



The Voice

of Monroe Street United Methodist Church
a Beacon and a Bridge for our community

May 2017

Freedom School sounds amazing! How might I serve?

You may be wondering, "How may I be involved with Freedom School this summer?" There are many volunteer opportunities, Monday through Friday. We need people to **assist in the classrooms**, to **read with children**, to **eat lunch with children**, to **participate in enrichment activities**, and to **chaperone field trips**. If you are interested in serving in one of these ways, talk with me, or sign up on line by clicking on the link you will find on the front page of our Monroe Street Church web site (<http://www.monroestrecthurch.org>).

As a member of Monroe Street UMC, I invite you to serve in two particular ways:

One, we are cooking and serving breakfasts to children every morning. I invite you to join the Monroe Street team that will **serve breakfast every Monday morning**, beginning on **June 19 and ending on July 24**. Church volunteers from across the district are coming to serve breakfasts on the other days. The Freedom School staff will plan the menu and buy the food. Please consider joining this hospitality team and serve once, twice, or even all six times! We ask you to come by 7:15 a.m. to serve breakfast at 8 a.m. Plan to stay for Harambee from 8:30 to 9 a.m. What a joyful way this will be to start your week!

Two, we are inviting our Freedom School students to come to a **Vacation Bible School every Tuesday afternoon from 3 to 5 p.m.** Leaders from Sylvania First UMC are bringing the VBS activities to us. We will set up stations and the children will rotate through them. We need **shepherds to take the children from station to station and participate with them in the activities**. This gives us an opportunity to know the children personally and to be in relationship with them. We would love for our Freedom School families to find a church home with us. If we spend time with the children, listening to them, praying with them and learning Bible stories together, we will create the gracious space that may lead some families to stay with us beyond Freedom School this summer.

I invite you to pray, and ask God to reveal to you how you may best offer your presence and your gifts to our Freedom School community this summer. I trust that joining in this kingdom life will be transformative for all of us.

Pastor Elizabeth

Meet Our Freedom School Interns

We are delighted to introduce our Freedom School Servant Leader Interns! These gifted young people will teach our children lessons from the Integrated Reading Curriculum and lead them in enrichment activities. Please pray for them as they finish their spring semesters and prepare for Freedom School training at Haley Farm in Tennessee.



Nicholas (Nick) Bollin is a junior at Bowling Green State University. He is majoring in Special Education. Some of Nick's hobbies include drawing, reading, and playing games such as football with his close friends. Nick is ecstatic about working at Freedom School this summer and can't wait to make a difference for his students.

Kenya James is a sophomore at the University of Toledo studying social work. She is very interested in youth, and serves as the Lead Teacher in the nursery of Fairgreen Presbyterian Church. She is also a leader in the Toledo Campus Ministry. Kenya loves to learn about new cultures and foods. Her favorite quote is: "Treat others as you wish to be treated."



Kathleen Johnson is very much a lover of reading and books, and is very excited to be serving with the Monroe Street Freedom School this summer. Currently a sophomore at Bowdoin College, Kathleen is majoring in Africana Studies and Spanish, and works with the Theater Department and at the college library. In high school, Kathleen participated in the VolunTeen program at the Toledo-Lucas County Public Library, worked on school plays, taught acting camps for elementary school actors, and played Quiz Bowl. In her spare time, Kathleen can be found cooking with her friends, knitting, playing board games, and, of course, reading.

Maeve McBride grew up in Toledo, Ohio and currently attends Dartmouth College in Hanover, New Hampshire. She is so excited to be working with the Freedom School at the Monroe Street Neighborhood Center this summer. She loves working with children and is currently part of a big and little SIBS program on campus. She intends to be an anthropology major with a public policy minor. When she isn't doing her schoolwork, Maeve enjoys spending time in the great outdoors around Hanover with her friends.





Sydney Petty is a May 2017 graduating senior at the University of Toledo. She is majoring in Public Health Pre-Med and plans to go into Perfusion. She is a member of Eta Sigma Gamma National Honorary Fraternity for Public Health, Alpha Kappa Alpha Sorority Incorporated, and the Charles Drew Society for health-related majors. Sydney is interning at the Kidney Foundation of Northwest Ohio, serving as their grant writer. She has served as a Breast Health Ambassador for the Susan G. Komen walk and has organized the educational portion of the 15th Annual Kilometers for Kidneys held by the Kidney Foundation of

Northwest Ohio. In her spare time she likes to work out at LB's circuit training, learn how to make new vegan meals, dance and write poetry. She has worked with kids through Adventure Camp at the Monroe Street Neighborhood Center and the Gregory Daycare, and she can't wait to help improve and empower these scholars through Freedom School. Sydney believes that reading is the basis for all learning and can build positive learning toward any subject.

Mike Polk has been a para-professional in the Toledo Public Schools for seven years. He also coaches the Scott High School dance team. Mike is going to study education at the University of Toledo and one day hopes to be a public school administrator. Mike is excited and prepared for his next mission with the Freedom Schools. His daily goal is to put a smile on at least one child's face!



Zach Rasey is our Site Testing Manager. He will conduct assessments of our students' reading abilities at the beginning and at the end of Freedom School. After he collects the data, he will send a report to the Children's Defense Fund to be analyzed. Zach is a graduate student in the Social Foundations and Educational Theory program at the University of Toledo's Judith Herb College of Education. Zach's primary interest include: investigating both the history and philosophy of education in America, theorizing education of and for a democratic society, and inquiring into democratic theory. In his spare time Zach likes to cook and jog. He is very excited to be a part of the school!



The Great Fifty Days!

We are in the midst of the most festive and celebrative time of the Christian year – the Season of Easter or the Great Fifty Days. We continue to celebrate the resurrection with joyfulness from Easter Day until Pentecost. According to the Book of Acts, on the day of Pentecost the disciples receive the Holy Spirit. Pentecost is the 50th day, counting from Easter Sunday.

The weeks between Easter and Pentecost are a time to rejoice in the new life we have in Christ. No more fasting and focusing on our sin, as we did in the Lenten season leading up to Easter. We are called to live now as a resurrected people who are set free of our sin. We are called to live in the fullness of life to which Christ called us.

I pray that we will all experience the new life that Christ has for us this Easter Season!

Larry

Sundays in May

March 7

Sermon: Embracing the Other

Pastor Larry

Scripture: Acts 8:26-39

Lay Reader: Becky Coger

Altar Flowers: Open

May 14

Sermon: Untying Tradition

Pastor Larry

Scripture: Acts 15:1-18

Lay Reader: Larry Twitchell

Altar Flowers: Given by Linda Perry in memory of loved ones

May 21

Sermon: Living by Faith

Pastor Elizabeth

Scripture: Galatians 1:13-17, 2:11-21

Lay Reader: John Lewton

Altar Flowers: Open

May 28

Sermon: One in Christ

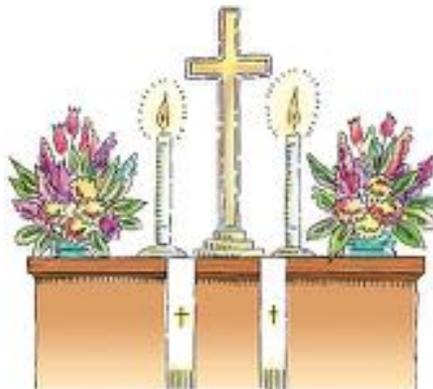
Pastor Larry

Scripture: Galatians 3:1-9, 23-29

Lay Reader: Phyllis Charles

Altar Flowers: Open

If you would like to place flowers on the altar in honor of or in memory of loved ones, please sign up on the Flower Chart on the bulletin board in Circle Drive.



Update From The Trustees

The **railings on the front steps and the ramp in the sanctuary** have both been installed and look great.

We have selected the firm that will **remodel the three bathrooms** – two at the mid-level in the narthex end of the church and the present women's bathroom below Circle Drive Foyer. We expect work on the bathrooms to begin in May.

The Trustees, with the blessing of Pastor Larry, have decided to **put the Drummond Road parsonage up for sale** this summer. We have been renting the parsonage for the last two years to a pastor at Epworth UMC and he has been reassigned to a church in the Dayton area. The strong trend among urban United Methodist Churches is to provide a housing allowance for pastors. The parsonage will go on the market in late June or early July.

The Trustees also approved a plan to **improve security** at both the Rosedale and Circle Drive entry doors. The Rosedale Door will have a keypad to allow entry and the Circle Drive door will have a camera, with entry provided by the church secretary or pastor.

The **brown wooden doors** leading up into LaRue Auditorium will soon be replaced by a new set of metal doors. The existing wooden doors are in very poor shape and cannot be repaired.

Thanks for your patience and your support during all the recent renovations and improvements.

Congregational Care

Thanks to everyone who signed the Easter cards for our shut-in members.

Please be aware that both the Evangelism callers and Agape Ministers still need more volunteers.

The meeting dates and times are changing for this committee. The next meeting will be **Thursday, May 11** at 1:30 pm.

Searchers/Advent Class Bible Study

You're invited to the Searchers/Advent class as we continue to study the book of Revelation led by Pastor Larry. We'll be meeting during the month of May and conclude on June 4. Please join us in the chapel at 9 a.m.

Choir Recognition

Praise, lament, witness, and proclamation are just some of the ways that music can minister to and through a community of believers. Poetry meant to be sung is found in the Bible not only in the book of Psalms, but throughout scripture.

During the **May 21** worship service we will recognize the choirs and the work that they do as part of worship and witness. These dedicated individuals take time to come to ongoing rehearsals, giving their gifts and honing their abilities for Christ's service.

Many thanks to the choirs for the talent that they bring and the time that they give. Angels' Wings, Cantabile, Intergenerational Choir, and Wesleyan Chorus – we thank you!

Young Adults Group

Our Millennials (or Young Adults) group, led by Lou D'Amato, meets monthly after worship over a meal. This has evolved into a very meaningful time together.

Research has shown that most young adults have checked out of traditional worship settings and belief systems. We meet these challenges head on in the spirit of spiritual growth. A brief reading assignment for discussion purposes is provided in advance of the meeting.

Contact Lou at 419-360-3097 or Ldamato419@aol.com for the next meeting date or for more information.

Garden News

The Garden Committee has been cleaning up the beds in preparation for planting in May. St. Ursula students volunteered on April 6. They helped Jerry clean out the hoop house and also helped in the church. Jerry and James have ordered bees, which should arrive at the beginning of May. We will be setting up a new location for them within the garden that will be out of the way of gardeners.

After Mother's Day, we will be getting vegetable plants from Toledo GROWs to plant in addition to plants the committee has been starting at home. If anyone wishes to volunteer in the garden or rent a plot, please contact Bea Maugeri at 419-539-2604 or bmaugeri@yahoo.com.

2017 Offering Of Letters In Progress

Having kicked off at the Easter Breakfast, Bread for the World's 2017 Offering of Letters at Monroe Street Church is currently under way. Bread for the World is a collective Christian voice that urges our decision makers to end hunger at home and around the world.

This year's Offering of Letters is entitled *Doing Our Part To End Hunger* and will urge Congress to make funding decisions that put our country and the world on track to end hunger by 2030. Nations around the world, including the United States, have previously agreed to end hunger and to related goals by this date. Because this offering is aimed to influence the outcome of the budget process, which generally starts in March, we encourage you to send the letters as you write them or return them to the basket provided so that we can apply the postage and send them. Then fill out a reporting card (that includes a list of all of the letters you write) for blessing at the conclusion of our Offering of Letters on **June 11**.

Keep in mind that the House and Senate will work throughout the summer and early fall to pass spending bills and will likely take up another reconciliation bill that could include structural changes to SNAP and Medicaid, as well as tax reform. So please don't stop writing!

Letter writing materials, including background information and a sample letter, will be available in the Circle Drive Foyer and on the Letter-writing Table at the back of the Sanctuary before and after worship. In keeping with the Postcard Parties that have been organized so successfully by participants in and supporters of the Women's March, we will also provide postcards each week for help in targeting specific programs that have proven effective in combating hunger and poverty. For more information, visit www.bread.org/2017-offering-letters or sign up to receive *Fresh Bread*, a weekly email update on legislative hunger and poverty issues, at www.bread.org/freshbread.

First Sunday Communion Offering

The First Sunday Communion Offering to be taken on **May 7** will help support the work of the United Methodist Committee on Relief -- UMCOR. UMCOR is involved in relief efforts responding to natural disasters in the United States and around the world.

The offering taken on UMCOR Sunday in March supported UMCOR's administrative costs. This means that all funds raised through the First Sunday Communion Offerings go directly to emergency relief efforts. Thank you for supporting UMCOR's work!

Fall Retreats Coming

To the men of Monroe Street – you will by now have received a “Save the Date” notification regarding our annual Men’s Retreat, scheduled for the weekend of October 7-8. Mark your calendars! It will, as always, be an enriching weekend of fellowship and spiritual growth. If any newcomers would like to join us, call Lou D’Amato for details at 419-360-3097 or Ldamato419@aol.com.

A Women’s Retreat is also in the planning stages.

Summer Book Study

Our semiannual book studies have been successful in stimulating conversation and healthy questioning of our traditional beliefs, all of which lead to a stronger, healthier faith. If enough interest is generated, we will be offering a Summer book study for the first time this year, again led by Lou D’Amato, focusing on how to read the Bible.

The study is tentatively planned to run for ten weeks from early June to early August on Saturday mornings, location and actual text to be determined. Contact Lou at 419-360-3097 or Ldamato419@aol.com if you are interested.

Save The Date – Sacred Grounds Workshop

The Multipath Council of Northwest Ohio, Wild Ones-Oak Openings Chapter, Rain Garden Initiative of Toledo-Lucas County, City of Toledo Stormwater Program and National Wildlife Federation (NWF) are partnering to assist faith communities aspiring to care for creation by greening their grounds. Inspired by NWF’s Sacred Grounds Garden for Wildlife™ Program as featured in the documentary *Hometown Habitat*, the local partners will encourage the use of native plants to

create habitat for birds and butterflies, welcome bees and other pollinators, reduce water pollution from runoff and lessen the contributions to and impacts from climate change. The first Sacred Grounds workshop in the Toledo area will be hosted by The University Church on **Saturday, July 15** from 9:30 am to 12:30 pm. Participants will learn how diverse faiths share the call to creation care, how building natural communities can beautify their faith community’s grounds and improve their environmental stewardship in a variety of ways, and how to certify their landscape as Sacred Grounds™ through NWF’s Garden for Wildlife Program.

They will also meet a local green team of organizations and agencies who can support them in this important ministry. Free registration for the workshop is available on the MultiFaith Council’s web site at www.multifaithcouncil.org. More information is available at www.nwf.org/Garden-For-Wildlife.aspx

Lunch Bunchers

Our next gathering will be **May 13** at noon at the LongHorn Steakhouse, 4155 Talmadge Road, Toledo. Ann Diller has volunteered to offer devotions.

Please call either Betty Nicolen at 419-475-4064 or Kathy Moore at 419-885-3918 by noon on **Friday, May 12** if you are planning to attend, if you will be bringing a guest, if you need transportation or can provide transportation for someone. We will be discussing a change in the time for our gatherings for the summer months and we will receive suggestions for restaurants for our summer brunches.

Until May 13, be a blessing and rejoice in the good news that Jesus has risen! See you in church.

Kathy Moore

Feed The Staff At Holly Glen



We once again have an opportunity to let the staff at Holly Glen know that they are appreciated. We will provide a lunch of taco salad and desserts on **Tuesday, May 9.**

We need beef and chicken with taco seasonings, as well as things like salad veggies, cheese, tortilla chips, cookies and brownies. We also need volunteers to spend a couple of hours each at Holly Glen keeping the table stocked and greeting the staff – and having the joy of seeing their smiles.

Please help. You can sign up to help by completing the form in the bulletin and putting it in the offering plate, or by contacting Barbara Coleman at babc1743@sbcglobal.net or 419-410-1189.

Meet Susie Brown at Holly Glen

Susie graduated from Lourdes University with a Bachelor's Degree in social work. She has one son.

She loves working at Heartland Holly Glen. There are so many great staff members and residents. She assists in Social Services and Activities.

100% CHANCE OF RAIN!



On **Sunday, May 7**, at 3:00 p.m., Young Voices of Greater Toledo will present their Spring Concert, which includes the musical, *100% Chance of Rain*, by Walter Horsely. Yes, it is about Noah!

It's a jazzy and somewhat whimsical look at Noah and the flood, with a loving message for all. Also featured will be the children's performance on choirchimes, with music arranged especially for them.

Don't miss this enjoyable and charming afternoon, right here at Monroe Street Church, in the church sanctuary.



Monroe Street Neighborhood Center Mud Hens Fundraiser

The Monroe Street Neighborhood Center is one of the nonprofit organizations selected to work one of the Mud Hens food/drink venues. We have been allocated 14 games this summer, and the Center will receive a portion of all of the sales.

We will need 10 volunteers for each game. Volunteers must arrive at the stadium 2 hours before opening pitch and remain until after the game. Baseball games vary in length but in general this would be about a 6-hour commitment. We are seeking volunteers from both the church and the clients that the Center serves.

The first game was Friday, April 14' and all of the volunteers came from the Neighborhood Center staff, Board, and clients. Those working the first game reported "a lot of work, a lot of fun – and great fellowship."

The remaining games are:

- Sunday, May 7, opening pitch at 2:05 p.m.
- Tuesday, May 16, opening pitch at 10:35 a.m.
- Monday, June 5, opening pitch at 7:05 p.m.
- Tuesday, June 13 opening pitch at 7:05 p.m.
- Monday, June 26 opening pitch at 7:05 p.m.
- Sunday, July 16, opening pitch at 4:05 p.m.
- Sunday, August 13, opening pitch at 6:05 p.m.
- Monday, August 21, opening pitch at 6:35 p.m.
- Tuesday, August 22, opening pitch at 6:35 p.m.
- Friday, August 25, opening pitch at 7:05 p.m.
- Sunday, August 27, opening pitch at 6:05 p.m.



Even if you are not a baseball fan it will be fun to be a part of the excitement at the "ole ballpark."

If you would be willing to help or would like more information please contact Clara Petty at cpetty.msnc@yahoo.com or 419.473.1167, or Keith Schlender at keith.schlender@utoledo.edu or 419.895.1331.

Other Neighborhood Center Events

Mark your calendars for **June 7** at The Pinnacle where we will partner with the Clarence Smith Community Choir again for Twylite Thursday. Tickets are \$10.00 and available for purchase now. See Toni Quinn or Clara for tickets.

Adventure Camp starts on **Monday, June 12**. We are looking for donations of fresh fruit. The Adventure Camp hours are 7:30 a.m. to 5:00 p.m., Monday through Friday.

MONROE STREET FINANCIAL REPORT

Month Ending March 31, 2017				
	Current Month	Monthly Budget	Year to Date	Annual Budget
	Actual		Actual	
Total Contributions	\$ 32,412.00	\$ 26,859.00	\$ 100,605.00	\$ 337,320.00
Lackland Endowment Match	\$ 380.00	\$ 417.00	\$ 1,092.00	\$ 5,000.00
Total Foundation Subsidy	\$ 25,000.00	\$ 5,833.00	\$ 25,000.00	\$ 70,000.00
Lackland Bequest	\$ -	\$ 5,000.00	\$ -	\$ 20,000.00
Total Other Income	\$ 30.00	\$ 108.00	\$ 224.00	\$ 1,300.00
Total Rental Income	\$ 3,025.00	\$ 3,354.00	\$ 9,635.00	\$ 32,565.00
Total Income	\$ 60,847.00	\$ 41,571.00	\$ 136,556.00	\$ 466,185.00
Total Operating Expense	\$ 40,557.00	\$ 54,545.00	\$ 147,018.00	\$ 576,829.00

The income and expenses for March were close to our forecast. Our expenses were under forecast due to the warmer temperatures.

Updated Renovation Expenses					
Repair Roof on East End				\$ 48,500.00	Complete
Painting				\$ 13,399.00	Complete
Electronic Sign				\$ 30,968.00	Complete
Marble Slab Repair Front Door				\$ 2,568.00	Complete
Sound & Video Equipment				\$ 127,802.00	Complete
Lighting				\$ 4,119.00	
Restrooms					?
Platform and Choir Loft				\$ 18,671.00	Complete
Chairs for Chapel & Sanctuary				\$ 14,529.00	Complete
Carpeting for Chapel & Sanctuary				\$ 34,534.00	Complete
Painting for Video Screen on Wall				\$ 4,180.00	Complete
Miscellaneous Expenses				\$ 5,840.00	
Capital Fund Drive Expense				\$ 32,981.00	Complete
Elevator					?
Total				\$ 338,091.00	

These are the current expenditures through March 31, 2017. Quotes for updating restrooms have been received and estimates for the elevator door updates are expected soon.

Transferred from Foundation				\$320,000.00
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Jerry Charles,
Treasurer

May 2017

Sunday

10:30 a.m. Worship Service
 12:30 p.m. Kingdom Harvest Church
 12:30 p.m. Redeemed by the Blood of Christ Church

Tuesday

9:30 a.m. Tai Chi Class
 3:00 p.m. Open Gym
 6:00 p.m. Kingdom Harvest Bible Study

Thursday

9:30 a.m. Tai Chi Class
 11:00 a.m. Cardio Hustle
 3:00 p.m. Open Gym
 5:00 p.m. Redeemed by the Blood Bible Study
 6:00 p.m. Martial Arts
 7:00 p.m. AA Meeting

Monday

9:00 a.m. Tai Chi Club
 11:00 a.m. Zumba Gold
 5:30 p.m. Yoga with Connie
 6:00 p.m. Martial Arts
 6:30 p.m. POUND Fitness

Wednesday

10:00 a.m. Beacon and Bridge Bible Study
 11:00 a.m. Zumba Gold
 11:30 a.m. Bridge
 3:00 p.m. Open Gym
 6:00 p.m. Martial Arts

Saturday

9:00 a.m. Martial Arts (2d Saturdays)
 10:00 a.m. Savvy Seniors POUND Fitness
 11:00 a.m. POUND Fitness
 7:00 p.m. AA Meeting

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
	9:30 a.m. Staff Meeting 5:00 p.m. SPRC	10:45 a.m. Witness Committee 6:00 p.m. Young Voices 6:00 p.m. Shawl Ministry	6:00 p.m. Bell Choir Rehearsal 7:30 p.m. Wesleyan Chorus	7:00 a.m. Men's Prayer Breakfast 11:00 a.m. Sacred Stories 6:00 p.m. Mountain Mentors Board		9:00 a.m. Young Voices rehearsal
7	8	9	10	11	12	13
8:00 a.m. Intercessory Prayer 12 noon Intergen. Choir Rehearsal 3:00 p.m. Young Voices musical: 100% Chance of Rain	9:30 a.m. Staff Meeting 5:00 p.m. Trustees	Feed the Staff at Holly Glen (all day) 5:00 p.m. Finance	6:00 p.m. Bell Choir Rehearsal 7:30 p.m. Wesleyan Chorus	11:00 a.m. Sacred Stories 1:30 p.m. Congregational Care Team		12:00 p.m. Lunch Bunchers
14	15	16	17	18	19	20
Mother's Day 12 noon Intergen. Choir Rehearsal	9:30 a.m. Staff Meeting 5:30 p.m. Leadership Team	6:00 p.m. Blanket Ministry	6:00 p.m. Bell Choir Rehearsal 6:30 p.m. Agape Ministers 7:30 p.m. Wesleyan Chorus	7:00 a.m. Men's Prayer Breakfast 11:00 a.m. Sacred Stories		
21	22	23	24	25	26	27
Voice Deadline Choir Recognition Sunday 8:00 a.m. Intercessory Prayer 3:00 p.m. True Colors Chorale concert	9:30 a.m. Staff Meeting 5:00 p.m. Jobs with Justice		6:00 p.m. Bell Choir Rehearsal 7:30 p.m. Wesleyan Chorus	11:00 a.m. Sacred Stories 6:00 p.m. MSNC Board		
28	29	30	31			
1:30 p.m. Worship at Holly Glen	Memorial Day BUILDING CLOSED	10:00 a.m. Fold and Address Voice for Mailing				

Church Staff

Larry Clark, Pastor
Elizabeth Rand, Pastor
Lanette Cornwell, Administrative Assistant
Denise Mathias, Director of Music
James Krohn, Building Superintendent

Church Office:

Mondays through Thursdays.
9:00 a.m. to 2:00 p.m.
Phone: 419-473-1167
Fax: 419-474-5467
Church web site: www.monroestreetchurch.org

Services

SUNDAYS: Sunday School 9:00 a.m.
Worship 10:30 a.m.

Prayer Groups

Intercessory Prayer Service
1st and 3rd Sundays of the month at 8:00 a.m.

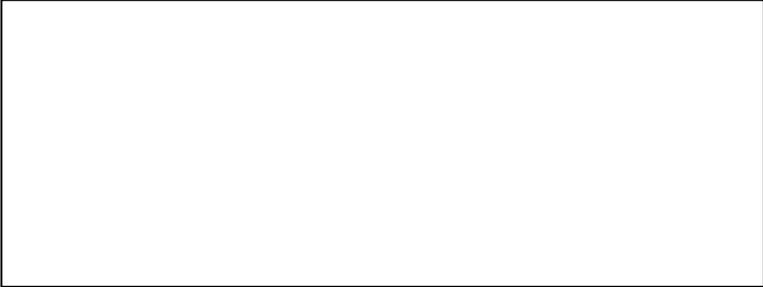
Men's Prayer Breakfast
1st and 3rd Thursdays of the month at 7:00 a.m.
Uncle John's Pancake House, 3131 Secor Road

Mission and Vision Statements

*Making disciples of Jesus Christ for the transformation of the world
Celebrating the love of Christ by serving as His heart and hands*

Monroe Street United Methodist Church's vision is to minister to a great diversity of people, accepting and celebrating their lifestyles and circumstances. Our church will be both a beacon and a bridge for those desiring a connection with God and for those who make service to others a priority. We will compassionately meet people's needs, both within and outside of our congregation, with focused programs, increased partnering, and open communication.

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