1. The responsibility of a congregation's safety and security is held by all the people who participate in the church. It is not helpful for congregants to say to themselves or others, "oh, safety is the responsibility of the REE staff or the Facilities Manager." Each person plays a role in keeping the church safe and reporting when something may be unsafe or threatening. This is similar to the commitment that each person plays a role in demonstrating mutual respect and care for people in the congregation. It is best practice when the culture and practices of staff, congregants, and friends demonstrate commitment to shared responsibility.
2. The primary work in threat assessment and management is the monitoring of concerns and addressing concerns and persons of concern before violence starts. Our resources and energy are best focused on the prevention of violence; emergency procedures for violent situations are important, but the greatest energy and resources are best spent in prevention.
3. It is considered best practice to have a group of people designated at the Threat Assessment Management Team (TAMT) who receive information of concern, triage the level of concern, decide on the need for further information and assessment, decide how to respond to possible threat of violence and how to manage on-going concerns. (How to develop and maintain an on-going TAMT is beyond the scope of this assessment. The evaluator can provide resources and consultation upon request.)
4. In Threat Assessment and Management, it is best practice to make sure all concerns are communicated and that this communication is "pushed up" to the Threat Assessment Team that can triage the concern. It is extremely rare when a person who may be moving toward violence shares their thoughts, plans and behaves so that one person has enough information to understand there is reason to be concerned about violence. Most common is for several people to individually witness behaviors or hear information that a person may be moving toward violence. Here is an example to illustrate this point:
 - The church administrative assistant answers a phone call in which an unknown person asks to speak to the REE director, but doesn't leave a message and hangs up abruptly when the REE director isn't available.

- A parent sees an unknown man sitting in a car in the parking lot on Sunday afternoon during the time of RE classes for middle school and high school. As the high schoolers leave, she sees Sara wave at the person in the car, goes over and chats with him, and then gets in another car with two other kids and they drive out of the parking lot. The parent knows there was a plan to go to Custard Cup after RE class. The unknown man sitting in the car is still parked in the lot when the parent leaves with her own child.
- A different parent tells the high school RE teacher about a tough conversation she had with her brother who objects to churches talking about sexuality, sexual orientation, gender, and gender identity. The brother said that teaching about these topics should happen only at home, “that school and church have no place in talking to kids about trans stuff.”

None of these bullet points by themselves raise clear concern about threat of violence. If all three were known by the Threat Assessment Team, the team may have some concern, though not enough information is known to assess if there is a risk of violence. The prudent step if all three pieces were known to the TAMT is to discuss and decide if more inquiry is appropriate and merited.

G. Recommendations and Interventions to improve and increase safety and security

1. Communication

- a. Because of the high number of part-time staff whose working hours often do not overlap with Senior Leadership staff, it is recommended that the orientation and on-boarding process of all new staff include a walk-thru with the Facilities Manager. This walk-thru should include orientation to light switches, exits, fire exits, fire procedures (during worship and during the week), tornado procedures, shelter-in-place procedures (during worship and during the week), and procedures for seeking help when in the building or when working in the community. It is recommended a similar walk-thru happen as soon as possible with existing staff. (It may be helpful for walk-thrus to happen when it is dark so that the staff person will have exposure and practice in finding light switches and navigating the interior and exterior spaces in the dark.)
- b. At every landline phone in the building, post a list of emergency numbers (e.g., fire, police, facilities manager). Determine and list who should be the first person called if staff or congregants do not feel safe in the building because of a known or unknown threat (e.g., there is an unknown person in the building, a person is yelling in the parking lot, there is an emerging interpersonal conflict).
- c. Increase information between staff on who is working when and where. This is easily improved by creating an electronic shared calendar (google calendar or Outlook Calendar can accomplish this) for all paid staff. Each entry should have the event and location of the entry. Thus, members of the SLT can see at any time where a staff person is doing their work and who they may be

- with. If confidentiality is needed, use initials or abbreviations for persons/events. It is best practice to not hide or obscure the place a staff person is working, so that they can be located in an emergent situation.
- d. The AV Technician's and Business Administrator's job description should include the online monitoring of social media platforms, as those are places where there can be initial indications of threat or persons of concern. SLT should develop guidelines for this monitoring, and what level of concern is communicated in the weekly review of Safety concerns at staff meeting.
 - e. Increase communication between staff about disruptive events and people and potential threats. Make safety concerns, disruptive events, difficult conversations, etc. a standing item in supervision meetings and team meetings. Make a running Google Doc on Safety, Security and Facility Issues. Staff enter a new issue whenever they encounter something (e.g., a person under the overhang, a tense, volatile conversation with a congregant, found a door unlocked, a recurring misuse of the food pantry that has led to difficult conversations between staff and community members). In each Senior Leadership Team meeting, the list is reviewed, the needed follow-up is assigned. Disposition or conclusion entered after issue is addressed. The lead pastor should evaluate which items to communicate to the Board Chair, erring on the side of communicating more than necessary. (It is important to note that the vast majority of the safety concerns, disruptive events or difficult conversations will be resolved easily, and may need little or no follow-up. This is expected and typical. However, the deliberate triage of new issues, review of previous issues, and potential review of repeating issues are critical to identifying the low-incidence but high impact threats of violence.)
 - f. Increase communication between congregants and Senior Leadership Team about disruptive events and people and potential threats. See recommendation for TAMT policies and procedures below.
 - g. Annual review with staff of safety procedures, emergency plans, code assignments, communication about safety concerns, and mutual respect expectations. There should be annual education of congregation members and friends on these same topics. Pick a month when safe church practices are reviewed and discussed throughout congregational activities in the month. There are several formats and events when this type of information and education can be reviewed: committee meetings, board study sessions, worship planning, worship services on Sunday mornings, RE classes for children and adults, annual staff trainings.
 - h. Members of the SLT should reach out to the Urbana Police department to introduce themselves, find out when the police want to be contacted or called, who to call, and to talk about the threat assessment and safety measures that UUCUC is putting in place. It may be helpful to have homeless service providers join the conversation to create some shared understanding

of how UUCUC will approach and interact with persons who are staying under the overhangs.

2. Physical structures and procedures

- a. Evaluate and Improve lighting at both main entrances so that entries and exits are well lit. It may be helpful to consider some more motion-sensor lighting in this area. It is also important to improve lighting in the parking spots near these entries/exits, so that it is easy for someone standing at the south entry/exit to see out into parking lot. Consider a consultation with a lighting specialist to improve lighting. Consult a landscaper to evaluate if there are economical ways to reduce dark and hidden areas in the green spaces beyond the parking lot that have less impact on the benefits of having green space around the church. Improving site lines in the green space may be as simple as pruning, thinning or removing some bushes or trees. The evaluator is not suggesting lighting equivalent to the lighting level in a football stadium, but evaluating for small changes that can substantially improve site lines and the church property so that persons can leave the building and see the parking lot and surrounding green space. In addition, the lighting needs to be in accordance with zoning regulations of the residential area.
- b. Do further lighting assessment of the overhang on both sides of the church. It may be that the motion-sensors on the installed lights could be adjusted so that they are activated for motion at dusk, dark and early morning. It may be better to move these lights to timers that turn on and stay on from dusk to dawn throughout the year. (This suggestion is made assuming that the church wants to discourage and mitigate persons sleeping under the overhang. See 3. Organizational policies, b. . . .sleep under the overhang.)
- c. Sight lines of the main entries/exits. Increase the accessibility of the video feed of the entry/exits. Consider adding other video feeds on the main floor and lower level so that persons who are in the church can see who is at the entry without having to go to the church office (and thus walk by the main entrances) to see who is at the entrance. It may be that improved sight lines can be accomplished with the use of angled mirrors or motion-sensor lighting. It may be helpful to have lights on in the main entrances, foyers and landings 24-hours a day. Regardless of method, the sight lines and lighting in the entries/exits should be adequate 24 hours a day.
- d. Consider designating (either formally or informally) parking spaces close to the south entry for persons who are coming and going when it is dark.

3. Organizational policies, procedures, practices

- a. Develop policy and procedures that (a) define the criteria for having an entry code to the church, (b) routinize the review of who has a code and whose codes should be rescinded because of lack of participation or inappropriate use of the building, (c) encourage regular and more frequent review of code

use (that is, entry into the building) for appropriate use of the building, (d) set codes to expire as a way to limit access to the building to people who only have a current reason to be in the building on off hours.

- b. Develop a policy on whether the church wants to allow persons to sleep under the overhang. To develop this will take some work at coming to consensus on the values and priorities of the congregation. Make a clear policy under what conditions are persons asked to leave, and designate the staff or volunteers who communicate with the people sleeping there. These persons should be empowered with resources and authority to have communications that are consistent with the church's policy and values. It is recommended that the topic of people sleeping under the overhang be a standing topic at weekly Safety Review in SLT meetings during the cold months of the year.
- c. Review of new security camera policy for food pantry. After 6 months of using the new policy for the food pantry, SLT and the pertinent church ministry should review to evaluate if the policy is addressing the earlier concerns and reducing risk of threat.
- d. Develop and use a sign-in sheet that includes name, arrival time, estimated departure time, and area/space they will be working. All staff and volunteers who are working in a space outside the staff office should sign in each time they arrive at the church. Newly arriving persons can know who is in the building by looking at the sign-in sheet. Staff and volunteers can be encouraged to let others know verbally they are in the building when they arrive. Having a column of estimated departure time gives at least some information about who may be in the building at any given moment. This is especially important in emergent situations when it needs to be determined who is in the building. This system promotes a sense of being responsible for each other in the shared space of the church building.
- e. Orientation of staff to the building and safety procedures. See G. Interventions, 1. Communication, a. above.
- f. Off-boarding procedures for staff when they leave a position with UUCUC. Ensure that all keys are collected, equipment (e.g., computer) is collected, and codes terminated on the final work day.
- g. Off-boarding of codes for congregants/friends. As noted earlier, there should be an annual review of who has codes, for what times and purposes. If someone with a code will no longer be participating (e.g., moving, ending their role in an activity), the codes should be rescinded promptly.
- h. Panic buttons. This safety measure is only helpful if it is accessible to staff and volunteers, and can be used responsibly, with the ability to cancel false alarms. The Facilities Manager along with the Senior Leadership Team can consider various options for panic buttons. Current technology includes installing this function through apps on cell phones. (Mobile panic button alarm systems are also still available, but are more likely to be lost.) To increase staff safety both on and off site, whatever technology is used, it is

recommended that it is something that staff can use when they are in the building or doing work in the community (e.g., meeting congregants in the community, attending a community meeting or function). Apps on cell phones lend themselves well to this because it can easily include the GPS function.

- i. Revise and improve the UUCUC Emergency Plan DRAFT. This plan can formalize the policies and procedures related to on-going threat assessment. It should include the recommendations made above in:
 - G. Recommendations in Interventions . . . 1. Communication
 - G. Recommendations in Interventions . . .3. Organizational policies, procedures, practices

The Emergency Plan should include creating a Threat Assessment & Management Team (TATM), the policies and procedures that guide reporting of concerns, triage of reports, assessment of concerns as needed, interventions to reduce the risk of violence as needed, and on-going management of persons of concern. The Emergency Plan should also include check-in procedures for staff when there is an emergent situation and they flee the church building.

At first blush, this recommendation can seem onerous to a church with a small number of staff hours and heavy reliance on volunteer's time and efforts. However, it is possible to design a set of policies and procedures that have minimal impact on daily operations provided staff and the congregation are committed to routinizing safety monitoring, assessment and management. In future consultation, the evaluator can provide UUCUC with templates of TATM policies and procedures used in other churches and non-profit organizations as well as training for staff.

The UUCUC has several areas of strength and demonstrates interest and commitment to congregational safety. It is to be commended that these things are already in place; there are many congregations who are not aware and willing to look at these concerns. The evaluation has included several recommendations to consider, including changes to physical plant, procedures and practices, and developing or revising some current policies. The board (with the congregation) will want to decide how to proceed with the recommendations. Many can be done using existing internal resources, others may include consultation with a content specialist (e.g., lighting expert). Good Havens is happy to continue working with the congregation on developing and maintaining a TAMT as well as doing training. Good Havens is also able to refer the board to other possible resources and consultants for a TAMT and training.

It has been a pleasure working with your congregation and staff. It is heartening to see your interest and commitment in this area. Feel free to contact me at trudygood@goodhavens.org if you have questions about the report or other issues.

Warm wishes to you in the new year.

A handwritten signature in blue ink on a light gray rectangular background. The signature reads "Trudy L. Good Ph.D." in a cursive script.

Trudy L. Good, Ph.D.
Director of Good Havens
22 December 2022