



FIRST PRESBYTERIAN
CHURCH OF SAN LEANDRO

Mission Study Report

FINAL REPORT

June 2024



Mission Study Report

First Presbyterian Church of San Leandro | 2024

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Acknowledgments & Thank You's

This report could not have been completed without the incredible support provided by others, especially those who allowed us to interview them and those who helped us write some of the chapters (**Val Watts, Bob Kraut, and Don Yee**).

We are grateful to the **Session members** for their confidence in the Mission Study Team and for the input provided by the church members.

We want to express our thanks to all those who shared their thoughts and dreams with us.

We are especially grateful for Transitional Pastor **Renée Rico** and Director of Christian Education **Lou Pennebaker** who inspired us, as well as **Susan Czolgosz** who was our CAT consultant.

Of course, **Emely Wendell**, our Administrative Manager, deserves special appreciation for all her clerical, technical, and graphic support.

Those who helped in the kitchen so that we could host the congregation meetings also deserve recognition (**Janine Kline** for preparing the food for the half-day retreat on 4/27/24 and **Tina Maier, Alta Young, and Loretta Botosh** for serving the donuts on 1/21/24).

We thank **all of you** for this opportunity to obtain a better understanding of First Presbyterian Church of San Leandro (FPCSL), each other, and you. It has been our privilege to take on the task of preparing this Mission Study and to be a significant part of our journey to a new senior pastor at FPCSL.

We are excited to share with you what we have learned!

“May the words of our mouths and the meditations of our hearts be pleasing in your sight, O Lord, our Rock, and our Redeemer.” (Psalm 19:14)

Humbled by the grace of God and filled with gratitude for what the future holds for FPCSL,

The Mission Study Team:

Lowell Hickey, Chair
Chad Pennebaker

Sue Goodnow
Linda Pollard

Leland Morine

Part 1 OUR CONGREGATION

Our History

First Presbyterian Church of San Leandro was founded in 1866 on the heels of the Civil War in the East. The first 50 years of the church were marked by struggle and resilience as the church established itself and worked to create faithful followers and financial stability.

In 1925, the congregation relocated to a newly-built structure on Estudillo Avenue, its present location.

Our church bell, cast in 1871 for the original Little Brown Church, now resides in our bell tower and rings on Sunday mornings before the start of service. Additionally, our organ was acquired from the 1915 San Francisco Exposition, and our pews originated from the Westminster Church in San Francisco.

In September 1931, despite an exceedingly bleak financial outlook for the church, the Reverend John Sherman Potter accepted the pastorate. A notable achievement during Reverend Potter's tenure was the commemoration of the church's 75th Anniversary. The Anniversary program, now archived in the Library of Congress under File No. 42-22555, stands as a testament to the dedication and enthusiasm of all involved in the celebration held February 7-11, 1941.

On Easter Sunday, April 13, 1952, Dr. Potter preached his last sermon as pastor of the San Leandro church, and officially retired on that date. He had been with the church for over twenty years.

September 1, 1952, the Reverend Herbert E. Gordon was called to our church as our new pastor and continued until 1966, the 100th year of our history.

Reverend Joseph J. Skelly came to our church as pastor in 1969 and continued to 1981. On March 7, 1982, the Reverend Dr. Arthur B. Chartier was called to our church as pastor, and continued until February 15, 1989.

On April 1, 1990, the Reverend Dr. George Swanson came to our church as our new pastor. His wife, the Reverend Dr. Anne Swanson, came to our church in November 1991 to serve as our Associate part-time Pastor. Pastors George and Anne were delighted that God was calling them to serve together in one church where they could raise their family.

Part 1 OUR CONGREGATION

Our History

In 2011, during the construction of the city's 284 parking space garage west of the church, damage occurred to our balcony and bell tower. Fortunately, significant reinforcement work was undertaken and funded by the city's contractor and their insurance, with no direct expense incurred by the church.

George officially retired in 2013, at which time Anne became the primary pastor of our church. George continued to be part of this church family, continuing to occasionally preach, teach and assist with children/youth ministries.

The Little Brown Church

FPCSL's first church structure -- affectionately known as "The Little Brown Church" -- was dedicated on April 28, 1867. A Sunday School room was added to the sanctuary in 1890.

Situated on the northeast corner of Clarke and Hepburn (today's West Joaquin), the building was constructed using old-growth redwood, contributing to its enduring presence in San Leandro despite the passage of more than a century and numerous earthquakes.

In 1935, the sanctuary portion of the original church was relocated to near Fairmont Hospital, where another congregation held religious services. In the early 1960s, it was demolished to accommodate a freeway expansion.

However, the Sunday School wing remained on Clarke Street, where Ethel Sanders Roberts, a missionary assigned to San Leandro, conducted daily Bible classes and taught reading, writing, sewing and cooking.

When the remaining building was threatened with demolition, the San Leandro Historical Society acquired it and relocated it near the old Daniel Best home. It was moved again to behind Casa Peralta where it remains today. The relocated Little Brown Church was dedicated on Nov. 11, 1981, and currently serves as headquarters for the Historical Society.

Part 1 OUR CONGREGATION

Our History

CELEBRATING 150 YEARS!

- On Sunday, August 23, 2015, the congregation visited the Little Brown Church, which is now owned and cared for by the San Leandro Historical Society. The Society opened the Little Brown Church, where docents were present to show us around and shared interesting information. Afterwards, the congregation celebrated with an Ice Cream Social.
- On Friday, October 16, 2015, there was a movie night in the church parking lot.
- On Saturday, January 16, 2016, a women's tea was held in the Fellowship Hall, hosted by the Women's Bible Study group. Sandwiches, scones, cookies and tea were served. Ladies could wear vintage attire.
- On February 11-14, 2016, the primary celebrations included a potluck supper and program at the church, along with special displays, photographs from past celebrations, information about the Stained Glass windows, and much more; the weekend concluded with a special worship service on Sunday, February 14, 2016.

In 2023 (after over 30 years), Anne retired as pastor of the congregation, culminating in a celebration of her ministry, and preaching her final sermon on the Sunday following Easter. It was the end of a long and fruitful ministry for the Swansons as our pastors.

While our church once boasted vibrant youth and young adult programs, these have diminished over the years. The entire congregation is committed to revitalizing and expanding these programs.

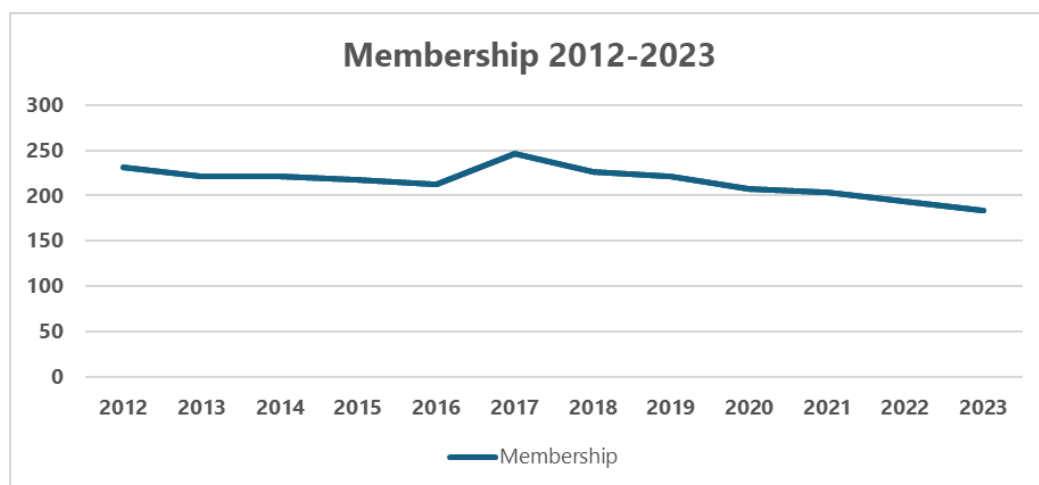
Part 1 OUR CONGREGATION

Demographics & Membership

Over the last 157 years, the membership of First Presbyterian has varied. The first decades of the church were of a small struggling congregation, then in the 1940s through the 1960s, the congregation grew to a membership of over 1,000 with programs for every age, including thriving Sunday school and youth programs.

Over the past decade, the active membership remained in the 220s for several years, assisted by an influx of members in 2016 from another local Presbyterian church where there was an exodus due to changes in that church's pastorate, worship and programs. The pandemic affected our congregation as it did many. By the end of 2023, membership was at 184. This number includes some who have moved away or have become inactive during the time of the pandemic, and the Session is working through this list at this time. We expect further deletions to our membership roll.

Along with the changes in numbers, the congregation is also older, with most of our membership consisting of seniors. Our last bumper crop of high school students graduates this spring, and we have no children, youth or young families consistently worshiping on Sunday mornings.



The church is now located in a very multicultural context, with no one ethnic group or race the majority. The church's membership is about 75 percent white, with membership in other races and ethnic groups at about 25 percent.

Revitalization is going to be key to the congregation thriving into the future.

Part 1 OUR CONGREGATION

Worship

The word “liturgy” means work of the people, and at First Presbyterian many hands are involved in the planning and execution of the worship services. In addition to the pastors preaching, our Director of Christian Education leads parts of worship and helps plan and lead creative elements in the service.

The Chancel Choir, Chancel Bells, Organists and other Musicians provide elements of worship through inspiring and spiritually moving music.

The Chancel Guild provides an atmosphere of reverence and a sanctuary of beauty helping to prepare our hearts and minds for worship.

We are expanding those who help to make worship happen. In addition to our elders on Session, we are inviting members of the congregation to read scripture and poetry in the service. We have done some skits related to the scriptures and had fun with some folks really getting into their parts! Others have shared their spiritual journeys in worship. All of these “upfront” contributions show the spiritual breadth and depth in the church.

There are many others in our church who add to the success of our worship services, including: the ushers, greeters, attendance takers, acolytes, sound system support, and website sermon postings person, as well our Administrative Manager, who creates our bulletins each week.

The year 2023 was a transitional year out of COVID restrictions, with the services returning to mostly pre-COVID style. For those who are not able to worship in person, we continue to provide CD’s, as well as to post audio recordings of the worship service through our website.



Part 1 OUR CONGREGATION

Worship

Our numerous special worship services make FPCSL an outstanding place to worship in our community. These services include:



Epiphany with Star Words



Pentecost
Celebrating the Birth of the Church



Souper Bowl of Caring



World Communion Sunday



Ash Wednesday
with simple supper service, and imposition of ashes on forehead



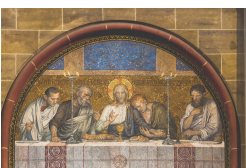
All Saints Sunday
reading the names of those who have gone before us



Palm Sunday
with palm crosses for everyone in the congregation



Stewardship Sunday



Maundy Thursday Service
with a hand washing experience



Christmas Eve
Candlelight Service



Easter Sunday

Part 1 OUR CONGREGATION

Leadership (elders, deacons, staff)

The Session has been reduced in size in recent years; currently it is nine ruling elders. The number of committees had not reduced in recent years, and because there were few non-elders doing committee work, elders often served on two different committees.

At the beginning of 2024, the Session reorganized into smaller teams as a way to reduce the committees and organize the work. The current teams (and the committees they replaced) are:

Worship Team (Worship)

Education Team (Christian Education)

Mission Team (Church in the World, Evangelism)

Congregational Life Team (Group Life, Pastoral Care)

Administration Team (Finance, Building & Grounds, and Personnel)

Stewardship Team (reconstituted)

A Mission Study Team was created to do a study and prepare this report. Two members of Session also serve on the Church Nominating Committee.

Session (Clerk and current officers)

Moderator: The Rev. Renée Rico

Clerk of Session: Faye Wilson

Anne Milner, Education

Open, Worship

Ekaete Udofia, Mission

Tunde Olagbaju, Mission

Faye Wilson, Clerk of Session and Stewardship

Bob Kraut, Administration

Bill Nelson, Administration

Linda Gizzi, Congregational Life

Helen Fortner, Congregational Life

Financial Secretary: Michele Johnson

Treasurer: Don Yee

Part 1 OUR CONGREGATION

Leadership (elders, deacons, staff)

The Board of Deacons had 21 members throughout the pandemic. Last year it became clear that with the reduced size of membership, the Board needed to right-size. In November 2023, the congregation voted to reduce the board's size to 12-15 Deacons.

Deacons

Moderator: Lynn Roman
Treasurer: Jim Wakeman
Secretary: Suzanne Yee

Class of 2024: Maria Carter, Scott Crosbie, Shari Plunkett, Tom Plunkett, Lynn Roman, Sylvia Smith, Will Stengel, Jim Wakeman and Suzanne Yee

Class of 2025: Jeanette Driscoll, Laura Gile, Dennis Hollenbeck, Jane Kraut, Susan Sprague, Jim Watts and Val Watts.

Class of 2026: Michele Owyang, Sue Robertson

The staff of the church are in general long-term employees. In 2023, the Session voted to combine two administrative positions (a manager and a receptionist) into one, which has worked well. A challenge is to provide competitive compensation in such a high-cost area. All staff members, except for the Pastor, are part-time.

Transitional Pastor: The Reverend Renée Marie Rico

Director of Christian Education: Lou Pennebaker

Director of Music: Richard Dinwiddie

Choir Accompanist: Mollie Wakeman

Organists & Pianists: Mary Mackie, Bobbi Hunter, and Toni DiCapua

Administrative Manager: Emely Wendell

Custodian: Rich Meadowcroft

Part 1 OUR CONGREGATION

Children & Youth

First Presbyterian Church of San Leandro has a long and strong history of Christian Education that began with the Union Sunday School in 1864, two years before the church was actually organized. Throughout most of the church's history there has been a strong Children's and Youth Sunday School program, with an average Sunday attendance as high as 300 in the 1950s, requiring a new youth center to be built in 1953 and a new education wing in 1958. For years the church young people participated in the national organization, Christian Endeavor, sending delegates to local, county and state conventions. In 1945 Christian Endeavor was abandoned in favor of Westminster Fellowship.

Through the years, the young people were also trained for service in the local church as ushers and choir members. They also participated in service projects like painting the exterior trim of the church building. In the early 1950s the youth choir sang weekly in the worship service. The Sunday School program hosted large Rally Days, a Children's Day and other special programs, and put on elaborate Christmas and Easter plays. In the 1950s there was also a large college age fellowship that held an annual Easter sunrise breakfast, Easter Egg Rally, snow trip and beach party. After the 1950s the church continued to offer strong Sunday school, fellowship, music and camping programs for children and youth, but the number of participants slowly declined over the decades.



Part 1 OUR CONGREGATION

Children & Youth

In the early 1990s the church began a Logos midweek program for elementary and middle school students on Wednesday evenings, called WOW (Wonders on Wednesdays). Each week students participated in Bible Study, Worship education/training, choir, crafts, games and enjoyed a dinner together prepared by parents and other volunteers from the congregation. This program continued for over 30 years with as many as 35-40 children grades K-Middle School. A High School fellowship program corresponded with the WOW program. A week-long summer Day Camp was also held each year. These programs originally served the children and youth from church families but grew to include those from the community as well. Families with children and youth attending worship and participating in Sunday morning programs began to decline until Sunday school for children and youth was no longer offered on Sunday mornings.

The few remaining church families disappeared during the COVID-19 pandemic (2020) when all programs for children and youth came to an abrupt end. Jane Kraut did assemble packets of activities, which she delivered to the homes of our children. A modified WOW program began again in 2022. Although there was a strong committed core of volunteers dedicated to this ministry, after a year and a half, the program came to an end due to the lack of children and families. Since the pandemic, there are approximately a dozen families loosely connected to the church, but none of them participate in worship or any other church program on a regular basis. Many of these are children and youth whose grandparents are church members but whose parents have no affiliation with the church.

The congregation is very welcoming, encouraging and supportive of children and youth. There is a strong desire to once again have young families active in the church. However, like so many mainline denominations, we are struggling to attract and include children, youth and families.



Part 1 OUR CONGREGATION

Adult Education

Women's Bible Study

From 2004 through Fall 2006 there were two Women's Bible Study groups that each met twice a month and were led by women church members. One group met in the evening, and one group met during the daytime. Some of the studies done were "Women of Faith" on friendship, "What She Said" by Dale Lindsay Morgan, and "Living Above Worry and Stress."

Beginning in Fall 2007, a church member continued to facilitate the bi-weekly Monday evening class. However, Pastor Anne Swanson took over facilitating a bi-weekly Thursday afternoon class using the study "Embracing the Journey: The Way of Christ." These classes continued until 2009 with summer breaks.

Beginning in Fall 2010, the Monday evening class was discontinued. However, the bi-weekly Thursday class continued until Fall 2019 with a variety of studies from classic catechism to contemporary books by Christian authors.

Then COVID caused the discontinuance of the Women's Bible Study, and it has not resumed since.



Part 1 OUR CONGREGATION

Adult Education

Men's Bible Study

From the Fall of 2000 until the Spring of 2001 there were two Men's Bible study groups. Both met for breakfast, fellowship, and a time of Bible study and discussion at 7:30 a.m. at Dino's Restaurant across the street from the church. One met on the first Saturday of the month and the other met on the Third Thursday of the month. Some of the topics discussed included "Faith in Everyday Living", "Growing as a Christian", and "Familiar Expressions from the Bible."

Starting in the Fall of 2003, the Men's Bible Study met on Saturday mornings only, with Pastor George Swanson and some participants leading the discussions. Over time, the group moved to a new restaurant, the Manor Grill. This continued until January 2020 when COVID shut down everything.

On January 8, 2022, the Men's Breakfast and Bible Study met for the first time since COVID shut everything down. They met in the Fireside Room on Saturday mornings and resumed their study, led by Pastor George Swanson with breakfast provided by a church member. They met intermittently until September 2022. They resumed meeting regularly at the church until June 2023, when they returned to the Manor Grill.

Participants now take turns leading the discussions. This past year they have discussed topics appropriate to the season of the year.



Part 1 OUR CONGREGATION

Adult Education

General Adult Education

For the past 20 years, there have been a variety of Adult Education offerings on Sunday mornings, mid-week gatherings, and during the pandemic, on Zoom. They have been led by the pastors, as well as lay leaders. Topics included classic Bible study, book studies and topical offerings. In-person classes shifted to Zoom during the pandemic, and included video offerings as well.

In-person classes resumed in June 2023 with offerings keyed to worship themes, and there were multiple offerings of the same class each week in-person and on Zoom.



Part 1 OUR CONGREGATION

Fellowship and Care - All Are Welcome



Coffee Fellowship

After worship each Sunday, the Deacons and some members of the congregation serve coffee, tea, juice, and cookies. On special occasions we have had Bundt cake Sunday, (Bundt cakes provided by several members), Quiche Sunday, birthday cake provided by a family member, as well as special treats for Stewardship Sunday and Pentecost Sunday.



Men's and Women's Breakfast

On the first Saturday of the month, anyone who wishes to attend the men's or women's breakfast is invited. They meet at the Manor Grill in San Leandro. Whereas the men meet for Bible study, the women meet for fellowship.



Young at Heart

The Young at Heart senior lunch program meets the third Thursday of the month, September through June. We are privileged to be able to provide a lovely lunch and program that includes various types of entertainment. We usually have about 35-40 members and guests attend. We have a wonderful group of volunteers committed to providing this program.



All Church Picnic

The all-church picnic is usually held at Chabot Park in San Leandro after a worship service in August. Since the park is only about two miles from church, this has been a great location. Hot dogs, hamburgers, condiments, etc., are provided, and members are asked to bring a side dish or dessert. Simple games are played for our enjoyment.

Part 1 OUR CONGREGATION

Fellowship and Care - All Are Welcome



Palm Sunday Breakfast

Before church on Palm Sunday, members can have a delicious breakfast provided by a dedicated group of volunteers willing to get up early to prepare the meal. This time of fellowship is always a wonderful way to start the day.



Deacons' Meet and Greet

Our Meet and Greet is a time where members of the congregation can meet their new Deacon and greet the other members of their parish. We usually hold our Meet and Greet in February or March after worship service. The Deacons provide finger food and other goodies for their parish.



Advent Celebration

In the past an Advent celebration was held in the evening a few weeks before Christmas where families could gather and make Christmas crafts, eat goodies provided by attendees, sing carols, and hear and act out the Christmas story with figurines. This past year we had weekly Advent and Christmas celebrations each Sunday during coffee fellowship.



White Elephant Christmas Party

We are privileged to have a family open their home for a fun “White Elephant” party. The host provides liquid refreshment, and members are asked to bring finger food. All the beautiful decorations bring everyone into the Christmas spirit. It’s fun to see all the different “white elephant” gifts.

Part 1 OUR CONGREGATION

Fellowship and Care - All Are Welcome



Craft Day

A special craft day for adults was set aside this past year to make holiday items.



All Church Retreat

Once a year members may attend the All Church Retreat at Westminster Woods near Russian River. Fun, games, good food, Biblical teaching and wonderful fellowship brings everyone together.



Women's Retreat

The Women's Retreat is held once a year at Westminster Woods. It's a time of reflection, spiritual growth, fellowship, crafts, and getting together.



Women's Book Club

The Women's Book Club meets every two or three months to discuss the assigned book. A book exchange and brunch is held once a year for a time of fellowship and fun. This year the book club went on a "field trip" to the John Muir house in Martinez after reading Muir's book "My First Summer in the Sierras." After reading "Boys in the Boat," the group went to see the movie.

Part 1 OUR CONGREGATION

Global & Community Outreach

Our church provides assistance to our community and partners around the world. Our local mission work is a mix of financial support and members who support with hands-on work, while our global support is almost entirely financial.

In 2023, the church budgeted \$28,000 for General Mission, which was 8.5 percent of FPCSL's \$330,000 annual budget.

The recipient ministries of these funds included **Westminster Woods, Presbyterian Disaster Assistance, Harbor House, SafeHouse, Cameron House, St. Anthony's Foundation, Habitat for Humanity East Bay/Silicon Valley, George Mark Children's Home, Heifer International, World Vision, Rise Against Hunger, Badjao Bridge, Frontera de Cristo Border Ministry and Community Resource Initiative.**

The Rise Against Hunger donation paid for all the materials for 10,000 meals that we packaged, sealed and sent off for its feeding programs worldwide. About 45 people helped with the packaging one Sunday after worship.



Many church members regularly provide their time and resources to local programs, including the following:

The April Showers program of the Interfaith Homelessness Network (IHN) provides showers for homeless guests, as well as used clothing, new socks and underwear, soups and bag lunches. This program operates at the Boys and Girls Club of San Leandro on the first, third and fifth Sundays of every month. Two of our members serve on the April Showers steering committee, and several others assist in preparing soups and lunches. When April Showers needed help cooking a Thanksgiving dinner, one church member stepped in and cooked a part of the dinner in addition to organizing the collection of a large number of "extras" such as portable food, gloves, soft drinks, etc., for distribution at the dinner.



Part 1 OUR CONGREGATION

Global & Community Outreach

The **Warming Center** program of **San Leandro** provides shelter and dinner to unhoused guests during cold and inclement weather. The program operates at United Methodist Church. FPCSL members prepare and serve a full dinner for 10 to 20 guests on Thursdays when the Warming Center is open.

FPCSL members also provide a monthly meal for the **San Leandro Women's Shelter**. Meals are planned, prepared and delivered by church members.

Several church members volunteer with the food distribution program at **San Lorenzo Family Help Center** food pantry. Bags of groceries and fresh produce are made available three days a week to those in need. Also, a team of FPCSL members volunteer monthly at the All Saints Episcopal Church Food Pantry.



A team of people provide bag lunches on the first Thursday of each month for the homeless in downtown San Leandro through a program sponsored by the **San Leandro Downtown Improvement District**.

Recycling of cans, bottles and ink cartridges helps raise funds for the church. Over \$700 was generated last year through the recycling efforts of our church members and friends.



Part 1 OUR CONGREGATION

Global & Community Outreach

Manna bags are available after worship on the second Sunday of the month and through the church office during the week. In addition to food, they contain information about April Showers and other resources. Members purchase Manna bags for a donation of \$5 to \$10 each and give them to needy persons they may encounter in the community.



Equal Exchange coffee, tea and chocolate has continued to be available for purchase on the second Sunday of the month. Most of the middle-men are cut out, allowing most of the money to go to the farmers.



During the Christmas season, FPCSL partnered with **Harbor House** in their Christmas Store Program. It empowered parents from the Oakland community to select toys for their children, purchase them at the greatly reduced price of \$2 per toy, wrap the gifts or have them wrapped, and experience the joy of watching their children open the gifts they chose for them on Christmas morning. All proceeds raised at the Christmas Store provide financial assistance for families with urgent needs. Monetary donations were collected from our congregation during the month of November, and we were able to mail a check in the amount of \$1,050 to Harbor House.

In the past an **Alternative Gift Fair** was held before Christmas. Crafts from **SERVV** and **Partners for Just Trade** were available for sale, with the proceeds supporting disadvantaged artisans around the world. In addition, a concerted effort was made to encourage contributions to **Heifer International**, and there were also sales of **Equal Exchange** coffee, tea and chocolate products.

Part 2

OUR IDENTITY

Our Values - Narrative Discussion

The Mission Study Team (MST) invited the congregation to attend a half-day retreat where we discussed and worked to identify the core values of FPCSL. The process included individuals working in small groups identifying core values defined as:

- They define what the group stands for
- They are intrinsic – they matter no matter what happens outside our church
- They are the group’s values whether or not anyone notices
- They hold up over time
- They are what the group is already doing, not what we wish we would do

The values identified in the small groups were posted up on boards, and then the entire group “voted” with color dots about the values they believe most represent the church.

After the retreat, the Mission Study Team reviewed this data and named the core values listed on the next page.



Part 2

OUR IDENTITY

Our Core Values

Joyful, Nourishing Worship

We worship God through preaching, prayer, music, the Sacraments, and fellowship. Our service is Bible-based, intellectually stimulating, and with appreciation for a traditional Christian style of worship. All are invited to focus their heart, soul, strength, and mind to the Glory of God.

Spiritual Nature

We study God's word to provide guidance for our lives and to strengthen our faith in all generations – children, youth, adults, and seniors. We know that the journey with God is one that never ends. We respect the theological diversity among our congregation because it makes us stronger.

Community of Care

God has loved us and calls us to care for each other. Hope, compassion, encouragement, generosity, service, and fun are marks of our life together. We seek to build relationships while we worship, learn, and serve side by side.

Hospitality

We believe every person is a beloved child of God. We seek every person to receive a warm welcome into our church community. We welcome people from a wide-range of spiritual journeys.

Mission

We serve not only those among us, but those around us. We are called to serve those who are on the margins of society in need of concrete and/or spiritual support.

Stewardship

God has called us to be faithful stewards of the gifts God has provided us. This includes our lovely church building, which we are to use to the Glory of God. We celebrate the past, present, and future church.

Part 2

OUR IDENTITY

Summary of Congregation Assessment Tool (CAT) Survey

We had **116 responses** to our Congregation Assessment Tool survey, which is 136% of our average Sunday attendance and 86% of our pre-pandemic average Sunday attendance. We needed just 33% to achieve valid, reliable data, so we did great.

Our responses were benchmarked against other churches that have taken the Holy Cow Consulting survey in the last 24-36 months to determine what is typical and what is exceptional about us.

Congregational Climate

Research has determined that two factors essentially account for and contribute to a vital congregation: satisfaction and energy. Satisfaction is defined as a sense of peaceful contentment, joy and lack of discord within the congregation. Energy is defined as the spirit of the congregation that creates a force of engagement in its mission. Overall, approximately 49% of the responders are clearly satisfied with how things are and 41% feel that there is a compelling sense of purpose or energy and that members are not just going through the motions. Notably, in both the measure of satisfaction and energy a large percentage of the responders are “on the fence,” perhaps waiting to see what comes next. Compared to other congregations nationally, our overall vitality is average.

Our church has characteristics of both “Chaos” and “Transitional” climates. Chaos church climates generally have an abundance of activity but often lack a sense of peace. There are a number of distinct centers of activity characterized by a high degree of subgroup loyalty. However, their alignment with a larger mission and vision is lacking. Transitional climates demonstrate a distinctive mission, corporate zest, inspired worship, purposeful activity in the world, healthy and meaningful relationships and an external focus. We are somewhere in the middle.

We demonstrate a “transitional” climate in the areas of hospitality, conflict management, morale and governance. These areas of strength can be footholds into which we can create a more positive trajectory for the congregation.

Part 2

OUR IDENTITY

Summary of Congregation Assessment Tool (CAT) Survey

Congregational Climate ...continued

On the other hand, “chaos” climates require long-term strategies that will create alignment of our energy with a central, compelling mission. The tasks required to do this include identifying common values, developing a shared vision for the future, improving cross-functional work, equipping leaders for the 21st Century church, a clear alignment of outreach and mission, and openness to innovation and change.

The challenge and opportunity for First Presbyterian Church of San Leandro, with our congregational climate, is the balance of tradition while living our values in new ways that connect with a contemporary culture and its needs.

Future Priorities/Aspirations

As our members look to the future, a number of major priorities emerged. These priorities provide the direction the congregation may seek in order to achieve our vision. The rankings of our top six priorities are:

1. Make necessary changes to attract families and young people.
2. Develop and implement a comprehensive strategy to reach new people.
3. Provide more opportunities for Christian education at all levels.
4. Work to renew and revitalize the community around us by building coalitions with partners.
5. Develop ministries that work toward healing those broken by life circumstances.
6. Create more opportunities for people to form meaningful relationships.

Part 2

OUR IDENTITY

Summary of Congregation Assessment Tool (CAT) Survey

Future Priorities/Aspirations ...continued

Our top two priorities are typical of most congregations now. Worthy of note is the weight of importance placed on our priorities. Six of the 17 priorities we were asked to rank were weighted as essential to our future. Very few congregations can balance six extensive priorities. We must discern together which **ONE** of these priorities to pursue now.

Performance Areas

The survey assessed our congregation in eight different areas:

Hospitality – We believe that we have a friendly atmosphere of genuine care and concern and we welcome persons from many different walks of life – a major strength.

Morale – We are engaged in our communal life and have some sense of purpose and mission. While we compare favorably with other congregations, there is room for improvement.

Conflict Management – We believe that conflict is managed well – or it could be that we haven't had conflict.

Governance – Our congregation positively perceives Session leadership, yet demonstrates that leadership development is something that we need to prioritize.

Spiritual Vitality – While we score low-average in this area, there is an invitation to go deeper in our spiritual lives. Uniquely important to this measure is its direct correlation to financial giving. Research shows that the closer people feel God's presence in their lives, the more generous they are. Our responses indicate that our annual average percent of household income given to the church is 2.38%, higher than the national average of PCUSA (1.9%). This is an area of strength coupled with the good news that we have untapped potential for higher giving.

Part 2

OUR IDENTITY

Summary of Congregation Assessment Tool (CAT) Survey

Performance Areas ...continued

Readiness for Ministry – We indicated that we wish to be more involved in the ministries of the church, which is a key driver of satisfaction.

Engagement in Education – We are motivated toward life-long learning, yet our scores demonstrate that we can improve the quality of our programming. Given Christian education is our third highest priority, further discussion and planning is indicated.

Worship/Music – Our responses indicate a rather strong worship experience. Vital worship and our ability to adjust to the worshiping needs of those we are trying to reach will be essential to our strategic aspiration of congregational growth.



Part 2

OUR IDENTITY

Summary of Congregation Assessment Tool (CAT) Survey

What Else Did We Learn?

Theologically, we vary: about 55% of us consider ourselves theologically conservative and 45% theologically progressive. This level of diversity is a hidden strength. It demonstrates our hospitality and openness to others on various journeys of faith.

In the area of flexibility, our congregation demonstrated that we are a “Hearth and Home” church, which means we are somewhat conservative and settled in our ways. Our priorities suggest that we seek renewal and growth, yet we appear uncomfortable in making big changes to achieve our goals. There is an indication of strategic dissonance between our congregational culture and our goals for the future. This will require us to focus on:

1. How might we go about continued renewal as a settled congregation? In incremental ways?

2. How can we use our strengths to fulfill our goals?

3. How might we experiment with new ideas/practices in aspects of our congregational life?

In summary, we have learned that we are a congregation with tremendous gifts and assets. We want to preserve those strengths while at the same time recognizing our need to improve key aspects of our communal life and expand the skills needed to become a vital, 21st Century church.

Part 2

OUR IDENTITY

Summary of Congregation Assessment Tool (CAT) Survey

Critical Abilities for Our Next Pastor

Our congregation's ranking of the critical abilities for the next pastor, according to our CAT survey, were as follows:

Preaching	Capacity to inspire and connect people to God's word.
Strategic Leadership	Capacity to cast a vision and lead the church toward realization of the vision.
Pastoral Care	Capacity to engage people empathetically and care for persons in times of need.
Change Management	Capacity to lead a church through a significant and necessary period of change.
Teaching/Training	Capacity to deepen understanding, form character, and equip members with new skills.
Administration	Capacity to manage a church operationally including facilities, finances, and staff.
Negotiate/resolve conflict	Capacity to help a church deal with conflict through training, negotiation, and mediation.
Community Catalyst	Capacity to function on a larger stage beyond the church and to rally a variety of individuals and groups to address critical issues.

Note: These reflect our congregation's **wants**. Our Holy Cow representative pointed out that we should also consider our **needs** when selecting a new pastor. Our new pastor will need to make us feel safe to take risks. The new pastor may need to be good at conflict management. The new pastor should have development skills to encourage, train and equip leaders from within the congregation.

Part 3

OUR GIFTS

Facilities

Our church is completely contained within one two-story building, constructed in 1925 with major additions in 1953 and 1958. We own the adjacent parking lot that will accommodate 18 cars, and there is public parking close by that is available for our needs on weekends and evenings.

The ground floor of the building includes the sanctuary, pastor offices, administrative offices, two men's and two women's bathrooms, Fellowship Hall, a commercial kitchen, a nursery with bathroom, a library, a Fireside room, two classrooms and a handicap bathroom.

The sanctuary seats 250 and includes a Chapel section. A Narthex leads from the main street entrance into the Sanctuary. The sanctuary has a pipe organ, a piano and a balcony that contains sound equipment and the rope that rings the church bell.

Fellowship Hall has a full basketball court and a stage with storage areas on each side of the stage. It is used for social hour after worship service and for special events. In the basement below there is more storage area. The basement area formerly contained locker rooms and showers. The commercial kitchen is well equipped with cookware, plates, utensils, glassware, a dishwasher, etc. The Fireside room is well furnished, and the library is well stocked. The nursery has a sink and a bathroom, and there is another bathroom that is handicap accessible just outside the nursery. There is also a large Learning Center and a large recreation room with a sink, a pool table and air hockey downstairs. In past years, we have had very large Sunday school and youth programs. The church additions were made to accommodate those programs but now many of the rooms go unused.

The office wing consists of the pastor's office, office for Director of Christian Education and the office manager's office. There are two additional offices for receptionist, mail preparation, copy making etc. The offices are easily accessible from the parking lot.

The second floor consists of two separate wings. The west side has a drama room with a stage, an arts and crafts room, a large office, and storage room. The east side consists of a private residence occupied by the custodian, the music library, the children's music room, two large areas with accordion dividers, as well as men's and women's bathrooms.

Part 3

OUR GIFTS

Facilities

The private residence, currently used by our custodian, consists of a living area, two bedrooms, a kitchen and a full bathroom.

The large divided areas could be made into seven separate classrooms. One now contains couches, easy chairs, a ping pong table and a small pool table.

There also is a large patio that has been used for coffee hour after Sunday worship service when the weather permits.

The overall facility gives the feeling of age. While most of the facility is well maintained there are areas – especially on the second floor – that require considerable attention before they could be utilized. We have a video security system that monitors the outside of the building. We have had some vandalism against the building.



Part 3

OUR GIFTS

Finances

FPCSL has been blessed with resources from the generous giving of current and past members, including many bequests over the church's 157 years. The church has cash and cash equivalents of about \$295,000 and we hold long-term investments valued at close to \$546,000.

Note: About \$184,000 of the \$841,000 total are in restricted funds so they are unavailable to help cover operating expenses.

Table A is an eight-year comparison of FPCSL's Income and Expenses and its Statements of Financial Position. As in many congregations, 2021 was a unique year for the church financially in that its \$41,572 Small Business Administration Paycheck Protection Program (PPP) loan (stemming from the pandemic) was forgiven. The PPP loan forgiveness and the receipt of a large monetary estate gift resulted in favorable cash flow of more than \$80,000.

In 2022 and 2023, the church lost a number of large givers due to death or relocation. As a result, the church's cash flow in 2022 was negative by almost \$10,000. The drop in Giving Income in conjunction with increasing post- COVID operating expenses resulted in a negative cash flow of \$55,159 in 2023.

The above trend continues into 2024. FPCSL's preliminary 2024 Budget projected a deficit of almost \$110,000. The Session took immediate action to convene a special Stewardship Team to appeal to the congregation for additional funds. The appeal went out in mid-April with the goal of reducing the deficit as much as possible to minimize the use of the reserves. So far, the appeal has raised more than \$64,500.

In addition to the special appeal, the Administration Team is looking into the possibility of renting some of the church's under-utilized space. The church has close to 7,500 square feet of such space.



Part 3

OUR GIFTS

Finances- Table A

Year	2016	2017	2018	2019	2020	2021	2022	2023
Income:								
General Fund Giving	312,274	354,644	343,850	348,718	349,440	344,725	325,438	321,938
Other Income	33,836	31,535	27,735	35,853	26,918	69,161	30,332	27,549
Total Income	346,111	386,179	371,584	384,571	376,358	413,886	355,770	349,487
Expenses:								
Pastor	93,159	97,258	99,516	102,579	102,185	105,735	115,850	125,978
Other Staff	108,698	125,664	156,056	165,369	153,731	95,650	130,713	153,037
Operating Expenses	116,380	113,199	104,567	113,753	115,436	130,787	118,575	125,631
Total Expenses	318,236	336,121	360,139	381,701	371,352	332,172	365,138	404,646
Cashflow	27,874	50,058	11,446	2,870	5,006	81,714	(9,368)	(55,159)
Less: Depreciation Expense	(9,154)	(9,154)	(11,658)	(12,108)	(12,108)	(13,370)	(15,243)	(15,799)
Income(Deficit)	18,720	40,904	(212)	(9,238)	(7,102)	68,344	(24,611)	(70,958)
Assets:								
Cash & Cash Equivalents	173,244	270,713	262,993	304,001	230,062	288,158	300,067	259,859
CD & Investments	218,923	231,089	224,329	299,954	506,401	579,299	481,043	508,961
Fixed Assets & Leasehold Improvements:								
Furnishings	60,095	60,095	72,095	72,095	72,095	72,095	83,695	83,695
Leasehold Improvements	183,654	242,494	242,494	242,494	242,494	263,330	263,330	263,330
Less: Depreciation	(82,938)	(92,092)	(103,750)	(115,858)	(127,966)	(141,336)	(156,579)	(172,378)
	160,811	210,496	210,838	198,730	186,622	194,089	190,445	174,647
Total Assets	552,978	712,298	698,160	802,685	923,085	1,061,545	971,556	943,467
Accrued Expenses, Net Assets & Members' Equity:								
Accrued Expenses	0	0	0	0	41,572	0	0	71
Net Assets:								
Unrestricted Assets	283,446	320,277	309,159	409,605	489,766	635,587	564,860	549,695
Restricted Assets	71,835	94,496	79,688	95,626	101,394	120,424	113,799	128,372
Restricted Principal	21,964	21,964	21,964	21,964	21,964	21,964	21,964	21,964
Total Net Assets	377,245	436,737	410,811	527,194	613,124	777,976	700,623	700,031
Members' Equity	175,733	275,562	287,349	275,491	268,389	283,569	270,933	243,365
Total Liabilities, Net Assets and Members' Equity								
	552,978	712,298	698,160	802,685	923,085	1,061,545	971,556	943,467

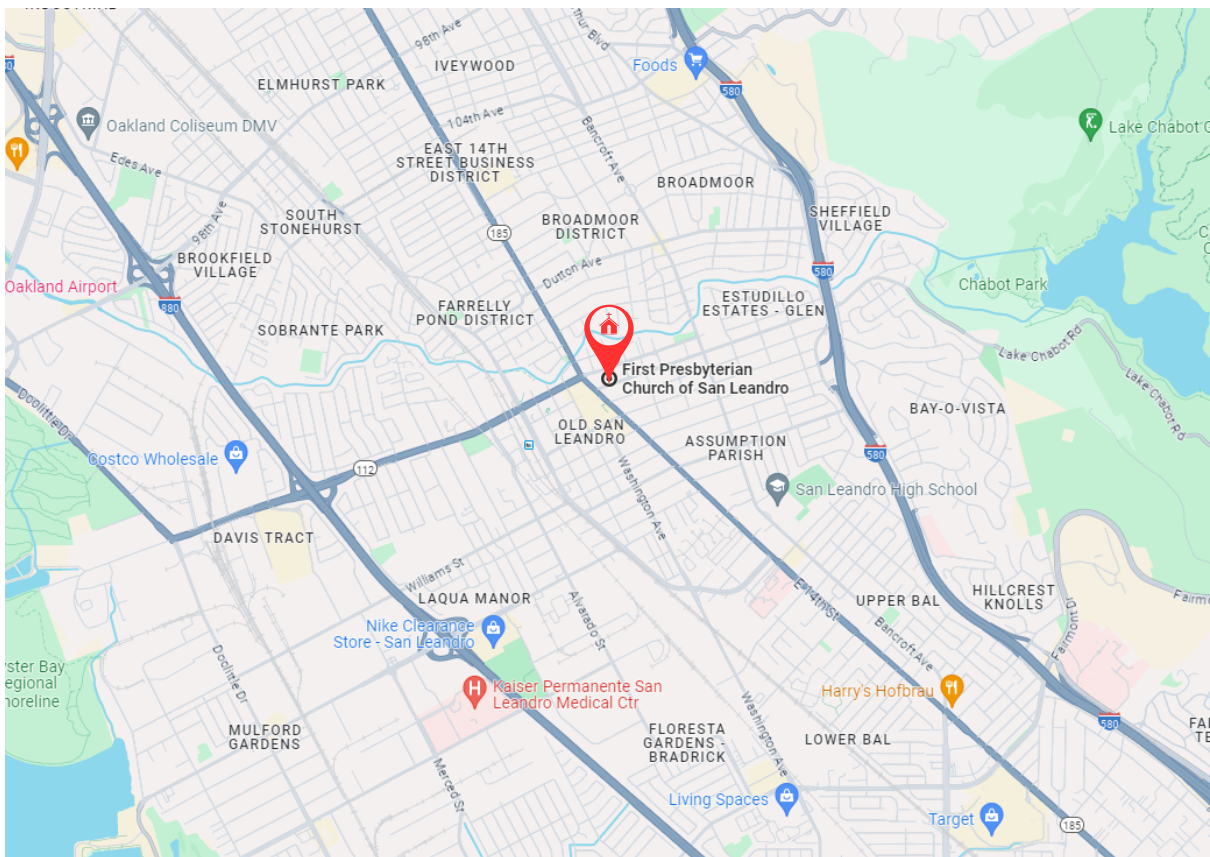
Part 4

OUR COMMUNITY

City of San Leandro



San Leandro is one of the nation's most diverse cities, located at the center of the dynamic San Francisco Bay Area. With a vibrant community of more than 89,000 residents, San Leandro is proud of its well-maintained neighborhoods, excellent public libraries, twenty-one public parks, quality local schools, and a wide range of shopping, dining, and entertainment options. The city also encompasses a large industrial area home to the thriving advanced manufacturing industry. Further details about our city can be found at <https://www.sanleandro.org/>



Part 4

OUR COMMUNITY

Summary of Community Leaders Interviews

The Mission Study Team conducted 14 interviews with community leaders to get an idea of the community's needs and concerns, as well as First Presbyterian Church's role in the community. Those interviewed included Boys and Girls Club directors, law enforcement volunteers, educators, service club members, religious leaders, city officials (including the Mayor), community organization directors and parents. The list of those we interviewed is in Appendix II.

One point that became very evident from the interviews is that FPCSL must be more proactive if we intend to grow. That includes everything from signage at our building to our participation in the community. Most of those interviewed knew where our church is located, but little else about us. Morgan Mack-Rose, executive director of Downtown San Leandro, said our church does not look welcoming from the outside. She contrasted us with Bethel Presbyterian which has a variety of banners that say things like, "We Accept Everybody" and that change from time to time, indicating that things are happening there. Others pointed out that some churches have collaborated with secular and government organizations. City Councilman Pete Ballew, a former San Leandro Police captain, noted that some pastors met with the Council's Disaster Committee on Zoom during the Covid pandemic, but we were not involved.

Community concerns most mentioned by the interviewees included youth services, homelessness and crime. Many suggested that a church could partner with other organizations to help address some of those concerns. School Board member Evelyn Gonzalez noted that 76 percent of San Leandro students are on free or reduced lunch. Several pointed out that volunteers are needed in school classrooms, as well as after school, to tutor students. The Boys and Girls Club provides after-school programs but Executive Director Kim Price said they are short of volunteers. They also need help providing food and are short on office space. Partnering with the Boys and Girls Club, a neighborhood school, or the School District itself would be possibilities.

Part 4

OUR COMMUNITY

Interviews With Community Leaders

Many noted the need for more services for the vulnerable, such as April Showers and the Warming Center. We have several members who are very active in those programs, as well as with the San Lorenzo Food Pantry and the Women's Shelter, but they are not recognized as members of FPCSL. Collaboration with Downtown San Leandro and the Community Benefit District were suggested as ways to help the vulnerable and increase our visibility.

Several listed public safety as a community concern, pointing out the rise in crime. School Board member Jackie Perl believes the community has not returned to normal since the pandemic. She said people don't feel safe, noting that there has been an increase of racism and that the group "Unity in the San Leandro Community" was formed in response to racism. Rabbi Josh Weisman of Temple Beth Shalom said incidents of anti-Semitism have been on the increase. He said he is part of an Interfaith group of clergy in San Leandro, but FPCSL has not been a part of this group in the time he has been involved. Mayor Juan Gonzalez, a member of St. Leander's Catholic Church, said a church working with young people is the best way to combat racism and achieve social change.

Morgan Mack-Rose said our "large, beautiful building" should be used more. Some building-use suggestions from those interviewed included after-school care and tutoring, office space for non-profit organizations, youth activities, a resource center for the needy, a location to pick up mail, a space to provide food or meals, Boy Scout meetings and AA meetings.

Also mentioned as ways to project our image in the community were hosting community events, beautification days, creek cleanup and an event featuring a display of emergency vehicles (police and fire) in our parking lot.

The interviews have given us an idea of what the community's concerns and needs are and how our church might help address some of those concerns. There are many suggestions listed here and obviously we cannot accomplish everything listed. But the interviews, combined with what we learned from the Congregation Assessment Tool survey, provide us with possibilities as together we plan the direction we wish to take moving forward as Christ's disciples.

Part 5

LOOKING AHEAD

Major Findings & Opportunities

Question 1: Who are we (now)?

Our Mission Study has shown that we are a theologically diverse, caring congregation that values traditional worship of God and Jesus. We are a “Hearth and Home” church, which means we are somewhat settled in our ways. We also recognize that some changes are needed in order to revitalize and grow our church.

We do a variety of small service projects but they are largely led by individuals with connections to local non-profits.

Our congregation is aging and our membership is declining. As a consequence, our income is also declining. Still, we are blessed with a beautiful, large church building in the heart of San Leandro that at one time was home to vibrant Christian youth activities and a thriving Sunday School. We have much unused space, although some of it needs to be refurbished.

Question 2: Who are our neighbors (now)?

San Leandro is an ethnically diverse community with many of the same problems that face most urban areas, including a lack of resources for youth, homelessness, and crime.

We discovered through our interviews that most city leaders know very little about First Presbyterian Church. They know where we are located but little else. We have many members who give their time and money volunteering in the community but they are not recognized as members of FPCSL. As a church, we are not connected with the greater community.

We have a large opportunity to reach out to our community and increase our visibility by serving.

Part 5

LOOKING AHEAD

Major Findings & Opportunities

Who is God calling us to be in light of the first two questions?

This is what we must determine and with God’s guidance we will.

First, we need to reconcile our “Hearth and Home” comfort zone (and this is not all bad!) with our desire to revitalize and grow our congregation. Our Holy Cow consultant has suggested we might accomplish this by experimenting with small, incremental changes in our programs and ministries.

We realize that we don’t have the resources to fulfill every community need, but we may be able to help with some. We have space in our church building and opportunities to partner with nonprofits, schools, other churches and/or civic organizations.

We believe that God is calling us to grow deeper in faith and be encouraged by God’s grace and love. This inner spiritual revitalization will be crucial to the next chapter in our church’s life.

These are our current reflections. Like the song goes, “This little light of mine, (we’re) gonna let it shine . . . Hide it under a bucket, NO!, (we’re) gonna let it shine.” With a skilled leader and God’s guidance, we can be the vibrant church that God is calling us to be.



This little light of mine, (we’re) gonna let it shine . . . Hide it under a bucket, NO!, (we’re) gonna let it shine.”

The Study Process

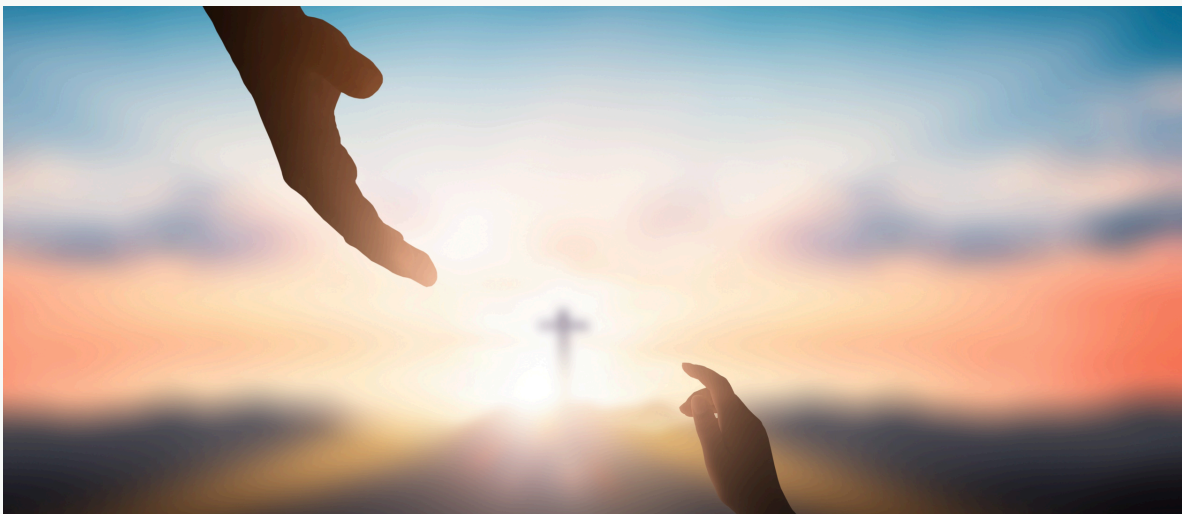
This mission study was the first time that the congregation had taken a full look at the whole life and mission of the church. A smaller mission study was conducted several years ago when the congregation sought to call a ¾ time Associate Pastor for Christian Education, but it did not have this scope and breadth.

The three guiding questions for our study are:

1. Who are we (now)?
2. Who are our neighbors (now)?
3. Who is God calling us to be in light of the first two questions?

The Mission Study Team – comprised of **Sue Goodnow, Lowell Hickey, Leland Morine, Chad Pennebaker and Linda Pollard** – was commissioned by the Session in August 2023 and was joined by Transitional Pastor **Renée Rico** and Director of Christian Education **Lou Pennebaker** as ex-officio members.

With the approval of Session, the team engaged Holy Cow Consulting to lead us in their organization’s Congregation Assessment Tool (CAT) survey. This survey instrument has been used with thousands of congregations to assess the strengths and characteristics of individual congregations. The team included additional questions along with two additional modules to the base set of questions. It was conducted during a three-week period from October 22 to November 12. A representative from Holy Cow helped us interpret the survey results in a December 5, 2023 Zoom meeting, which was also attended by members of the Session, the Moderator of the Board of Deacons and the MST. The team wrote a summary of the survey results and presented it to the congregation after worship service on January 21, 2024.



The Study Process

The CAT provided unique insights into the internal dynamics of the congregation. It was also important to gather insights about our community. While the CAT was in process, the team conducted interviews of community leaders in the fields of government, education, religion, law enforcement, non-profit and service organizations. We asked about the needs and concerns of the San Leandro community. The team then looked for common threads and summarized the interviews.

Again with the approval of the Session, the MST led a half-day, all-church retreat in Fellowship Hall on April 27, 2024, to discuss who we are as a church and what we consider to be our core values. There was also a presentation and summary of the community interviews we conducted.

The MST has been engaged in writing and editing this report since the beginning of this year, with individual members of the team assigned to each section. Administrative Manager Emely Wendell has helped with the design, graphics and organization.



APPENDICES

I- Narrative Responses in CAT Survey

“What is one change that you think is important for the church to address going forward?”

Most of the responses pertained to the need to make changes in the church that would attract families with young children as well as young adults since youth are the future of the church. People also expressed a need to reach out to people of diverse ethnic backgrounds. At the present time, most of those who attend worship and/or other church activities are white senior citizens.

To attract younger people and people of other ethnicities to the church, several people expressed the need to do more community outreach. We need to consider how to better reach out to the changing community around our church (e.g. the people who will be moving into the high-occupancy housing development on Callan Avenue in the block adjacent to our church.) We need to make ourselves known by becoming more involved in community events such as helping at local schools, volunteering at youth sports events by providing such things as snacks, hosting a booth at the Farmer’s Market and other city events. By becoming more involved, we will be able to learn more about the needs of the people who live in the church vicinity.

One way suggested to meet the needs of people would be to delay the start of worship from 9:30 a.m. until 10:00, 10:30, or 11:00 am to accommodate working families, as well as the elderly who need more time to get ready in the morning.

People would also like to experiment with having a less formal worship service by including drama, other instruments such as guitars, etc. while acknowledging that there are those who do not like change. Suggestions were also made to make the music more upbeat, joyous, and melodic to appeal to younger families and different ethnicities. Some remarked that sometimes the hymns are played too slowly on the organ. The genre of music needs to be expanded, especially to occasionally include Negro spirituals.

Although some people expressed a desire for the sermons to be applicable to everyday life, others expressed a desire for the sermons to have more Biblical/Spiritual depth.

A recommendation was made to have an online video of the church service each Sunday. Also closed captioning or subtitles of our church services would be helpful.

Regarding the church building, a need was expressed to modernize it and figure out how to use the empty rooms to serve the community during the week. It would also be helpful to provide chairs with arms for ease in standing up.

APPENDICES

II- List of Community Interviewees

Mike McLaughlin, San Leandro Unified School District Superintendent

Amy Olson, San Leandro High School staff/1st Presbyterian Hayward, Elder

Kimberly Pace & Patricia Marino, San Leandro Boys & Girls Club

Juan Gonzalez, Mayor of San Leandro

Pete Ballew, City Council, retired San Leandro Police Captain

John DuFrane, Jeanette Rauscher, CHP Volunteers

Ed Hernandez, San Leandro Rotary president

Evelyn Gonzalez, St. Leander Church member, SLUSD School Board member

The Rev. Justin R. Cannon, All Saints Episcopal (via email)

Steve Moore, parent/Kiwanis member

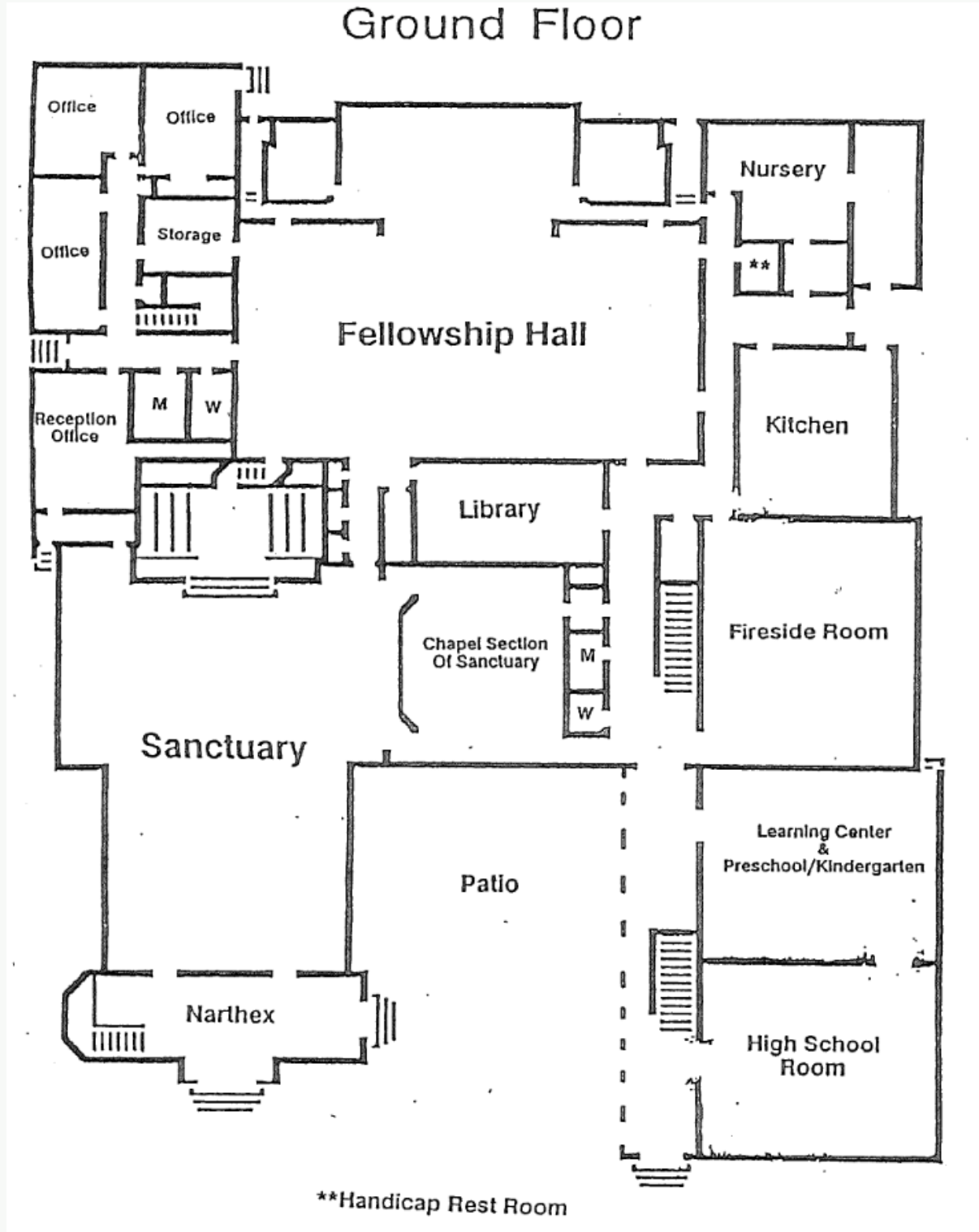
Rabbi Josh Weisman, Temple Beth Shalom

Morgan Mack-Rose, Director of San Leandro Improvement Association

Jackie Perl, SLUSD School Board member, young Mom with 2 children

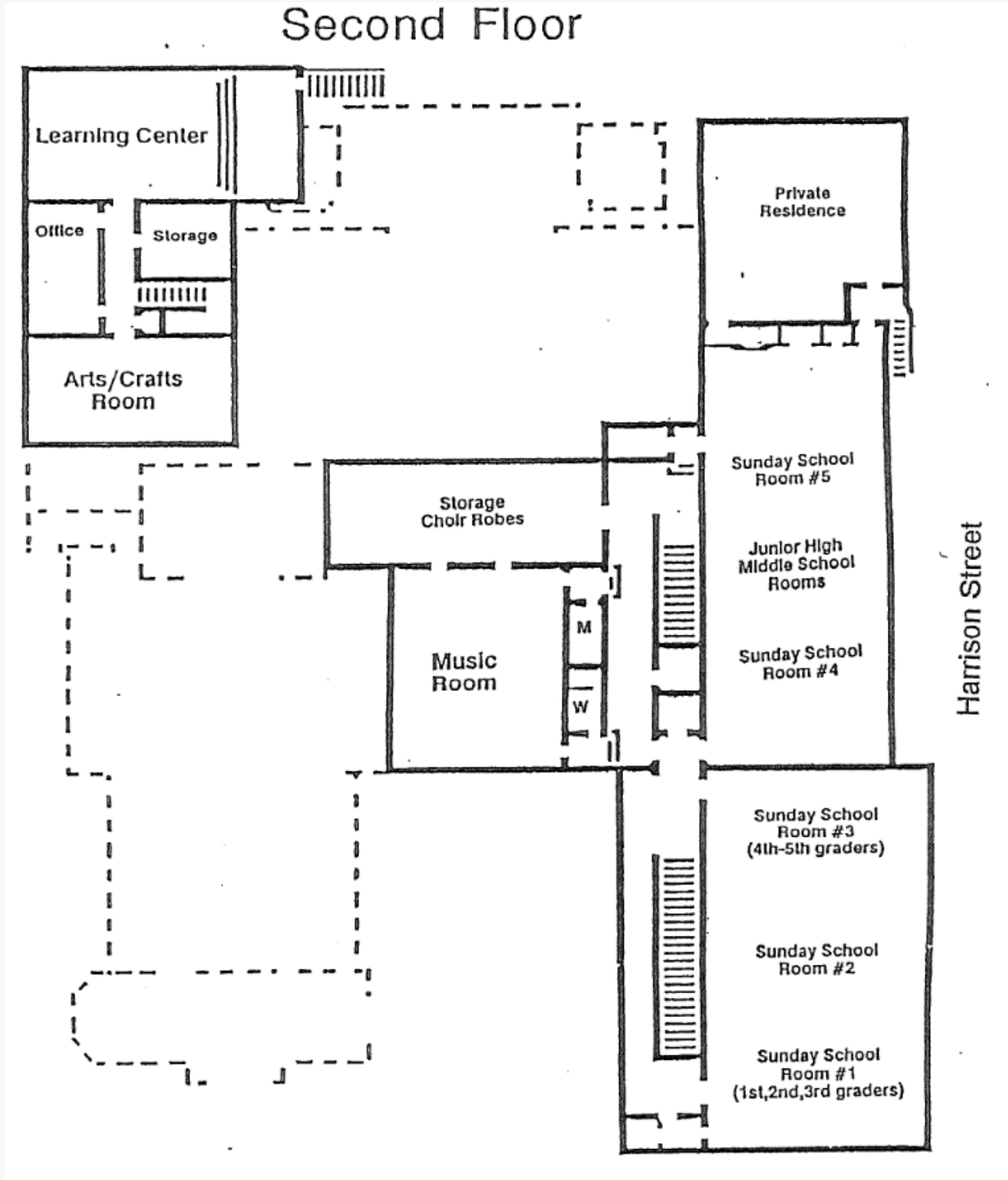
APPENDICES

III- Facility Schematic



APPENDICES

III- Facility Schematic



APPENDICES

IV- Updated Financial Overview

In November 2024, First Presbyterian Church of San Leandro transitioned to cash-basis accounting. This change has enhanced financial clarity and streamlined management processes, contributing significantly to the church's financial health and stability.

Restated Amounts - Cash Basis
Revised 11/18/2024

Period Ending	12/31/2020	12/31/2021	12/31/2022	12/31/2023	10/31/2024
Income Statement					
Income:					
General Fund Giving	349,440	344,725	325,438	321,938	324,713
Other Income	26,918	69,161	30,332	27,549	28,932
Total Income	376,358	413,886	355,770	349,487	353,645
Expenses:					
Pastor	102,185	105,735	115,850	125,978	103,187
Other Staff	153,731	95,650	130,713	153,037	128,971
Operating Expenses	115,436	130,787	118,575	125,631	78,200
Total Expenses	371,352	332,172	365,138	404,646	310,358
Net Income(Deficit)	5,006	81,714	(9,368)	(55,159)	43,287
Statement of Financial Position					
Assets:					
Cash & Cash Equivalents	230,062	288,158	300,067	259,859	333,751
CD & Investments	506,401	579,298	481,043	508,961	488,696
Total Assets	736,463	867,456	781,110	768,820	822,447
Accrued Expenses, Net Assets					
& Members' Equity:					
Accrued Expenses	41,572	-	-	71	-
Net Assets:					
Unrestricted Assets	489,766	635,587	564,860	549,695	562,999
Restricted Assets	101,394	120,424	113,798	128,372	125,479
Restricted Principal	21,964	21,964	21,964	21,964	21,964
Total Net Assets	613,124	777,975	700,622	700,031	710,442
Members' Equity	81,767	89,481	80,488	68,718	112,005
Total Accrued Expenses, Net					
Assets & Members' Equity	736,463	867,456	781,110	768,820	822,447