

Calvary of Albuquerque
Minutes of Telephonic Meeting of Board of Directors
December 16, 2003

Directors Participating:

Franklin Graham
Skip Heitzig
Greg Laurie
Raul Ries
Paul Saber
Greg Zanetti
Ray Ziler

Others Participating:

Bob Church, Associate Pastor
Jennifer Santiago, Executive Assistant

The Board met by conference call from approximately 2:00 PM to approximately 2:30 PM on December 16, 2003. The following summarizes the discussion and actions of the Board.

1. **Call to Order** – The meeting was called to order by Skip Heitzig, who chaired the meeting.
2. **Update on Skip's departure**- Skip stated that he has now been formally called by Ocean Hills Church and that he has accepted the call. Skip indicated that the rumors in So. California are that he will be taking over Chuck Smith's church, which, of course, is not the case. Due to the level of awareness both inside and outside Albuquerque regarding his departure, Skip believes he needs to accelerate the announcement of his departure to the Calvary Albuquerque congregation. He now plans to announce his departure to the congregation during the December 20-21, 2003 services. Skip stated that he intends to continue to deliver the Wednesday evening messages for an unspecified period of time.

Skip stated that he met prior to the Board meeting with Calvary Albuquerque's pastoral staff to announce his departure plans. He commented that the pastoral staff received his announcement with surprise but that they reacted favorably and he is confident that they will rise to the occasion.

3. **Governance**- Skip expressed his willingness to continue on the Calvary Albuquerque Board. He will continue to serve as chair. During the teleconference, all of the non-Albuquerque Board members agreed to continue to serve on the Board for an unspecified period of time.
4. **Continuing role** – Skip stated that he has chosen Pete Nelson to assume the title of senior pastor of Calvary Albuquerque. Skip will tender a letter to Calvary

Calvary of Albuquerque
Minutes of Teleconference Meeting of Board of Directors
March 25, 2004

Directors Present by telephone:

Franklin Graham
Skip Heitzig
Greg Laurie
Pete Nelson
Raul Ries
Paul Saber
Ray Ziller

Directors not present:

Jim Williams (emeritus)
Greg Zanetti

The Board met via teleconference from approximately 2:30 PM to approximately 3:00 PM on March 25, 2004. The following summarizes the discussion and action of the Board.

1. **Call to Order** – The meeting was called to order by Skip Heitzig, who chaired the meeting.
2. **Opening Prayer** – The opening prayer was offered by Raul Ries.
3. **New Board Members** – Skip Heitzig discussed Pete Nelson's request to add new board members that he believed would be of service to him as the chief operating officer of Calvary of Albuquerque. Pete Nelson stated that his request to add board members was based on his understanding previously reached with Skip Heitzig on this matter. Skip stated that it was always his intention that the current board membership would remain intact without adding board members for a period of at least a year and would then evaluate the need for change. After a discussion about the merits of adding additional members, the proposal was rejected.
4. **Transfer of Radio Station Operations, Assets and Debt to a Separate Entity** – Skip Heitzig proposed transferring the assets and operations of both of the radio stations (KNKT and M88) now owned, operated and subsidized by Calvary of Albuquerque to a separate entity, Connection Communications Association, Inc. The shareholders of this new entity are Skip Heitzig, Paul Saber and Kent Bagdasar. The stated reason for the proposed transfer is to remove the responsibility of managing the net assets and operations from the staff of Calvary of Albuquerque.

Franklin Graham stated that the proposed transaction is a work of God and that it needs to happen. He made a motion 1) to reflect that it is the express intent of the Board of Calvary of Albuquerque to pursue the transfer of the radio assets and operations from Calvary of Albuquerque to CCA and 2) that all necessary action should be taken to make the radio assets and operations transfer happen.

The Board discussed various considerations about the consequences of the proposed motion and transaction, as follows.

A discussion followed about the need to give further consideration to whether the assets and cash flows of the radio operations could be transferred off the financial statements of Calvary of Albuquerque if they are pledged as collateral under Calvary's bond indenture. It was acknowledged that the Board needed further information to determine whether or how the radio assets and operations can be transferred if they are collateral under the bond indenture.

It was discussed that Bank of America may have relied on the radio assets and operations reported in the audited December 31, 2002 financial statements of Calvary of Albuquerque in evaluating Calvary's financial position for purposes of recently underwriting a \$2 million line of credit to Calvary. Even though Bank of America's line of credit is not specifically collateralized, they may have an expectation that the 2002 financial statements are materially reflective of the continuing net assets of Calvary.

The Board discussed the need to consider how the proposed radio assets and operations transfer would be perceived by stakeholders of Calvary of Albuquerque, who, through their contributions, have paid for a substantial portion of the radio assets and funded their substantial operating losses to date.

Before, further discussion about the consequences of the action, Franklin called for a vote on this motion: In favor of the motion as made and seconded – Franklin Graham, Skip Heitzig, Greg Laurie, Raul Reis, and Paul Saber. Against (based on the need for further information and evaluation of consequences before making a decision) – Pete Nelson and Ray Ziler.

Skip Heitzig stated that he will take the necessary steps to obtain a release of the radio assets and operations from Calvary of Albuquerque's bond indenture. He stated that he will also take steps to arrange for a lease of the radio facilities housed within the Calvary of Albuquerque campus and supported by Calvary of Albuquerque's infrastructure.

5. **Discussion about Pete Nelson** – Several of pastors, including Skip Heitzig and Greg Laurie complimented and encouraged Pete Nelson about the good things he has done since his arrival at Calvary of Albuquerque. Specifically, the improved financial results were mentioned.
6. **Adjournment** – Skip Heitzig adjourned the meeting.
7. **Closing Prayer** – Pete Nelson offered the closing prayer.

**Calvary of Albuquerque
Minutes of Teleconference Meeting of Board of Directors
August 17, 2004**

DRAFT

Directors Present by telephone:

Franklin Graham

Skip Heitzig

Greg Laurie

Pete Nelson

Raul Ries

Paul Saber

Greg Zanetti

Ray Ziler

Directors not present:

Jim Williams (emeritus)

The Board met via teleconference from approximately 1:00 PM to approximately 1:30 PM on August 17, 2004. The following summarizes the discussion and action of the Board.

1. **Call to Order** -- The meeting was called to order by Skip Heitzig, who chaired the meeting.
2. **Opening Prayer** -- The opening prayer was offered by _____.
3. **Discussion about Pete Nelson** -- Several of the pastors, including Skip Heitzig complimented and encouraged Pete Nelson about the good things he has done since his arrival at Calvary of Albuquerque. All reports are that the church is healthy and doing well. Attendance and support remain strong.
4. **Discussion led by Paul Saber and related action** -- Paul cited the need to deal with the wind down of Skip Heitzig's involvement and governance role with Calvary Albuquerque. He felt that Skip's departure should be characterized as Calvary Albuquerque sending Skip out as a missionary to Ocean Hills and that his relationship with Calvary Albuquerque is not severed. He proposed formation of a committee that would address these issues and develop a recommendation to the full board for action. The members of the committee are Skip Heitzig, Paul Saber, Pete Nelson and Greg Zanetti. The board voted unanimously to form the committee and charge it with developing recommendations for the board's action.
5. **Adjournment** -- Skip Heitzig adjourned the meeting.
6. **Closing Prayer** -- Greg Zanetti offered the closing prayer.

Ray Ziler, Secretary

Minutes of Calvary of Albuquerque Board Meeting
By Teleconference
Tuesday, August 17, 2004

Roll Call:

Skip Heltzig, Greg Laurie, Raul Ries, Paul Saber, Greg Zanetti, Pete Nelson, Donna for Franklin Graham (arriving soon), Ray Ziler (not yet available)

Skip: Opening Prayer. We thank everyone for coming. Franklin will be available momentarily. Our purpose is to give a basic update on the last six or so months of transition and bring everyone up to speed. The Lord is doing great things. It's been a hard transition, not having gone through this before, we've only built from the ground up so to take over an existing ministry was and is a learning experience. God is blessing the turnover, many older members of the church have moved on which is nothing we tried to instill, it is natural and does occur. At the same time, there are a couple thousand people coming, most of whom are new and excited and see it as a whole new venture. Every week we see people coming to know Christ, this last week we saw a lot of people come forward at an altar call. The Lord is building up a whole new body and we are excited about that. Pete Nelson and I are in contact about once a week. He sends me a flash report of what's going on in Albuquerque and we consult together about a number of issues and from what I hear from others and what I can see, the Lord continues to bless and Pete is doing an outstanding job there in Albuquerque. I just wanted to fill you in and let you know where we've been and then the future as we think about where we are going from here on out. I presently serve as President of the Board of Albuquerque. And I want to maintain an involvement in Albuquerque which will change over time. I have been talking to a few people including Paul Saber and others as to what that might mean. I think what we have observed and are seeing is something very healthy and unique, in that this is the 1st Calvary Chapel that I know of that has made a transition like this, of this size and has passed on leadership to someone who is not a family member but came out of the ministry in Albuquerque and now continues to serve as Senior Pastor and so we are carving a template out for other churches. I've had pastors call me from around the country and just excited about what they see and asking about their own future transitions. It's an exciting road and we do not have all of the answers yet but we are learning. Pete, did you want to share anything about what you've seen so far?

Pete: Well, as far as here in Albuquerque, I am obviously very thankful for the grace of God and for the congregation through this transition. It is very cool and it is a compliment to you, Skip, and the leadership, and the foundation that was laid. It's just really neat to see because it's a "God thing". People are being saved every week, attendance is doing well, Skip, you've seen the financials, things are going well. I am still learning and continuing to grow into my role and it's just exciting to see at this point in time all that God has done here.

Greg Z.: I second that, I was the sole voice of dissent last year, saying the Pete wasn't ready and I was wrong, you chose well. The congregation has really taken to this guy. The church hasn't skipped a beat. The services are full, the people are happy, there's a real nice atmosphere about this place. All the fears, that's the right word, too, I wouldn't call it a lack of faith, but my fears have all gone away. I was 180 degrees off and you chose your Timothy and he's done a real good job.

Skip: Praise the Lord for that. Excellent

(Ray Ziler joins conversation)

Paul S.: I would echo what Greg Z. said. We have been back a couple of times to Albuquerque and I would agree with Greg. Diane just returned two weeks ago and her time there with the kids was really a blessing. Not only was your message great, the attitude and heart of the church is just as fruitful and alive and my daughter thought you were cool. The only thing I would add is that now we are down the road about six months, from every perspective of this process, we have all probably learned some things and we are not done learning, that's for sure. I think back to Greg's point and some of the fears and concerns, going into this I don't think we all knew what exactly how to do this b/c it was truly pioneering, forging new ground and has never been done at least to the knowledge of individuals I've talked to, other pastors around the country, to have somebody move out of the pulpit that was in a healthy position and did not have any personal issues. I think that if there's one thing that would be helpful, at this point in the process, because as we said before, it cannot go on this way indefinitely in the format we are under, you ultimately have to identify and clarify your role with Albuquerque and the Board. As Ray mentioned, in the last call we had, we probably need to revisit those, look at the By-Laws, assign some term limits, a lot of different questions that we have all raised over the past months but I think the most critical one is the process by which we went down this path. After talking to several individuals, including one of Greg Laurie's Board members, Chuck Fromm and other individuals around the country, I had a conversation with some people from Prison Fellowship that are very close to me, about structure and process. I think the one thing that we ought to look at is the concept of the relationship that Skip has with Calvary of Albuquerque and how it moves forward. I think the way we do that is to have some evaluation, Skip, about an idea that is less about severing a relationship or transitioning out of that pulpit and moving on and more about an approach that looks at what you are doing as more like going into the mission field. I don't think any of us could have anticipated the lack of help at Ocean Hills. Just so you all know, we have had a couple of Board members resign, just due to their own issues and transition and just the help of the church. We've really taken on (and Skip has taken most of it all on his shoulders) much more than we expected. As we look forward, it is more like sending Skip out as a missionary, who just happened to be a senior pastor, from where he spent 22 years of his life, out into the mission field (being Ocean Hills). Really what we ended up with is probably a parent church planting a new church in South Orange County called Ocean Hills. What I would propose, Skip, is that we take some time, maybe a smaller group in a committee structure, to take a look at the current structure vs. the future structure of what it might look like: the relationship between Calvary of Albuquerque, the parent church, and this idea of a mission church being planted in Orange County, the board relationship with Calvary of Albuquerque and Ocean Hills and go through a real thorough examination, assessment and evaluation and make some recommendations to both boards of how we proceed in the future with some very clear timelines and delineations of the relationships of the Board members and the timing of those board members. I know, Pete, that you have requested and I think we all agree, that there needs to be a point in time when you and Skip sit down and add some board members in Albuquerque who are local and are part of your family down there. We should come to a real thorough assessment in a timely way and make recommendations back to this board and to the Ocean Hills board on how we move forward from this point. I really think that this whole idea of planting and sending vs. severing the relationship with Skip and what that looks like in the years to come is critical. I think there is no question in my mind that the whole goal of proclaiming Christ is taking place in Ocean Hills and the health in Albuquerque is staying true to that goal. We see this as the Kingdom growing and what happens in the future needs to have some clear parameters for all of us so we all know our roles, expectations and responsibilities for the next six months, twelve months and into the future.

Skip: When I announced my departure from Albuquerque, I let them know I was not leaving totally, so I have tried to maintain that communication base, to those that want updates, letting them know what is going on here. **(Franklin joins conversation)** I am transitioning but not leaving permanently. I have been asked to speak several times, and I am going back to host Raul's crusade in September and he'll

have a citywide event, then speaking at the church, and have invited people from Albuquerque to come on the tour to Israel that Chuck Smith and I are hosting next year so we are trying to include transitionally these elements so they see it as I have been sent out, not cut off. The other thing we've added is the Sunday nights at CCCM we are broadcasting live at Albuquerque as well as the second service of Ocean Hills so people can stay in touch that way. Go ahead, Paul.

Paul S.: That does clearly identify that there is still a relationship. We are now at the place where we need to do an assessment of where we go from this point forward. I have talked to most of the board members and everyone wants to know how do we move forward, what is my timeline on the board, a real thorough process with a smaller group whomever Skip and Pete think would work, aiming at your October board meeting to really lay out where we are today, where you both would like to be, the relationship between the two churches and I think this is a very intriguing concept of a parent church with a mission church and this idea of looking at you more as being sent and not severed and ultimately how the relationships of the boards are structured and how people serve in the future. The first six months has been some learning for everyone but now we are able to make some clear assessments and recommendations. This would enable us to move and forge territory with a clear understanding from both entities.

Skip: For instance, the Calvary Connection Radio ministry is becoming completely self-supporting but has in the mean time incurred some support from the Albuquerque base and we want to look at that relationship in the future.

Paul S.: I personally think that we need to look at every aspect of it, from administration to pastoral to board, then come back with a clear recommendation of what roles and responsibilities are and how Skip and Pete would interact in the future and what that relationship looks like. I do think that although you communicated pretty effectively to the congregation that you weren't leaving permanently, that this was something you were going out to do, for three very specific reasons: your mom, your senior pastor and helping a church. You said that you were going to be back from time to time and I think that message came across well. If there has been anyone sort of in limbo, not knowing the next step, it's been the boards of Calvary of Albuquerque and Ocean Hills. That is my recommendation, to get a group together to make precise and decisive recommendations so you guys can move forward and the proclamation of Christ can continue to go forward. Even in some of our naiveness in not knowing how to go forward, God has been incredibly faithful in both cities.

Greg Z.: I have some questions. I always feel like I am behind on things, like everybody has talked about things and have some notion of what is going on but we never get anything in advance and this is kind of out of left field but what I am hearing you say, Paul, is talking about merging the two churches and the boards and we are going to see Ocean Hills as a mission church or a sister church of Calvary of Albuquerque?

Paul S.: No, I never said "merge". What I said is that we are at a place where we need to evaluate and assess. I don't know what the outcome is, Greg, but I think we have to, which is exactly your point: that there hasn't been much communication and information, it's really been a learning process for both Pete and Skip and as a board responsibility we need to put some people together from both boards and sit down and assess how we move forward for clear direction, for the next step in the transition. You may feel like you are behind but I don't think any of us is caught up.

Greg Z.: My understanding was that out of the goodness of their hearts, Franklin and Greg, Raul and Skip were going to stay on the Board for a year, and that it was incumbent upon us in Albuquerque to get

our act together, to do our best and, at the time we thought it would mean to hold the church together. We thought that we had one year to really pull this off. We feel we have been moving forward, and you are not going to like hearing this, Skip, but the emotions that were left behind aren't the ones that Paul was just describing. There was a lot of disappointment in the sense of betrayal, that you had left, that we had been abandoned. If you just talk to the "Joe's", there was a lot of that out here. Thanks to God, to Pete, to Ray, to Jim, this amazing staff that was left behind, Bob Church and his crew. We overcame it. I don't know. I think I kind of see where you are going with this. I am going to ask one more question and it may be considered rude, but is there money involved in this - are there financial problem at Ocean Hills? Because I am a money guy, it's what I always go to. What is going on out there? You told me you lost your staff.

Skip: I had to let a lot of the staff go, we are replacing the staff. It's at a place where we are giving out some severances so we are tightening our belt. What we are talking about is the future relationship. Pete and I talk every week so we are caught up. The Board isn't caught up because he and I have been speaking to each other only as leader to leader. We are talking about the relationship for instance, that would involve the radio ministry that Albuquerque is still subsidizing.

Greg Z.: Yeah, it's like \$600,000 so far anyway - go ahead

Skip: Now that we are six months into this transition, continuing that transition, taking it all the way through and completing that process. That's all we're talking about.

Paul: And I think, too, Greg, just as you articulated how you felt a year ago or nine months ago to what we all thought - this is completely new territory. We are forging something that has never been done and I think we have a greater responsibility than just to Ca of Albuquerque and Ocean Hills. I think that this is a model and potentially a template for churches around the country to be healthy and to plant for potentially more growth in other communities. That doesn't mean that it is necessarily financial. It just means that it is a different way to approach a relationship: someone being sent as opposed to someone leaving. If we were to send a missionary to a more exotic place, then we would probably not have any problem with it, but the reality is that Skip went to a part of the country that was pretty void of teaching, and surely void of a healthy proclamation of the message of the gospel of Christ. So what I am suggesting is that now since we have gone through the first six months, it might be a healthy time to assess and evaluate the roles and responsibilities and the relationships as we move forward so that we are not in the place that says, "OK, now what do we do after a year?" Because everything we positionally suggested on the front end was predicated upon information that we had not ever really explored. So we are learning as we go through, it's just a matter of the fact that now we are at six months, as an update we say, here's where we are, now maybe we mine things out so we do have a clear plan. I do think, Greg, that there is a responsibility here. As I speak to others around the country, this is incredibly unique, for someone who has been 22 years in a pulpit who laid the foundation, through a lot of hard work from a lot of different individuals through the leadership of Skip built a church and what does that legacy have? What relationship does Skip have back to Calvary of Albuquerque? I don't think we've answered those questions because I don't think we knew how to ask the questions. So it's more about that and that to me should be exciting because that just magnifies the Kingdom of God further. This isn't about something financial, it is more about how does this whole transition finally blossom into what it potentially can be? I don't know what it can be. And, Greg Laurie, you may want to comment. I hadn't even thought of any of these ideas and concepts until a few months ago when I received an e-mail from someone who's been living in this kind of world for many, many years and I think this concept needs to be mined out: the concept of sending rather than severing relationships. I think it is something worth doing and it gives us all an understanding of where we go from here.

Ray: It seems like this is a concept that we can go through and see what comes of it but I am going to be extremely cautious about this. I feel like Calvary of Albuquerque, God has blessed it and the people have really rallied and supported Pete and I don't want people to be confused about what's going on and potentially damage both churches. The congregation would need to understand what is going on, you are talking about how the boards need to understand their roles, really we are just a small sample of what we represent: the congregation's interest. I just want to make sure that we protect the flock here. This is a very new concept. They have made an emotional jump and if it sounds like Skip didn't really leave after all and we are somehow joined at the hip with Ocean Hills, where does that leave Pete and things like that? I think we need to be very, very cautious.

Skip: Let me just clarify, I am not thinking of coming back. I am moving ahead here.

Ray: I understand that, Skip, but I am just saying how would the message come across? We'd have to be very careful about that.

Paul S.: I'm not sure, Ray, what the message is so I don't think there is a message to the congregation. I think what we have to do is to be responsible as board members and do the due diligence and work on this. Going back to Greg's point, he feels like he's been behind the eight ball, he hasn't had the communication, what I am suggesting is that now let the board really put some structure and texture to what the future looks like. I don't know what it will look like but I do know that waiting for something to happen, or to have a relationship that is a relationship, but it isn't a relationship is not prudent. It is not the healthy way we continue to work forward within a structure. I think we need some very defining limits and some parameters of what the structure in the future looks like because I don't think, Greg, it's as easy as at the end of twelve months, Greg Laurie, Franklin Graham, Skip and Paul Ries just walk away. I think there is more responsibility as board members that we all need to have and share so that there is some continuity.

Greg Z.: Paul nobody said that, in fact at this end, we've been trying to plan for it, what are we going to do, where do we go from here and what do we look like? Obviously, Calvary of Albuquerque is not going to look like it did under Skip. Pete's not a national celebrity. We've already been making plans, it's going to be more of a local church. So, no, we've understood that. It's not like we've been mentally sitting back here doing nothing, my understanding was that it was going to follow the Calvary model, you've got all these satellite churches out there and you guys are all friends and buddies, have a personal relationship, you share, and trade off and that kind of thing, but there's nothing formal about the relationship, each does it on their own.

Franklin: Let's put it a little bit different way here and I haven't talked to Skip or Paul, I am just talking out loud here everyone is hearing this for the first time. When Skip decided, felt in his heart that God called him to OCEAN HILLS, there was nobody more concerned about this decision than me but at the same time, I just had to trust that God's in it and that God has a plan and a purpose in this. At the same time, we have seen the devil try to stop this and not let this thing go forward. When the devil starts opposing it, something must be right but at OCEAN HILLS, the Board of Directors that invited and called Skip did not inform the congregation completely the way they should have. As soon as Skip got there, there was resentment that there was a connection to Calvary Chapel. In my mind, who do these people think Skip is? Did they think he just fell off a turnip truck somewhere? I mean, of course he is Calvary Chapel. But there were people in the congregation that didn't understand that this was CC, that this has been Skip's life, his model. Certainly they did not read Skip's statement about coming to CA to help Chuck and to be close to his family and all that. So there was a host of people, not a host, but a number of

people who were unhappy and confronted Skip and tried to make his life miserable and thank goodness, they have finally moved away. Now what's happened is that you actually have Ocean Hills which is now a new group of people and it is now coming under Skip and he is putting his people in place and it is growing but now it is a CC. Skip needs help. A lot of people bailed on him and people were not honest, the congregation was not properly informed by the former board. The ultimate is CCCM, Chuck is looking to Skip for help in the future, thinks that Skip can run it in the future, and I think out of love to Chuck Smith, out of our respect and love for Skip, we need and when I say we, I am talking about Calvary of Albuquerque, we need to do everything we can to help Chuck Smith finish well and if Skip is the man to get the leadership, to help Skip get there. Now if Skip were asked tomorrow to go to CCCM, we still have OCEAN HILLS and we'd need to find a pastor for it. Now I think that this is where Calvary of Albuquerque can take this on as a sister relationship and help bear some of this responsibility, if we need to find a pastor, then maybe someone can come out of the ranks of Calvary of Albuquerque, and help build that, I don't know. But I just see that Skip has got a lot on his plate, there is a lot at stake here and we just need to surround him and help him and that is just my opinion.

Paul: I think that is right and what you're hearing is sort of, at 30,000 feet, what does this look like? I think, Greg, you articulated that at 30,000 feet, Calvary of Albuquerque looks like more of a local church. I think that the reality is that just like you've had conversations with others, we are a board and we have a responsibility as a board, collectively, through a smaller group to mine these issues out and to assess where we are what the future looks like what the responsibilities are. That is the suggestion, I don't know what the answer is but if we all start to articulate how we felt, then we'd probably have 5 or 6 ideas migrating around. We have to get the place where we understand what it potentially looks like.

Greg Z.: Franklin said something very important: Skip needs help. What do you need, Skip?

Skip: What I'd like to do, Greg, is to get a group of people, like you and I, Pete and Paul Saber and discuss the future relationship of the Calvary Connection to Albuquerque, of the roles of casting leadership and direction for the radio station that Chip Lusko is running, discuss the future relationship of those entities that began at Calvary of Albuquerque. For instance, I know that Word for Today, Chuck's radio program is going to continue long after Chuck goes to heaven, that CCCM sees that as part of their outreach and I want to discuss what that future looks like. Instead of encumbering all of our time here, to plan for a meeting in October where we will all be together and that in the mean time, we will have worked through this process as a committee and can make recommendations to the board of what that would look like and make decisions as a board.

Ray: Skip, I'd be interested in participating in that because I don't feel exactly the way Zanetti does, I feel like I've been in a vacuum for a long time and haven't really known what's going on and I haven't been meeting with anyone that would make me feel like I know where we are going. I feel like we have been on hold, in limbo for awhile so I would welcome something that would help us take on some definition. My chief concern is that we do not lose any of the momentum that exists here by confusing the support base, that's all. I think that we have to be extremely sensitive to that because I think we could damage all of God's work here. I think it is a good process to figure out where we're going and get agreement on it because I do not know where we are going. Pete is here, trying to figure out how to do his role and doesn't really know what his ~~teacher~~ looks like and that's got to be addressed. We have not really, I haven't had any meetings with Pete and I'd like to, he's our pastor here and I feel like for some reason, we don't have that and it's just not a healthy situation. I'd welcome something that would give us a framework of thinking for the future.

Greg Z.: I concur

future

Franklin: I think I've only heard good reports about Pete, not one thing negative. This first year has been a difficult year and he's handled it exceptionally well. His teaching, his preaching, his relationships have all been strong so for me as a board member, I thank God for that. I feel like we got the right man for the job.

Skip: Amen

Franklin: As a board member, I see OCEAN HILLS, when I see that when all these other board members bailed and there was all this resentment of Calvary, I thought, what in the world, where did that come from? It's just nothing but the devil and yet, we see the ministry being blessed now, people coming to faith and maybe we need to look at this relationship really more as one tied to Skip

Greg Laurie: One statement that was made earlier by Greg Z. was that you guys felt betrayed by Skip and that you would be joined at the hip. Let me put it another way, how about being joined at the heart. Joined at the hip implies that you can't do anything about it but joined at the heart implies that you want to be connected. Let's remember that we wouldn't be having this conversation if Skip did not have the vision to go to Albuquerque in the first place and pioneer this work. You can't write him out of the script. Yes, he's moved on but he will always be a part of the DNA and a part of what God did at Calvary of Albuquerque. Just like I'm always going to be a part of the DNA of Harvest and Billy BGEA, Chuck CCCM. It is just a reality and if you try to say, well, Skip's gone now and even say that in some ways you feel he betrayed you, betrayed? I think what he did was a remarkable thing, putting Pete in place and allowing him to do what he's doing and I feel, as it has been said, that he has chosen well so I think frankly, out here, things change. But this is all the Kingdom of God, it's not Albuquerque or CA, it's not Calvary or Southern Baptist. So I think we want to say how can the Kingdom of God be best extended and the most people reached? If that means Calvary of Albuquerque continues to foot the bill for a while for the Calvary Connection I don't think that people in the pew would resent the fact that they are continuing to support ministry that is going out across the country. I think we need to look at the big picture, you're joined at the heart, Skip is the founder, his DNA which is not going to change. Pete is building on that and doing a fine job of it, so we need to move forward with that kind of thinking.

Paul S.: Ray, to your point, I don't think ANYTHING needs to be said to the congregation. If there is anything we should have learned over the past seven-eight months, it is that we should be slow to speak until we really know what God has laid on our heart.

Ray: I agree with that, Paul but the thing I want to make sure of though is that any decisions we make is that we don't do anything that would be deceptive in any way, without disclosure to the congregation.

Paul S.: I think that there is enough history after twelve months, that there is nobody who has any intention other than to grow the kingdom. If we look back to nine months ago, each of us had our own bias and perception as to what was taking place and why. The reality is that the only person in this equation that was spoken to by God to make this move was Skip. We all questioned it in our own way and each of us questioned him for different reasons. In reality, it appears that he was right. God has been in this and the Skip has over the past seven months persevered through, as Franklin said, an awful lot of stuff and I think it is opposition from Satan. That is what we should be resting on, that the proclamation of Christ is expanding. So, I think what we need to do is to be slow, as a board, to look at this process, assess it appropriately and then as a board get back together and talk about potential recommendations and also have the flexibility to recognize as a board that we may not get it completely right, this is an evolving

process. I can't stress enough, what Skip has done is remarkable. I talk to pastors all the time that are blown away by what he did. Now people are starting to look at what the potential this has for the ministries at large. I think we have a huge responsibility as board members and I think as Greg said, I see this as a big picture opportunity, not a local opportunity.

Pete: I'd like to just add that this is good timing because there was this year, I remember Skip talking about a year of kind of probation. This is a huge opportunity, much bigger than I could imagine for myself and we are only, this is only six months so Greg and Ray, I feel this is good timing to be bringing this up

Ray: I agree. I'd like to understand. Pete, you and I have not been able to get to know each other like we should. I love what is happening but I am frustrated by the fact that there has not been much communication.

Skip: I apologize for that. My communication has mostly been from pastor to pastor with Pete on a weekly basis where I would get flash reports and have a weekly synopsis from the executive staff and then Pete and I would talk about the best course of action that he ought to take and to his credit, I think he's made all the right decisions. I've had people visit almost every week from Albuquerque and they are thrilled with what God is doing there so that is what we want - to see that momentum continue. I would like to see Pete, myself, Greg Zanetti and Paul Saber explore what the relationship is going to look like in six, nine twelve months from now. Let's shoot for a meeting in October where we can all be together and we can bring those recommendations to the board.

Greg Z.: That's fine with me

Paul S.: Skip, I just want to say one thing, God has put this on my heart to share with all of you. There has not been a lot of communication, Greg Laurie and I have talked but we do not always hear from Skip as much as we'd like but Franklin touched on this, too. Our hearts need to be wrapped around Skip. Pete, we left you in a very healthy, truthful place. I don't think there was much misrepresented to you, Pete. What Skip was handed, was 180 degrees further from what we were told. There has been hurt, embarrassment, frustration, wanting to go home, all the emotions that we can only imagine Skip has had in the last six months. Through all of that he has maintained his presence, his position, his perseverance with staff and elders that have been anything but loyal. We just need to understand that we need to lift him up in prayer, in support, whatever that means. I hope you all don't think that there's been a lot of communication amongst us and not you. There has not been a lot of communication. He's doing everything he can to keep his head above water and I think God is starting to show the fruit through the numbers of people who don't even know the history of six months at Ocean Hills and that's a blessing.

Ray: think what I was referring to, Paul was an Albuquerque perspective, I'm a pastor here and we don't even have much communication.

Paul S.: What I am suggesting to you is that Skip is the Chairman of the Board. So Pete is doing what he is supposed to do in the pulpit. This is the next step Skip is able to do, his head is finally above water and as Pete said, this has only been six months. Satan could come tomorrow and totally dislodge Pete, he could get sick, who knows? We need, as a board, to make sure we are in communication and so my request to each of you is that if you don't feel you are in touch, pick up the phone and let's talk to each other. I think there will be some pretty tenuous times over the next six to nine months

Skip: Let me normalize this a little bit. It is transition so you are going to feel a little bit unstable, it is just the nature of this organism. That is why we want to move ahead proactively and positively and not keep it out in limbo.

Ray: That's what I'd like to see happen.

Skip: So I've made that recommendation for those four guys to talk this thing through

Paul S.: Can we get together physically? Can we all get together? Maybe one time here, one time there?

Greg Z.: I can do that

Paul S.: Not too bad, Greg, you get to come to Southern California. I can think of worse things to do

Greg Z.: Do we need a second on that and then a vote?

Skip: I made the motion

Greg Z.: I second

Skip: All in favor?

All: Aye

Skip: Motion carried. That is the only business I had today unless any of you guys have something to add.

Paul S.: Skip can you and Pete get a few dates together and let Greg and I know

Skip: We sure will. We'll get together on that and we'll suggest a few possibilities then we will let you decide.

Greg Z.: The thought occurred to me, Ray mentioned he would like to be a part of all of this. Can I suggest that anyone e-mail anything that they feel or see as helpful.

Pete: Can I ask you guys a brief question? I am the freshman here. If any of you guys have any suggestions on how I can be of more help? Anything I can do better, I'd like to open this up to all of you as I value all of your input, any words of wisdom that you can offer?

Paul S.: Best thing you can do in addition to what you are already doing as a great teacher is to recognize that you may be the freshman but God has gifted you and your input is critical in these processes. God has called you to be a shepherd and I think your leadership with this Board alongside as Greg L. said joined with Skip's heart would be incredibly powerful to all of us. I think you've exhibited that but you need the liberty and comfort to know that we respect you enough that we don't think you're the freshman. You're a pretty remarkable guy, to be able to step into that pulpit, there's not a lot of people that could've stepped into those shoes and lasted as long as you have done in such an incredible job. I just look forward to your leadership on this board.

Skip: Amen. Greg, would you close us in prayer?

Greg Z. closed in prayer

Skip: Thank you, gentlemen, God bless you guys.

3. **Motion on Board Member Resignation** – Pete Nelson mentioned that Greg Zanetti has resigned as a Board member of Calvary Chapel Albuquerque (CCA). Ray Ziler read Greg Zanetti's letter of resignation effective November 29, 2004. On a motion by Franklin Graham, seconded by Raul Ries, the board voted unanimously to accept Greg Zanetti's resignation.
4. **Governance Matters** – Skip Heitzig stated that Franklin Graham and Greg Laurie intend to resign from CCA's Board at the end of today's meeting. Together with Greg Zanetti's resignation, these resignations prepare the way for Pete Nelson to replace them with three new Board members. Franklin Graham stated that these replacements should be made immediately. He stated that Pete Nelson as President of CCA should hand pick the three replacements and that they should be ratified by Skip Heitzig and presented to the entire Board for approval. Over the next several years, other Board members' terms will expire and new Board members will replace them until, ultimately, the full Board membership changes. There was discussion that two more members will resign from the current Board in 2005, and one in 2006. Their replacements will be selected by Pete Nelson, ratified by Skip Heitzig, and approved by the entire Board of Directors. Franklin expressed hope that Pete Nelson will add some Board members from outside New Mexico to the Board. Skip Heitzig will continue to serve on CCA's Board through 2008.

Franklin Graham suggested changes in the governance structure to create the position of Board Chairman to enable Skip Heitzig to continue a key role in CCA's Board activities during a transition period through 2008. Franklin stated that the position of Board Chairman will serve as a check and balance to protect Pete Nelson and CCA through a period of transition. Franklin stated that Pete Nelson as Senior Pastor and President of CCA should have full autonomy to run operations at CCA. Skip's role as Board Chairman is to offer support and protection to Pete Nelson as President.

Paul Saber pointed out the need to amend CCA's by-laws to reflect the position of Board Chairman and certain other clarifications.

Motion - On a motion by Greg Laurie and seconded by Franklin Graham, the Board voted unanimously to approve changes to CCA's by-laws to 1) create a position of Board Chairman, 2) define the role and authority of the Board Chairman, and 3) eliminate the position of Vice President. It is intended that the by-laws reflect that the Board Chairman's responsibility and authority will be limited to reviewing and approving the President's (Senior Pastor) recommendations for new Board members, reviewing the content of President's proposed agendas for Board meetings, and review periodic reports submitted by the President on the status and results of CCA's operations and ministries. The President will have direct and total authority over the operations and ministry activities of CCA, including all operational and staffing decisions.

The Board authorized Ray Ziler, Secretary/Treasurer, to make suggested changes to CCA's by-laws to reflect the motion described above and to submit the suggested marked up by-laws to the Board along with the draft of the minutes of today's Board meeting.

5. **Motion on Nomination of Chairman** – On a motion by Franklin Graham and seconded by Paul Saber, the Board voted unanimously (Skip Heitzig abstained) to approve Skip Heitzig as Board Chairman upon amendment of CCA's by-laws to create the position of Board Chairman.
6. **Motion on Housing Allowances** – On a motion by Greg Laurie and seconded by Paul Saber, the Board voted unanimously to approve the housing allowances contained in tab 4 of the Board package.
7. **Motion on Ordinations** – On a motions by Skip Heitzig and seconded by Raul Reis, the Board voted unanimously to ratify the ordinations of Jorge Olivas, Mark Santillanes, and Carlos Garcia.
8. **Motion to Gift Assets to Ocean Hills Church** – On a motion by Ray Ziler and seconded by Pete Nelson, the Board (all Board members other than Pete Nelson and Ray Ziler abstained because they are Board members of Ocean Hills Church) voted to approve gifting of office furniture and equipment previously used at CCA by Skip Heitzig and equipment and stage fixtures previously used at CCA for Line-on-Line services to Ocean Hills Church.
9. **Calvary Connection** – Bob Church presented a discussion of the operating results of Calvary Connection for the nine months ended September 30, 2004 reflected in tab 4 of the Board package. He also projected its operating loss through 2004 year end to approximate \$480K. This operating deficit has been and will be subsidized by CCA through year end.

Pete Nelson expressed his desire to help with the transition of Skip Heitzig's daily radio program entitled "The Calvary Connection" He presented a proposal to transfer the operations of the Calvary Connection to an entity controlled by Skip Heitzig and to wind down the subsidy of these operations over a period of several years.

Motion – On a motion by Paul Saber and seconded by Franklin Graham, the Board voted unanimously (Skip Heitzig abstained from voting) to approve the following:

- Within a period of six months, Skip Heitzig will form an entity to continue the operations of Calvary Connection. Until that time, CCA will continue to subsidize and operate Calvary Connection from CCA facilities.
- During this six month period, the operating results of Calvary Connection will be monitored to determine an ongoing level of subsidy necessary to fund the operations of Calvary Connection. At the end of the six month period, the

Board of CCA will determine an initial level of subsidy not to exceed \$500K per year and commit to subsidize Calvary Connection over a period of four years as follows 2005 (100%), 2006 (75%), 2007, (50%), 2008 (25%).

- CCA gifts to the entity to be formed by Skip Heitzig to operate Calvary Connection (initially to Ocean Hills Church) the published materials used by the radio broadcast ministry.

10. Motion about Compensation Matters – Pete Nelson, Bob Church and Chip Lusko were asked to leave the meeting while compensation matters were discussed. On a motion by Franklin Graham seconded by Paul Saber, the Board voted unanimously to increase Pete Nelson's compensation to a more representative market level of \$130K annually plus a monthly automobile allowance of up to \$1,000 per month effective immediately. The intent is that in the next four years, Pete Nelson's compensation adjustments will not exceed 10% annually. Also covered by this motion was approval for Pete Nelson, with the counsel of Skip Heitzig to arrive at appropriate levels of compensation adjustments for CCA senior staff, not to exceed 10% for any one staff member.

11. Board Member Resignations – The Board was advised that Franklin Graham and Greg Laurie have written letters of resignation from the Board. Both expressed their appreciation for the opportunity to have served on the CCA Board. The Board also expressed appreciation for their service.

Motion – On a motion Paul Saber and seconded by Raul Ries, the Board voted unanimously to accept the resignations of Franklin Graham and Greg Laurie.

12. Expression of Appreciation – The Board members all expressed their appreciation to Pete Nelson for the fine job he is doing as Senior Pastor of CCA.

13. Adjournment – Skip Heitzig closed the meeting in prayer and adjourned the meeting.

Ray Ziler, Secretary

Tuesday, October 26, 2004

Worship Leader Office

Meeting Notes -

Skip Heitzig, Pete Nelson, Paul Saber, Greg Zanetti, Chuck Fromm (moderator)

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Meeting Report: Draft

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General Comments

The purpose of this meeting was to evaluate and assess the status of the transfer of pastoral leadership to Pete Nelson from Skip Heitzig. This process was initiated approximately 10 months ago with the appointment of Pete to the position of Senior Pastor, Albuquerque New Mexico. This study group was established to both evaluate the status of the leadership transfer and make recommendations to the Board of Directors of Calvary of Albuquerque. It is our desire to facilitate the process of succession by encouraging what is right, find solutions for what we may detect is wrong and helping to clarify what may be confused. It is clear that the callings of the two principles involved in this process (Skip and Pete) are worked out.

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We understand the uniqueness of this "founder" transfer and that there are really no contemporary models for us to study. We also understand that succession is a key issue of our era. However, most of the transitions from founder to "Timothy" that we have witnessed occur within the protective boundaries of a traditional or "family" succession, i.e., Father to son. In the Calvary Chapel movement we have seen two such successions. (Don McClure to his son and John Courson to his son).

Thus, the first major transfer of pastoral authority outside the bounds of traditional family. It is truly a Paul- Timothy transfer, and will set a model for many. In this case, the living founder of the Jerusalem Base (Skip) is being sent out to develop a new ministry base. We agreed that the process of meeting and conferring at critical steps along the way is both helpful and required for a management transfer that is both decent and orderly. To this end we agreed to set boundaries for our discussions within the room and to be as transparent and forthcoming with any issues that may arise in the course of our deliberations or as we process our discussions outside of the meeting. We do not want to give the enemy any opportunity to distract from the ongoing growth and development of this ministry.

It appears that our meeting itself is a milestone and completes, perhaps what we see now as PHASE I of leadership transfer, i.e., the initial qualification and acceptance of Pete's pastoral leadership by the congregation and management of the Albuquerque staff. (This was NOT articulated in the meeting but I think can be reasonably assumed.)

Handwritten notes:
) agreed
- Skip
agreed

It was the unanimous opinion of those present that this phase has been successful and that selection of Pete has been affirmed by the favor and grace of God in the results of Pete's leadership. The results of this selection are both measurable (attendance, giving, financial stewardship) and immeasurable in terms of the acceptance of Pete's leadership authority in pulpit and staff ministry.

Perhaps we can now say that we are entering into Phase II of the leadership transition which requires structuring to mediate the strategy for the new leadership at Albuquerque and the ministry of Skip Heitzig. Or to put it succinctly to facilitate the "regime change". This requires a careful working out of roles as Pete's role will expand in the direct governance issues of Calvary chapel Albuquerque and Skip's will ultimately diminish. Growth requires structural change. Our goal is to provide structure that mediates the vision, heart and calling of both Skip and Pete.

Phase III would be the approval of the new structure and walking in accordance with our new understandings. This answers Pete's question, "What am I succeeding to". And answers Skip's basic question, what is my ultimate contribution to the Church of Albuquerque? In the case of Pete, we know it is an "office" that carries both the Biblical and traditional (Calvary chapel tradition) authority of Pastor/Teacher. For Skip, it is anticipated that the succession will include founder and protector of the vision, media leadership, and perhaps developer of new ministry platforms.

It was agreed to type up the notes of our discussions and deliberations and that these notes would be circulated among the participants of group as we seek insight and wisdom from the Lord and counsel from the board in laying out the next steps of succession. We agreed to meet again prior to the next Albuquerque board meeting to finalize our report and recommendations for Board action. My suggestion is that we do not RUSH anything here but continue to meet and confer as we flush out the details of our planning.

Agenda

The agenda issues planned for our discussion was as follows::

1. Skip

- a. What ongoing support is required by Pete Nelson of Skip in terms of mentoring in pastoral and leadership functions "You picked your Timothy" (Greg Zanetti) As a living founder, what are the responsibilities of Skip to the Albuquerque church over time?
- b. What official or fiduciary functions should Skip continue regarding the Albuquerque Board and for how long?
- c. Distribution of resources by the Albuquerque Board for the continued successful development of the Connection Radio Broadcast
- d. The process for selection of future board members
- e. On-going Leadership of Radio station ministries by Skip

2. Paul

- a. Understanding of the "End Game", and the founder's role in relationship to Albuquerque and Ocean Hills, "sent not severed".
 - b. Composition of Leadership team
- 3. Greg
 - a. Issues of governance of the various ministries.
 - b. Leadership Development process (Timothy)
- 4. Pete
 - a. Has fulfilled the pulpit responsibilities and management of what has been built.
 - b. What are Skip's ideas about the future. "I want to hear his heart about the future" ?
 - c. Clarification of what I'm succeeding to ?

Vision /Perspective

1. Skip related his meeting with Pastor Chuck Smith and the concern of transfer of pastoral authority of the flock. Chuck indicated that it was a minimum of a "few" years for the congregation to fully embrace and accepted the new leadership. According to Chuck, this comes from both the anointing of God in leadership as evidenced by the acceptance of authority and the time required in administrating the basic pastoral functions of being with the flock in their joys and sorrows, deaths, marriages, baptisms and other pastoral bonding. Skip spoke of this as a "vesting" or period of tenure.) inserted

Skip expressed his deepest concern and prayer is that "what has been labored for 23 years does not get lost", and his desire to **maintain** involvement with the Albuquerque ministry to **help it move forward strategically**.

2. The question was brought up concerning the leadership team that was in place and the ultimate or inevitable "regime" transfer that would take place in the management team. It was our observations that Pete currently is the "on the ground C.O.O.) with delegated authority in most operations but delegated authority with report responsibility to Skip and the Board in others (see chart).

3. Skip's present and foreseeable function on the Board of Directors is that of Chairman.

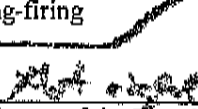
4. Pete discussed his desire for a clear designation of authority or charter for the leadership of Albuquerque.

5. Paul stated that there is a "weaning process" that should include definite milestones and that the present structure should be reviewed to establish something more in line with the present reality. Perhaps there should be an executive counsel that would oversee all (4) ministries, i.e., Albuquerque, Ocean Hills, Connection Radio program, **and the 2 radio stations presently located in Albuquerque**. This led to the discussion of potentially establishing an elder board at both Albuquerque and Ocean Hills.

Key Questions: What am I succeeding to? And how are we connected? (Pete)

The following list is not "comprehensive". Our goal here is to develop a grid that guides our general understanding of functions and helps us organize our work in flushing out the new structure.

Function- Milestone chart

Leadership Function	Skips role/function	Pete's role function	Future
Preaching/ Leadership of the congregation	Consulting- encouraging/mentoring Pete- some visible congregational leadership	Doing /leading/CFO	
Staffing Key management team leaders	Ultimate authority in hiring-firing 	To consult and report if replacement required	
Fiscal and Fiduciary responsibility	Chairman of the Board	Board director- Direct management report	
Radio- Media	To provide leadership and development	Provide supportive management for team if required.	Separate organization
Board of Elders ??	Advise	Select and develop	
Board of Directors	Development and selection	Board director	Restructuring to reflect present operations and provide greater localized authority
Representation of Church within Albuquerque	Consult	do	
Representation to Greater Christian Community	Consult	Skip will assist in platform.	

Learning's

1. Clearer understanding of the mind and vision of Skip. He has had the opportunity to wrestle through the issues the past 8months(Greg Zanetti)
2. Importance of collaboration with key leaders (Skip Heitzig)
3. Structure we thought we were under does not meet the present reality (Paul Saber)
4. The gap between my communication with the congregation and the board concerning my vision ...(Skip Heitzig)
5. Skips vision and how we move into the future, i.e., the executive board and four different ministries (Pete Nelson)
6. Growing bond between Skip and Pete (Chuck Fromm, moderator)

Minutes of the Special Meeting
Of the Board of Directors
Calvary Chapel Albuquerque

The Calvary Chapel Albuquerque Board met by telephone conference call on December 28, 2005

Members in Attendance: Skip Heitzig, Paul Saber
Absent: Pete Nelson
Quorum Present: Yes

Meeting was called to order at 10:10 AM Pacific Standard Time. Members present waited for Pete Nelson to call in.

Old Business:

Purpose of Meeting: Complete unfinished business of Board Meeting held in Albuquerque, New Mexico December 12, 2005.

Skip Heitzig began the meeting by expressing his heart to aid Pete and his desire to deepen communications between the two of them over the next couple of months. Skip affirmed Pete in his role as Senior Pastor as well as moving the church forward in a positive direction. Members prayed for this relationship and for the church.

A motion was made by Paul Saber to adjust addendum to By-Laws to reflect the following: Skip Heitzig will serve as Chairman of the Calvary Chapel Albuquerque Board until he voluntarily resigns from this position. Once his resignation is given, a perpetual position on the Calvary Chapel Board will be held for him as Founder of Calvary Chapel Albuquerque.

Motion was seconded by Skip Heitzig.

Skip had discussed this matter and notified Pete Nelson in writing of his desire to stay on as chair until he resigned. Skip indicated that his resignation could be sooner rather than later. The current By-Law Addendum approved in the 2005 Board Meeting reflects Skip as chair until 2008. Skip clearly shared his heart that this was intended to help Calvary maintain the direction it is going and to afford the opportunity to grow closer to Pete and to establish his and Pete's vision for Calvary of Albuquerque. Skip intends to secure his relationship as Father/Founder of this Church which he loves and desires to see continue to flourish under Pete's leadership.

Motion carried.

A motion was made by Skip Heitzig to require Calvary Chapel of Albuquerque's administrative team and Pete Nelson to receive board approval for all expenditures in excess of \$25,000.00 and all borrowing and financial obligations will hereafter be approved by the board. In addition, quarterly updates regarding financial and ministry reports will be sent to all board members beginning with the first quarter of 2006.

Motion was seconded by Paul Saber.

The intent of this motion is to maintain fiduciary control among the board and to create clear lines of communication between the administrative team and the board. This communication was also sent to Pete Nelson in writing prior to this board meeting by conference call.

Motion Carried

Old Business completed

Minutes of the Special Meeting
Of the Board of Directors
Calvary Chapel Albuquerque
Page 2

New Business:

Pete Nelson and Skip Heitzig, in a prior communication, began to lay out the 2006 board calendar and Skip said it would be available in the next month. He indicated Pete already gave him some dates for March.

Skip asks that John Fidel and Paul Saber begin to evaluate the current By-Laws and propose any recommended changes by second quarter of this year before the board.

No other business required discussion.

Meeting was adjourned at 10:40 a.m.

**Summary Statement of Assets and Liabilities I Shows No Consolidated Balance Sheet
of Financial Position for 1967 and 1968**

	1967	1968
Assets		
Current Assets		
Investment in Investments	214,800	130,970
Accounts Receivable	148,473	100,000
Prepaid Expenses	1,825	7,770
Inventory	222,100	183,734
Total Current Assets	1,346,200	762,674
Real Property and Equipment	10,255,000	12,804,100
Other Assets		
Charitable Contribution	100,000	100,000
Real Estate License	3,242,802	3,242,802
Bond Escrow	231,161	480,111
Bond Underwriting Expense	323,010	388,884
Total Other Assets	1,316,063	1,731,887
Total Assets	24,995,062	26,186,566
Liabilities & Net Assets		
Current Liabilities		
Accounts Payable	500	500
Accounts Payable	437,322	791,311
Accounts Payable	112,920	100,470
Accounts Payable	25,473	711,553
Bank of America LDC		1,285,000
Interest Payable on Loans and Bonds Payable	192,000	400,100
Total Current Liabilities	1,358,727	3,779,434
Non-Current Liabilities		
Notes and Bonds Payable	6,433,468	6,471,807
Total Non-Current Liabilities	6,433,468	6,471,807
Total Liabilities	7,792,195	10,251,241
Net Assets		
Unrestricted Designated	16,461,100	17,055,887
Restricted Designated		
Unrestricted Designated for General	625,432	100,000
Total Net Assets	17,086,567	17,086,567
Total Liabilities & Net Assets	24,995,062	26,186,566

**Calvary Chapel of Albuquerque & Subsidiary Consolidated Statements
of Activities for the Year Ended December 31, 2003 and 2004**

	2003	2004
Tithes and Offerings	6,636,188	6,959,725
Program Revenues		
Bookstore and Cafe Sales	121,110	928,957
Calvary Connection	372,595	379,850
Global Adventures	631,793	607,423
School of Ministry	128,402	131,456
Special Activities	31,180	39,550
RNMT and MSB Fund	1,032,128	912,159
General Ministry	374,390	457,660
Total Program Revenue	3,212,798	3,457,049
Other Revenue		
Interest and Dividend Income	14,862	1,838
Unreal Gain on sale of assets	176,862	25,628
Unrealized (loss)/gain on investments	2,350	11,161
Other Income	-	-
In-kind donation revenue	112,000	166,209
Total Other Revenue	323,074	404,836
Total Support and Revenue	6,911,042	7,865,123
Program Expenditures		
Program services		
Bookstore and Cafe	493,364	1,166,198
Calvary Connection	1,186,940	880,800
Global Adventures	837,343	795,885
School of Ministry	180,140	173,408
Special Activities	36,710	129,656
RNMT and MSB Fund	1,070,552	976,511
General Ministry	1,019,740	1,101,598
Unrealized and Benefits	2,135,853	1,978,041
Total Program Expenditures	7,344,046	7,384,049
Other Expenditures		
Depreciation and Amortization	113,477	653,170
General and Administrative	674,628	709,111
In-kind donations (other)	53,757	149,536
In-kind donations- Ocean Hills	69,276	10,071
Interest Expense	370,491	439,036
Total Other Expenditures	1,241,629	1,961,924
Total Expenditures	8,585,675	9,345,973
Increase in Net Assets	625,432	924,434

Overview of Ministries with Net Ministry Investment

2005

2005	Revenues	Expenditures	Net Ministry Investment
Broadcasting and Cable	721,110	693,300	27,810
Cable Connection	370,643	1,280,640	(910,000)
Cable Advertising	551,793	631,343	(79,550)
School of Ministry	28,417	187,140	(158,723)
Special Activities	31,180	65,713	(34,533)
KNKT & MSA Radio	632,728	1,070,508	(437,780)
General Ministry	374,900	1,373,740	(998,840)
	3,212,796	5,208,693	(1,995,897)

2004

2004	Revenues	Expenditures	Net Ministry Investment
Broadcasting and Cable	923,957	1,156,386	(232,429)
Cable Connection	279,650	880,660	(601,010)
Cable Advertising	507,423	735,683	(228,260)
School of Ministry	135,466	170,400	(34,934)
Special Activities	35,500	195,858	(160,358)
KNKT & MSA Radio	1,012,153	378,511	633,642
General Ministry	157,650	1,197,698	(1,040,048)
	3,457,049	5,476,004	(2,018,955)

AMENDED BYLAWS
OF
CALVARY CHAPEL OF ALBUQUERQUE, INCORPORATED

AS OF NOVEMBER 29, 2004

The existing Bylaws of CALVARY CHAPEL OF ALBUQUERQUE, INCORPORATED, a New Mexico nonprofit corporation, are hereby repealed and replaced as follows, to be effective upon filing in duplicate with the State Corporation Commission of the State of New Mexico, pursuant to § 53-8-12 N.M.S.A., 1978 Comp.

ARTICLE I
NAME

The name of the corporation is CALVARY CHAPEL OF ALBUQUERQUE, INCORPORATED (hereinafter referred to as the "Corporation").

ARTICLE II
OFFICES

The principal office of the Corporation in the State of New Mexico is located at 4001 Osuna NE, Albuquerque, New Mexico, and its mailing address is 4001 Osuna NE, Albuquerque, New Mexico 87109.

The Corporation may have offices in locations within or without the State of New Mexico as required by the business of the Corporation and designated by the Board of Directors.

ARTICLE III
DIRECTORS

The business and affairs of the Corporation shall be managed by its Board of Directors.

The number of directors of the Corporation shall be not less than three (3) nor more than twelve (12). The term of office of a director shall be three (3) years, and a director shall not be limited to one term.

No part of the net earnings of the Corporation shall inure to the benefit of, or be subject to distribution to its directors, except that the Corporation shall be authorized and empowered to pay reasonable compensation for the services

rendered and to make payments and distributions in furtherance of the purposes set forth in the Articles of Incorporation.

Any director may be removed at any time for any reason by a majority vote of the remaining Directors after the Senior Pastor has asked the Board to consider the removal.

Any vacancy in the Board of Directors, whether due to the expiration of a term or otherwise, shall be filled by a majority of the remaining members thereof from the names of persons recommended to it by the Senior Pastor and reasonably approved by the Board Chairman.

The position of Board Chairman shall be filled by Skip Heitzig, the Founding Pastor, until the end of the year 2008. Thereafter, the position of Board Chairman shall expire unless specifically extended by action of the Board of Directors.

The Board of Directors shall conduct one annual meeting at a time and place chosen by the Senior Pastor. Written notice of the meeting shall be given to all directors by the Senior Pastor at least ten (10) days in advance. Additional regular meetings or special meetings may be called upon reasonable notice to all directors by the Senior Pastor or by at least two (2) directors. Any meeting, except the annual meeting, may be held in any manner, including telephonically, allowed by law.

ARTICLE IV OFFICERS

The officers of the Corporation shall consist of a President, Secretary and Treasurer, each of which shall serve for a period of three (3) years unless removed, with or without cause, by a majority of the Board of Directors. Any two (2) or more offices may be held by the same person, except the offices of President and Secretary. The President of the Corporation shall also hold the spiritual office of Senior Pastor.

ARTICLE V MEMBERS

The Corporation shall have no members.


ARTICLE VI MISCELLANEOUS

In matters where the Articles of Incorporation or these Bylaws are silent, the provisions of the New Mexico Nonprofit Corporation Act shall apply.

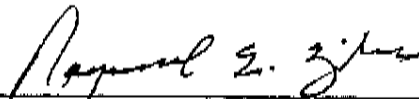
These Bylaws may be altered, amended or repealed, or new Bylaws may be adopted, by a majority vote of the Board of Directors.

KNOW ALL MEN BY THESE PRESENTS, that the foregoing Bylaws were unanimously adopted by the Directors as the Bylaws of the Corporation at a meeting duly noticed and held on November 29, 2004.

Dated: 2/10/05



Pete Nelson
President and Chief Officer



Raymond E. Ziler
Secretary

Calvary Chapel of Albuquerque

CONFLICT OF INTEREST POLICY

As a Christian ministry, our conduct must be above reproach in fact and in appearance. We purpose to follow the Biblical injunctions to avoid the very appearance of evil. With the enablement of our Lord, we seek to live in an exemplary, God-pleasing manner. Integrity, stewardship, and accountability are essential features of our board governance.

All board members, officers, and employees are expected to regulate their activities in order to avoid conflicts of interest and are expected to disclose any possible conflict of interest in order to avoid damage to the ministry and reputation of Calvary Chapel of Albuquerque (CCA), its affiliates, and the Christian community.

I. Background.

A conflict of interest exists whenever a director has an interest in conflict with that of the ministry or its affiliates. For example, a director's interest in CCA may be compromised by their interest in another enterprise, business, project, or ministry. The Duty of Loyalty requires that a director be conscious of such conflicts and act with candor and care in dealing with such situations.

The presence of a potential conflict of interest by itself is not the problem. It is the concealment or nondisclosure of a conflict of interest that does the damage and results in a breach of the Duty of Loyalty. Therefore, CCA requires disclosure of all matters of conflict that could develop into a situation, which in fact or in appearance, would be damaging to CCA.

When a director has an interest in a transaction being considered by the board of directors, the director should disclose the conflict before the board of directors takes action on the matter. Nondisclosure of information which results in identifiable damage to CCA or its affiliates will be considered grounds for removal from the board of directors or termination of employment.

II. Related Policies.

A. Political Activity.

No contribution of money, property, mailing lists, or services to any political candidate, party, organization, committee, or individual, or for any other political purpose whatsoever may be made on behalf of CCA or at the expense of CCA or its affiliates. Board members, officers, and employees are free and encouraged to personally participate and contribute to any and all political functions on their own time, in their own name, away from CCA or its affiliated premises.

B. Confidentiality.

Any information not already public information by authorized means is considered confidential and privileged information. No disclosure is to be made for any reason about CCA or its affiliates or its plans or expectations. This confidentiality includes, but is not limited to, information from personnel records, board minutes, board discussions, mailing lists, business correspondence, legal documents, business files, or any other pertinent documentation.

C. Unauthorized Disbursement.

No funds or other assets shall be paid or conveyed to any government official, employee or agent, except as prescribed by established policies and procedures with appropriate approvals and documentation.

III. Conflict of Interest / Partial List of Circumstances.

While it is not possible to develop a detailed list of all circumstances that constitute a potential conflict of interest, the following examples serve as a guide.

- A.** A director has a substantial interest in any other business concern, which does business with CCA or its affiliates.
- B.** A director is a board member or has significant influence in an organization CCA, or its affiliates, supports.

- C. The director receives or accepts any compensation, gifts, or favors of more than nominal value including, but not limited to, loans, excessive entertainment, or other similar gifts from any business concern which does or seeks to do business with CCA or its affiliates.
- D. A director has the opportunity to vote on the approval of any transaction which the director or a Related Person has a substantial personal or business interest.
- E. The director is involved in direct or indirect competition with CCA or its affiliates in the purchase or sale of property or property rights or interests.
- F. The director seizes an opportunity, that the ministry would have been interested in pursuing, for his own purposes.

IV. Definitions.

CCA and/or Affiliates: For purposes of this policy statement, this term includes the following legal entities and any other entity whose financial condition is included in the annual combined and/or consolidated financial statements of CCA and its affiliates:

Calvary Chapel of Albuquerque
Connection Communication Association

Any other entity whose financial condition is included in the annual combined financial statements of CCA and its affiliates.

Business Concern: Any individual, partnership, corporation or separately identifiable entity who is a wholesale, retail or commercial supplier or customer of CCA or its affiliates. Business Concern also includes donors, contributors, nonprofit organizations, and other ministries.

Related Person: This term means a parent, spouse, child, or any relative of the director or director's spouse.

Substantial Interest: This term is defined as an interest in another business concern including, but not limited to:

1. Personal services rendered by the director as a consultant, contractor, or employee.
2. The director is an owner, partner, director, trustee, officer, lender, or borrower or major donor of another business concern.

Board approved April 28, 2001

CCOF ORGANIZATIONAL AUDIT

April, 2006

I. INTRODUCTION

The current challenge to Calvary Chapel Albuquerque (CCA) by Six Men of the Congregation (SMC) was triggered by the resignation of Pastor Pete Nelson. His concerns with CCA governance during his two-year period as CCA Senior Pastor illuminated other difficulties with CCA board member behavior.

The issue is CCA Board Governance and board member behavior that has demonstrated a lack of accountability, transparency and truth. It is not about Pastors Pete Nelson and Skip Heitzig (Pastor vs. Pastor). We as a group, collectively and individually, do not seek board membership or any other church positions or authority. We do seek, and support, the practice of sound principles regarding governance and financial accountability.

The issues are about CCA governance and an observable and obvious lack of accountability, lack of transparency and lack of truth. It is about an unacceptable pattern of behavior over an extended period of time by members of the CCA board of directors.

II. GOVERNANCE BEHAVIOR

Triggering event: February 18, 2006 resignation of Pastor Pete Nelson from CCA

Nelson's letter reveals information that, if true, describes unacceptable behavior on the part of CCA board members.

In fall 2003, Pastor Skip Heitzig chose to leave CCA to pastor another church.

Heitzig offered Nelson the position of Senior Pastor for CCA.

Heitzig appoints Nelson Senior Pastor with assurances that Nelson would serve in this role under the long established powers and responsibilities established in the church by-laws (lead the church, chair its board of directors and appoint new board members).

Board asks Heitzig to remain on board in a transitional role for up to a year.

During the next 2 years the board of CCA proposed, voted upon and attempted to take actions that would at a minimum be morally suspect and in many instances would be legal violations. Nelson's letter of resignation identifies several actions calling into question the board's duty under church bylaws and conflict of interest policies. For example:

- Conflict of interest by Saber and Heitzig regarding Ocean Hills (OH) negotiations
- Severance for volunteering to leave (vs. an appropriate gift from the church/body)
- Ex-post facto "asset transfer" to Ocean Hills; possible bond covenant violation

- Continuance of Heitzig as Board Chair after “severance” vs. “institutional memory”
- Inability of Nelson to appoint board members per initial agreement
- Removal by Heitzig (albeit temporarily) of Nelson from Board of Directors
- Predominantly local governance at CCA not realized
- Heitzig “accepted severance” from CCA, then “sent as a missionary to O.H. Mission”
- Proposed national organization including CCA and OH with governance led by Heitzig.
- Positioning of Heitzig as “perpetual Chair”; By-laws change by Heitzig and Saber
- Continuing lack of awareness of the body re: governance, finances and transparency

This pattern of behavior caused some members of the congregation (Ackerman, Blankenship, Crume, Ellison, Mossman and Wilson) to examine in more depth the concerns expressed in Nelson’s letter. It led to discussions with former Board members Greg Zanetti and Ray Ziler. Zanetti’s letter of November 8, 2004 was examined and revealed additional concern about the pattern of behavior by board members during this two-and-a-half year time frame. For example:

- Conflict of interest by Saber in negotiating Heitzig’s departure to Ocean Hills
- Vote by Saber for Heitzig severance package from CCA
- Attempt by Saber and Heitzig to change “severance” to “sent as missionary....”
- Question of loyalty of out-of-state board members to Heitzig or to the church
- Lack of disclosure of debt level (\$7,500,000) during Heitzig tenure and departure
- Lack of disclosure of CCA financial subsidy to Heitzig’s individual ministry
- Lack of disclosure of CCA financial subsidy to radio ministries
- Attempted transfer of radio station assets in violation of bond covenants
- Impaired effectiveness of Senior Pastor position due to Heitzig’s new role in governance

The patterns of behavior in the Nelson letter and the Zanetti letter reveal a lack of accountability, lack of transparency and lack of truth on the part of CCA board members during this extended time frame.

III. ACCOUNTABILITY, TRANSPARENCY AND TRUTH

Boards of directors for any organization are the trustees for the organization. These trustees are legally responsible for the financial well being of the organization. Trustees are entrusted with resources and money from certain stakeholders of the organization (stockholders, customers in business; donors in not-for-profit organizations and members who provide tithes and offerings in a church). The trustees then allocate the resources and money to other stakeholders of the organization, a task which is usually dependent upon and driven by the stated purpose of the organization.

The role of a board member (trustee) is one of trust, not of entitlement. The defining characteristics for any board member are integrity and trust (thus, trustee). The decisions can often be difficult. Trustees generally rely upon principles and standards adopted by the board to guide decision making in board deliberations. Checks and balances are critical for any board. The behavior exhibited by CCA board members during the past two-and-a-half years demonstrates the rejection of sound governing principles and a general disregard for its own governing documents (by-laws and conflict of interest policy). Obviously, integrity and trust have been breached. Certain proposed actions and votes during board

meetings and recorded in board minutes (legal documents subsequently voted on by each board to certify the clarity and accuracy of the minutes) demonstrate a disregard and contempt for the rule of law. No relationship can survive without trust. Values drive behavior, and behavior begets consequences. Church leadership should be above reproach (1 Timothy 3:2, 10; Titus 1:7).

Our letter of March 2, 2006 to the board outlines appropriate corrective action (in sequence):

- Resignation of the out-of-state directors by authority of CCA bylaws and conflict of interest policy.
- Local board members reconstitute the board with predominantly local members who are tithing members of CCA and active in the church.
- Appointment of an interim pastor by the reconstituted board.
- Adoption of independent, consistent and recognized standards of board conduct and financial disclosure (such as ECFA).
- Formation of a search committee to identify and appoint a new senior pastor of CCA.

The need for independent standards is critical for any organization, and especially a church. A trusted starting point for CCA is the Evangelical Council for Financial Accountability (ECFA). It is independent, and certification by ECFA addresses financial accountability practices and sound governance practices. It is also being used by the (what we are told) largest Calvary Chapel in the country, Calvary Chapel of Ft. Lauderdale, Florida. ECFA information is attached.

Since the February 18, 2006 resignation of Nelson, the behavior pattern has continued. For example:

- A press release of several documents by CCA included the letter sent to Nelson by Heitzig dated December 23, 20005. The CCA release omitted a critical part of a paragraph in the original letter. The omission related to board action proposed by Heitzig to cause him to remain Chair of the Board indefinitely and subject to his approval to terminate this provision.
- Heitzig and Paul Saber voted to amend the bylaws incorporating this change at the December 2005 board meeting. The two of them represented a quorum of the board. Then, another public relations release of documents to the body of CCA by the church included the November 2004 version of the by-laws, rather the most recent December 2005 by-laws amended by a formal vote and approval by Heitzig and Saber to adopt the "perpetual" chairman role for Heitzig.
- The aforementioned is yet another arbitrary change to CCA governance practices, and yet another example of the lack of accountability, lack of transparency and absence of truth to the body.

Finally, it has recently (subsequent to the February 18, 2006 resignation of Nelson) been brought to our attention that the behavior pattern we have observed was exhibited prior to, during and subsequent to the gifting of a community radio station to Connection Communications and CCA. The behavior pattern extends back to 1999-2000. We recommend a separate review of this transaction and subsequent operation of the radio station by CCA personnel.

IV. GOVERNANCE DESIGN

While it was not the original intention of this group to address specific governance design, it is impossible to ignore and instructive to review some consequences of the Calvary governance design.

Because the heart of man is deceitfully wicked, any church governance model is subject to flaws. As long as men are involved, even the best model will not circumvent all of the potential for trouble. Nevertheless, any model that gives too much autonomy to any one leader welcomes troubles that could have been otherwise minimized.

Since the local church is ultimately to be governed by Christ, every effort should be made to conform the structure and procedures and spirit of church governance as closely as possible to New Testament guidelines.

Here is a Point for Consideration: Would it be possible to modify the current governance model of Calvary, still leaving the Senior Pastor with sufficient authority as not to become a "hireling," yet introducing sufficient checks and balances by way of certain, God-ordained leaders sharing governance issues currently and exclusively assigned to the senior pastor? This would not remove the potential for trouble, but at the very least it could minimize the current crises in which many Calvary Chapels find themselves. It could also protect many godly and gifted senior pastors from falling prey to the temptations that come with too much power. With that said ...

The New Testament, though it doesn't not spell out precisely how a local church should be governed (thus giving a measure of flexibility to church leaders), gives several clear points of emphasis and principles that should be carefully considered:

1. **All New Testament Churches Had Elders.** Jerusalem, Ephesus, Crete and Asia, among others.
2. **The Ministry of the Church is Primarily the Work of the Members (the Body).** (Ephesians 4:11,12)
3. **Governance Structures Should be Lean and Efficient, NOT** aiming to include as many people as possible in office holding but to free and fit people for the work of the ministry
4. **Christ is the Head of the Church.** Spiritually, all His disciples are on level ground before Him, each having direct access to Him and responsibility to labor for the good of all as a community of priests. (Ephesians 4:15)
5. **God Has Ordained the Existence of Officers in the Church.** These leaders are charged with and the leadership of God's church and this is not inconsistent with the priesthood of all believers. (1 Timothy 5:17, 1 Thessalonians 5:12, Acts 20:28, Hebrews 13:17)

6. **Under Christ and His Word, the Decisive Court of Appeal in the Local Church in Deciding Matters of Disagreement is the Gathered Church Assembly.** This is implied by the fact that elders may be censured by members (1 Timothy 5:19, 20) and that the gathered church assembly as depicted in Matthew 18:15-20) includes the congregation in matters of discipline.
7. **The Leaders of the Church Should be People Who are Spiritually Mature and Live Exemplary Lives.** (1 Timothy 3:1-13)

There are more principles that must be considered, but these seven are clearly evident in the New Testament.

Respectfully submitted --

John Ackerman

C.B. Blankenship

Tim Crume

Matthew Ellison

Matt Mossman

Paul Wilson

Source Documents and Attachments:

1. Zanetti letter of 11/04
2. Nelson letter of 02/06
3. SMC letters of 03/06
4. Board minutes (Fall 2003-Spring 2006)
5. Articles of Incorporation
6. By-laws and changes to by-laws
7. CCA conflict of interest policy
8. CCA financials and operational budgets for the past 10 years
Include affiliated and/or subsidized ministries.
9. Prospectus, First Mortgage Bonds, Series 2003
10. ECFA documents
11. List of questions that have been asked of us and our responses.
11. List of questions for which we have no answers.
13. Vita for each member of the Six Members of the Congregation (SMC).

QUESTIONS FOR THE ACKERMAN GROUP

4-12-2006

1. Did you "release" any information to the media?
A. We did not initiate any releases. We did respond (on two occasions) to media's (newspaper) inquiry and re-emphasized the need for accountability, transparency and truth.
2. What are your "sources" for your facts?
A. The list is on this document; they are the same references you also have.
3. Do you consider yourselves to be on Pete's side or on Skip's side?
A. This has never been about Pete vs. Skip. It is about a pattern of behavior by the Board of Directors that is simply not acceptable. The body has a right to know about this behavior and exercise appropriate accountability.
4. What Scriptures did you consider as your model in your interaction with the leaders?
A. Matthew 18: 15-17 and I Timothy 5:19-20
5. What are your demands?
A. We have never made any demands; we had no authority to do so. A thoughtful and careful reading of our letters to Skip and to the Board made it clear that the behaviors in question mandated resignations by Board members.
6. Have you made an attempt to reconcile this situation?
A. We have tried to reach out to the board members and the entire Pastoral Staff on Sunday 03/26/06. We asked for a meeting with the specific intent of answering any questions they might have of us, to pose questions of them, and to attempt to open a line of dialogue. Before we could speak at that meeting, however, Chip -- as the spokesman for the Pastoral Staff and ostensibly the Board -- informed us that our actions had been divisive and that we were not falling under their Pastoral Authority. Furthermore, we were told to disband immediately and discontinue meeting.
7. Why did you decide to form your group?
A. After much prayer, we feel that God brought us together as a group to go to the leadership of the church and ask for transparency, accountability and truth.
8. Should there be restitution by Ocean Hills Church for equipment given/gifted to Skip upon his departure?
A. Yes. Gifting the equipment was a violation of the bond prospectus.
9. What are the BIG issues that you have with the leadership of Calvary?
A. Conflicts of interests and a long-standing pattern of unacceptable behavior on the part of some of the members of the Board of Directors.
10. What is your REAL concern here?
A. Accountability, Transparency and Truth.
11. Are you going to have another public meeting?
A. That depends on whether or not the issues in question are properly addressed.

12. What would you say to the Body if you had a chance?

A. There needs to be accountability, transparency and truth in the business of the church.

13. Is the governance model used by Calvary Albuquerque adequate?

A. The New Testament gives much latitude regarding the specifics of church governance. There is clearly a plurality of leaders in the New Testament; however, the senior pastor-led church can fit within New Testament guidelines provided there is TRUE accountability and a board of directors that hold to Biblical checks and balances. So Calvary Chapel of Albuquerque's governance model CAN be adequate IF there is the introduction of appropriate accountability measures.

14. Why didn't you follow Matthew 18 in this matter?

A. This situation was clearly a 1Timothy 5:19-20 matter.

15. Have you met with the Pastoral Staff?

A. Yes, on March 26th. At that meeting we were told to disband and to cease creating division within the Body OR ELSE we would be de-fellowshipped. Prior to that meeting, we tried on three separate occasions to meet with the Pastoral Staff. When we arrived at the March 26th meeting, we were told that this was not OUR meeting – that it was THEIR meeting and that we were to mostly listen and obey and submit to their authority.

16. What authority does Skip currently exercise with Calvary Chapel Albuquerque?

A. We do not know. The answer to that question is unclear and should be properly addressed to the Board of Directors and to the Pastoral Staff.

17. Should I (we) be looking for another church?

A. Such a choice should be bathed in prayer after considering the entire matter.

18. Will Pastor Skip return to Calvary Albuquerque?

A. We don't know. According to a statement by Skip to the press, any future involvement at CA would be up to the Calvary Albuquerque Pastoral Staff made up of Calvary pastors.

19. Is Pete coming back?

A. We don't know.

20. What authority does the Pastoral Staff exercise right now?

A. Legal authority (power to marry, bury, counsel and other duties) is unchanged.

QUESTIONS FOR WHICH WE HAVE NO ANSWERS

1. Can we get the financials for 2003, 2004, 2005? If not, why not?
2. What has happened to the royalty payments from the sale of books, tapes and other materials advertised on "The Connection"?
3. When can Calvary Albuquerque expect restitution from the church in Ocean Hills for equipment and funds transferred from Calvary Albuquerque in 2003 & 2004?
4. Does "The Connection" ministry have a separate payroll roster aside from the payroll paid by Calvary Albuquerque?
5. In reference to the staff in the media ministry at Calvary, how many hours a week do they spend on "The Connection" ministry work and how many hours a week do they spend on Calvary Albuquerque staff and ministry work?
6. What ARE the financial agreements regarding funding The Calvary Connection?
7. How large is the staff in the media ministry area and what is their payroll expense?
8. When a tape is sold as a result of a "Connection" radio show, is there a profit? How much of a profit? Where does the profit go?
9. When will funding be concluded for Skip's personal ministry, The Calvary Connection?
10. How much of Chip Lusko's time is spent promoting "The Connection" ministry; how much of Chip's time is spent supporting staff and congregational work at Calvary Albuquerque.
11. Were the pastors required to agree to or sign a "non-disclosure" agreement after Pete resigned?
12. What authority does Skip currently exercise with Calvary Chapel Albuquerque?
13. Skip promised that all out-of-state Board members would resign when he did. Why were those resignations not attended to?
14. Why have by-laws been changed to accommodate Skip?
15. Why have the OBVIOUS conflicts of interests by Saber and Heitzig been ignored?
16. Don't the conflicts of interests meet the "Mandatory" resignation requirement?
17. Why aren't the Board Minutes from BEFORE 3-2-06 being released to the Body?
18. Why didn't we ever get a response to our 3-2-06 letter regarding resignations of all out-of-state Directors?

19. Is Skip totally removed from all Calvary procedures?
20. What have been the major by-law changes between 2003 and present?
21. Why are those who violated the by-laws still on the Board of Calvary Albuquerque?
22. Skip elected himself Chairman of the Board indefinitely in December of 2005. Is this still in effect?
23. Skip has been quoted on the Calvary website that his resignation was a "hiatus". What does this mean? Is he coming back? Can he?
24. Skip was also quoted on the Calvary website as saying he was leaving Calvary Albuquerque "for now." What does that mean?
25. Why haven't the minutes/financials ever been available when the state laws say they are to be available to church members?
26. Did Skip and Paul Saber break the Calvary Albuquerque's Conflict of Interest policy by voting themselves the radio assets and by Skip voting himself Chairman indefinitely?
27. Did Skip and Paul Saber break the Calvary Albuquerque's Conflict of Interest policy by serving on both Ocean Hills and Calvary Chapel Albuquerque boards at the same time and voting on matters that have had direct effects on both churches?
28. Is the Calvary Model such that the Senior Pastor be Chairman of the Board? If so, why wasn't Pastor Pete Chairman of the Board?
29. How could Skip have remained Chairman of the Board?
30. How could Skip take away Pastor Pete's voting rights for a time?
31. Were the decisions to make gifts of \$69,000 in 2003 and \$119,000 in 2004 to Ocean Hills made by a Board on which Skip and Paul Saber participated? Did they each vote? If yes, would these votes be likely Conflicts of Interest? What were these "gifts"?
32. By BOTH negotiating Skip's salary at Ocean Hills and Skip's severance at Calvary Chapel Albuquerque (with the Board of Directors at Calvary Albuquerque) within months if not weeks of each other, would Paul Saber have violated the Conflicts of Interest policy?
33. Isn't "Severance" defined by a position eliminated and not by resignation? If so, why was Skip given a (VERY GENEROUS) "severance" package?
34. Did Skip take office furniture and Line-On-Line equipment from Calvary Chapel Albuquerque without prior approval? If such acquisition took place, did this unlawful taking violate the security described in the church's bond offering prospectus?
35. How does the amount of money spent on radio outreach compare to the amount spent on missions? Why was Pete not represented on a daily radio program?

36. Why were there far more out-of-state board members than in-state board members during the two year period following Skip's (alleged) departure?
37. Does the Pastoral Staff of Calvary Albuquerque (CA) approve of the CA Board actions prohibiting the Senior Pastor from appointing board members of his choice for any span of time?
38. Would the Pastoral Staff of CA approve of the proposal of transferring CA's radio station assets to a new company controlled by Skip Heltzig and Paul Saber (non-local directors)?
39. Since it has often been said from the pulpit that the church would return monies if there were concerns about how those monies were spent, many people have been wondering if they can have their tithes returned. Is this true?



OCEAN HILLS

949 496 7411 office 949 496 4937 fax

December 23, 2005

Pete Nelson
Calvary of Albuquerque
4001 Osuna Rd., NE
Albuquerque, NM 87109

Dear Pete,

It was really great to see you a couple of weeks ago in Albuquerque for the Board meeting. I think good progress is being made and there's a great "feel" around the church. I especially enjoyed doing staff devotions on Tuesday morning and being able to reconnect with staff both new and old. I love you and Angie and pray for God's best for you both. I wanted to write a personal note to express my support for you and my heart behind staying engaged as I stated at the Board meeting. I love the thought of working together into the future. On Wednesday, before the end of the year I want to call a phone Board Meeting to nail down two things: first, that I want to continue as chairman until I voluntarily resign (which could be sooner than later). Also to establish a spending approval plan: anything over \$25,000.00 will need executive Board approval. I have similar controls here. That will protect you and make auditors happier. I believe our bond will be strengthened rather than weakened by this.

In the recent past there have been some unfortunate misunderstandings that I believe were caused by an unnecessary polarization between board members and erupting when one of them threatened the involvement of his personal attorney, carrying with it the threat of legal action. "If any of you has a dispute with another, dare he take it before the ungodly for judgment instead of before the saints?" (1 Corinthians 6:1). The Board, as you remember in last year's meeting, clearly denounced this effort to intimidate as unacceptable. As founding pastor of a church lovingly established through nearly 23 years of praying, planting, and preaching I was especially saddened at what that did to our relationship (founder and successor) and that for the first time my motives were being called into question.

Pete, the last thing I wanted in proposing you as my successor is to see you and me pitted against each other so as to create a division among the body which results in carnality. "For when one says, 'I am of Paul,' and another, 'I am of Apollos,' are you not carnal? Who then is Paul, and who is Apollos, but ministers through whom you believed, as the Lord gave to each one? I planted, Apollos watered, but God gave the increase. So then neither he who plants is anything, nor he who waters, but God who gives the increase" (1 Corinthians 3:4-7). This is God's church and I want to work together with you into the future. It was so enjoyable and rewarding to hear the reports from you, Bob, Dave and Chip and to realize that the foundation that was laid is being built upon and tweaked with God's leading. We spoke about core values of the church and it seemed like we all agree on those ideals and principles. This is vital! "Can two people walk together without agreeing on the direction?" (Amos 3:3).

Perhaps I need to apologize if I have in the past given you any mixed signals in the midst of the large scale and tumultuous transitions that have occurred in the last two years in both New Mexico and California. You and I have both been through enormous change, and I'm sorry for any instability or undue stress this has caused you. But, I'm convinced that leaders must be learners! Suffice it to say, that I have been on the greatest learning curve of my life! Therefore, as I've gained new insight, I have reviewed and reassessed previously held assumptions.

First, **transition is a process, not an event.** After conversations with Chuck Smith on the subject of succession, I have been better educated as to a wiser, more stable approach in releasing the many responsibilities included in the office of Senior Pastor. The baton pass is not releasing a pulpit. It also involves the practical duties of administration that you have admittedly stated is your weak suit, and in which I can help guide your hand. Additionally, it embraces building personal equity in the lives of the flock through involvement in their daily lives. Chuck said, "You're not their pastor until you've married them, buried them, and walked through times of joy and crisis along side of them. And that takes upward of five years." The flock has warmly embraced you Pete and has responded to your congenial and approachable demeanor. I believe they love you, and that you are being strengthened in the role of a true pastoral leader.

Secondly, **founders don't retire, they restructure.** Founders are "fathers in the faith" since they were God's instruments of spiritual birth. However, "fathers" can transition and find others to feed and nurture God's children. Paul had his Timothy and his Titus. "For even if you had ten thousand others to teach you about Christ, you have only one spiritual father. For I became your father in Christ Jesus when I preached the Good News to you. I ask you to follow my example and do as I do. That is the very reason I am sending Timothy—to help you do this. For he is my beloved and trustworthy child in the Lord. He will remind you of what I teach about Christ Jesus in all the churches wherever I go" (1 Corinthians 4:15-17). Though I will always be the spiritual father of Calvary of Albuquerque, it is my deepest desire to see you, my Timothy, succeed and lead a new generation in the years ahead! Your success is my success and God's glory. Your failure would also be my failure.

My continued involvement is therefore necessary and I believe has strong scriptural precedent along New Testament lines. I don't micro-manage nor do I like to nit-pick at style. My involvement with you while you were on my staff as youth leader was very low key and free of any heavy-handed constraints. My relationship with you in this new role on the Board is similar. I love and respect you, Pete. You are wonderfully gifted, charismatic *and anointed*. I am thrilled that we can "lock shields" and march forward, realizing that Satan is ever trying to weaken us but our victory is sure in Christ. "... We do not wrestle against flesh and blood, but against principalities, against powers, against the rulers of the darkness of this age, against spiritual hosts of wickedness in the heavenly places" (Ephesians 6:12).

Also Pete, the programming and expansion of the radio stations is a concern. The Board had specifically insisted on my involvement in order that these be sustained. You expressed at one time that you had no interest to expand into media ministry and that radio wasn't a real part of your purview. Radio has always been and continues to be a huge part of my passion and ministry. As I transitioned from my pastoral ministry and my oversight responsibilities in the local church, I never intended to transition myself out of the radio ministry in New Mexico. Also, KLYT was gifted to Calvary ABQ because of my past track record in the community with reaching out to youth. The previous KLYT board added the caveat that ownership of this important asset would be transferred to Calvary ABQ since I would be its spiritual overseer.

During my twenty-three years of serving the Lord in New Mexico, not only did the ministry grow but I grew personally. My vision for developing the Lord's work continues to expand and I've had the privilege of birthing not only the church in Albuquerque but also nearly 30 other churches throughout the country. It continues to be both a joy and privilege in serving alongside you in the work of the Gospel. God's kingdom is the only one that will last! As we seek Him first and glorify His matchless name, I remain your humble servant and friend.

Sincerely,



Skip Heitzig

February 18, 2006

Dear Calvary Albuquerque Board of Directors,

This letter is respectfully presented to you the Board at Calvary Albuquerque. I want to be honest and forthright in order to bring about the best in God's purposes for Calvary Albuquerque ("CA"). My desire is to speak the truth in love, that we may grow up in all things into Him who is the head—Christ. (*Ephesians 4:15*)

When I was first asked by Skip Heitzig to become Senior Pastor of CA in October 2003, he indicated that he had been sensing for some time a call by God to leave Albuquerque, pursue ministry in Southern California, assist Chuck Smith at Calvary Chapel Costa Mesa, and be close to his mother. After pursuing another pastoral position in Southern California, Skip was presented with the opportunity to take the Ocean Hills Community Church Senior Pastor position in late 2003.

At the time he decided to accept the Ocean Hills position, Skip called to give me a formal invitation to assume the role of Senior Pastor at CA.

Accepting the position of CA's Senior Pastor was a very difficult decision to make with many facets involved for consideration. In favor of this decision were the strong previous ties with the fellowship in Albuquerque where I had come to faith in Christ and served on staff for several years as Youth Pastor and my long time relationship with Skip as a mentor and pastor. On the other hand, at the same time I was being groomed for and preparing to eventually assume the Senior Pastor role at a large church in Denver. There were also strong ties in Denver with Tom Stipe, our friends, family, and the work that we had poured ourselves into up to that point.

After careful consideration of Skip's commitments to us regarding the way the transition would be handled and much prayer seeking the Lord's will, Angie and I responded with both excitement and humility to the opportunity presented to assume the role of Senior Pastor at CA. On the basis of Skip's clear assurances that as the new Senior Pastor, I would serve in this role under the long established powers and responsibilities established in the church By-Laws (to lead the church, chair its Board of Directors and to appoint Board Directors charged with carrying out the long established and time-honored vision for the church), Angie and I decided that I would resign my position at Crossroads Church of Denver and we would sell our home and move our family to Albuquerque to embrace the body of CA and assume leadership of the church's ongoing Biblical mission.

At CA's December 1, 2003 Board meeting, Skip formally announced his plans to leave CA effective almost immediately and announced to the Board that he had chosen me to succeed him as Senior Pastor of CA. This transition plan was unanimously approved by the full Board and I was asked to immediately relocate to Albuquerque and assume the role of Senior Pastor.

During 2003 holiday services, Skip announced his departure and I was introduced as CA's new Senior Pastor.

Under my leadership, CA was to remain an autonomous church in Albuquerque with local church government as required by the church's governing By-Laws. It was also understood that I would serve in accordance with the Church's core values that were distinctive to Calvary Chapel laid down through Skip's past leadership. These core values include strong emphasis on expository teaching of the Scriptures, discipleship through home fellowships, pioneering mission works, media ministry and training men for church planting. Having served within the Calvary Chapel system for many years as a pastor, I was well acquainted with the well-established practices of governance associated with Calvary Chapel, as well as these important core values.

Before accepting the Senior Pastor role in December 2003, I asked Skip how I should plan to transition the Board of Directors to members of my choice. Skip requested that he would like to stay on for a year to help smooth transition, but that I should immediately appoint the rest of the Board with whomever I wished. I began seeking the Lord's direction for new members according to Biblical standards based upon Skip's clear direction.

On March 17, 2004, I sent a letter to the Board asking it to approve 3 new additional Board members of my choice in accordance with the church's Director appointment powers vested in the Senior Pastor. Skip refused this transition. Skip's stated reasoning was that it had always been his intention that the current Board membership would remain intact without adding any new Board members for a period of at least one year and that he would then evaluate the need for change. Skip indicated that he had recently held a Board meeting with non-local Board members only and that they had voted affirmatively in support of his new viewpoint regarding the Board's composition.

In addition, during the official March 25, 2004 Board meeting, Skip proposed to transfer CA's radio station assets to a new company that he controlled. All non-Albuquerque directors voted in favor of the proposal. I, along with another Albuquerque Board member, voted against this proposal. We were both well aware that the radio stations were very valuable CA assets. Further, it was my understanding that these radio station assets serve as collateral under a bond indenture of CA and could not be transferred to Skip's company or another entity without breaching the CA covenants under the debt documents.

In a phone call the next day, Skip announced to me that I had "failed the test" by my negative vote on this matter and was now "on probation" in my role as Senior Pastor of the church. I was also told that I had been removed from the Board of Directors of the church for the same reason. At a later date, Skip reconsidered this "removal" and indicated that I remained on the Board of Directors. The long established By-Laws of the Church specify that the Senior Pastor cannot be removed from the Board of Directors and that only the Senior Pastor may nominate or propose a new Board Director or request the removal of a Board Director.

At Skip's request, in the latter part of 2004, a CA Board member and I participated in a meeting held in Southern California with Skip and Paul Saber (Skip and Paul are members of both the CA and the Ocean Hills Boards of Directors), along with a consultant chosen by Skip. They proposed setting up a new national organization under Skip's control with an Albuquerque campus and Southern California campus, which was described as a new church model. Under this proposal, CA would become the new organization's Albuquerque campus.

During this same timeframe, the Albuquerque Board Directors expressed serious concern about this proposed direction. Local directors were also concerned that Skip and Paul appeared to have serious conflicts of interest by serving on both the Boards of CA and Ocean Hills Community Church and their apparent unwillingness to acknowledge the impropriety of these conflicts of interest.

On November 8, 2004, a local Board Director of CA sent a strong letter of objection articulating his concerns over the proposed actions. This resulted in Skip's request for this Board Director's immediate resignation. Skip has since requested and received the resignation of the other Albuquerque Board Director (other than myself) who opposed these proposed restructuring actions that would have placed CA into a new national ministry organization under Skip's control.

On November 10, 2004, Skip flew to Albuquerque unannounced to discuss the Albuquerque director's letter. Skip indicated to me that if I did not approve that he remain President of the CA Corporation, he would either have to find someone else to fill the Senior Pastor role or return to Albuquerque himself to take over as Senior Pastor.

Prior to the Board meeting on November 29, 2004 in Southern California, I, along with non-Albuquerque directors, had discussions in response to the local Board Director's protest letter and to address the proposed departure from the original governance model of CA and how it might be restored.

At the November 29, 2004 Board meeting, Directors agreed to develop and put into place an intermediate plan to get the Board back to the original and long established governance model for CA. This plan included: 1) resignations from the Board by Franklin Graham and Greg Laurie to make three (including the Albuquerque Board member asked to resign) Board positions available for me to appoint members of my choosing, 2) the provision that Skip would serve as Board Chair until 2008 and then retire, and 3) any necessary amendment of CA's By-Laws to facilitate return to the original governance practices of CA. The Minutes of this Board meeting clearly reflect it was the clear intent of the two non-local resigning Directors that, as Board Chair, Skip's authority was to be limited to reviewing and approving my recommendations for new Board members and reviewing my proposed Board meeting agendas. It was specified that I would have complete authority over the operations and ministry activities of CA, including all operational and staffing decisions.

During 2005, I did my best to implement and adhere to this Board approved plan.

At our official December 12, 2005 Board meeting, Skip repositioned himself to remain Board Chair for an indefinite period of time to facilitate restructuring of CA's governance. As Board Chair, he indicated that he intended to run CA while serving as Senior Pastor at Ocean Hills, in California. It seems he now plans to ultimately have the power to make key decisions for CA to facilitate his vision for CA as part of his national ministry vision. His vision appears to have CA serving as part of this larger national ministry and includes having CA provide significant financial resources to fund his national ministry.

Prior to the December 12, 2005 Board meeting, Skip contacted an Albuquerque Board member and requested him to submit his resignation. I was not allowed to nominate the two new local Board Directors of my choice (out of three previously approved by Skip) until after the Board meeting. In that Board meeting, Skip chose and approved a new Board member of his choice without my consent, which was in clear violation of the agreement reached in the November 29, 2004 Board meeting. In this meeting Skip proposed his perpetual Chairmanship of the CA Board. Skip also reasserted his plans to govern and control CA.

In December 2005, subsequent to the Board meeting, Skip, as Chairman, sent a letter to all new Board members stating that they would not be qualified to serve as Board members if they did not support his governance vision.

On December 25, 2005 I received a letter from Skip further setting forth the restructure for the implementation of his governance vision.

While I was away on vacation with my family the week between Christmas and New Years, Skip called a Board meeting (which was at that time a Board made up of myself, Skip, and one non-local Board Director and before my local nominees would officially become Directors on January 1) despite my clear communication through my assistant, that I would not be able to attend. In this Board meeting, Skip and the one non-local Board member, by means of a 2 Director quorum, voted to establish Skip's Chairmanship indefinitely. They also voted to amend the CA By-Laws to provide legal authority for this change.

On January 18, 2006, Angie and I met with Skip and Lenya in Southern California to communicate our concerns as well as express our belief that the role of the Senior Pastor at CA is being undermined by these actions. We communicated the dilemma that this presents to us in our role at CA. Angie also expressed the present reality of Skip's actions as a clear change in the original agreement when first presented with the opportunity in 2003. Skip agreed and cited my vote in the March 25, 2004 Board meeting as the beginning reason for this change.

On January 24, 2006, I discovered that Chip Lusko announced to his department that he would not be around much this year due to the increasing demands with Skip's ministry

needs. This announcement was made with the expectation that CA will continue to pay Chip's full salary.

This followed an earlier announcement by Chip to his department that came to my attention that Skip's radio program operations will remain in Albuquerque and continue to be funded by CA indefinitely. This is a departure from the previous plan voted in by the Board in the November 29, 2004 meeting that clearly indicated that these operations and expenses would be systematically weaned off of CA over an agreed period of time.

I am trying to be the best and most godly shepherd that I can be serving as Senior Pastor of the CA body. However, Skip's actions to date, proposed governance and organizational model undermines my ability to lead and perform effectively. Further, all of this restructuring and new vision for CA is going on without the knowledge of the local church body. I do not feel that I can effectively serve the body at CA under the present circumstances.

I am seeking the Lord's will and unity as the highest priority for this church. Disclosure of these developments and issues to the church body could be very destructive. I am at a quandary and face a severe dilemma as the Senior Pastor of this church. I'm not claiming to be perfect, however I believe that I have walked in integrity before the Lord at each step of the transition process, but I am unwilling to be further compromised in my role as Senior Pastor.

As the founder of CA, Skip feels he should still be in full control. I have been unable to obtain Skip's understanding of my concerns about his intentions.

If the leadership of CA desires to support Skip's plans and actions, then the leadership of CA should appoint another Senior Pastor for the church. Skip's current plans for CA and the Senior Pastor role are not the basis upon which Angie and I were called by the Lord to lead this church. Because this was not the basis of our understanding and is contrary to Skip's initial assurances and later agreements, this letter is presented to you as Board members to inform you of my resignation as the Senior Pastor of CA.

We love this church and have been delighted to serve God's people.

Pete Nelson

JOHN T. ACKERMAN

Personal:

Married to Kim; three sons, five grandchildren.

Military:

United States Navy, U.S.S. Radford

Education:

College of Santa Fe, B. A. in Secondary Education and LHD, Honoris Causa (2003)

University of New Mexico; B. S. in Electrical Engineering

New Mexico State University; M. S. in Utility Management and LLD, Honoris Causa (2001)

Professional Associations:

Eta Kappa Nu Honor Society - Life Member

Licensed Professional Engineer; State of New Mexico

Licensed Secondary Education Teacher; State of New Mexico

Civic/Community Organizations:

Past Board Chair, Albuquerque Association For Children With Learning Disabilities; Past Board Chair, United Way of Central New Mexico; Past Board Chair, St. Pius X High School; Past Board Chair, Albuquerque Community Foundation; Past Board Chair, Presbyterian Healthcare Systems. Served as National Associate, Boys Clubs of America. Served as charter member of the Navajo Museum and Library Foundation and one of four non-Navajo Trustees to serve on the National Board of Directors of the Navajo Museum and Library. Most recently served on New Mexico Council on Crime and Delinquency, Citadel Communications Community Advisory Council, the New Mexico Museum of Natural History and Science Board of Trustees (Chair), and the Menaul School Board of Trustees (Chair).

Employment:

Following graduation from University of New Mexico joined General Electric Corporation as a design and development engineer. Following graduation from New Mexico State University joined Public Service Company of New Mexico and served in various technical and managerial positions including District Vice President, Vice President and Senior Vice President.

President and Chief Operating Officer of Gas Company of New Mexico from 1985 to 1990.

President, Chief Executive Officer, and Chairman of the Board of Public Service Company of New Mexico from 1990 to 1994.

Chairman of the Board from 1994 to 1999.

Chairman Emeritus from 1999 to the present.

Adjunct/visiting faculty member, UNM Anderson School of Management, from 1997 - 2002. Named Rust Professor of Business Ethics in 2003 to the present..

Awards and Honors

New Mexico Distinguished Public Service Award, New Mexico Ethics in Business Award (individual), UNM Zia Award, UNM and NMSU centennial Distinguished Alumni Award.

April 12, 2006

Matt Mossman

7410 Montgomery Blvd. NE, Suite 200
Albuquerque, NM 87109
505-872-9390

Age: 44, Born Albuquerque, New Mexico

Married: 2 Years

One Daughter: 7 Months Old

1979 High School: Albuquerque Academy

1985 University of New Mexico: Bachelor's of Business Administration

CEO, Matts Pool's, Inc. Established 1988 to present. Retail Pool Supply Company with two stores in Albuquerque

Confirmed Episcopalian at age of 10

Accepted Christ as Savior at age 13

Baptized with family at age 16 at Hoffmantown Baptist Church

Sixth Grade Sunday School teacher at Hoffmantown 1981-1983

Young Life Leader Albuquerque Chapter 1983-1985

Leader with Campus Crusade's Business Men's Albuquerque Chapter
1989-1994

Have attended Calvary Chapel Albuquerque since 1994

Children's Church 4 year old teacher for 4 years at Calvary Albuquerque

School of Ministry Graduate Class of '97-'98 at Calvary Albuquerque

May 1998 Mission Trip to Turkey with Calvary of Albuquerque Missions

Worked with Samaritan's Purse Operation Christmas Child December 1997

February 2000 Baptized (with Skip Heitzig) Mahamadu Mbiniwaya from Africa
as a result of mission trip.

Leader of 30's PLUS Singles Ministry Jan.'02 - Jan.'04 at Calvary
Albuquerque

Leader of Communion Board May '03 - May '05 at Calvary Albuquerque

Tim S. Crume

After graduating from the police academy at the age of 21, Tim spent nine years on the Albuquerque Police Department. Career changes lead him into the management ranks with two transportation giants. He was a loss prevention and an operations manager with United Parcel Service and an aircraft ramp and operations manager with Federal Express. Waiting for a few years for retirement has brought him back into Law Enforcement as a Court Security Officer for the United States Marshals Service as part of the security detail for the federal judges in Albuquerque.

God used Calvary of Albuquerque to bring major spiritual changes into Tim's life. He started to attend CA in 1996 upon the invitation from a friend. He was struck by the way the Bible was being taught and began to attend every class offered. He attended and graduated from the School of Ministry in 1997-98 and went to Moscow on his first outreach.

Tim met his wife Gloria at a Native American Discipleship class at Calvary. They married in 2000. Gloria was also a member of the 97-98 SOM class. They were asked to lead the Native American Outreach ministry at Calvary and have also been team leaders on SOM outreaches to Panama and to the Navajo Reservation in Arizona.

Matthew was rescued by Jesus when he was twenty-three. Shortly after, he found himself in Ghana, West Africa on the first of what would be many, many ventures to the mission field. That first trip, Matthew says, *ruined him* for anything less than a life lived for God's global purpose. In 1993 he began serving at Calvary of Albuquerque, in New Mexico, where he attended and graduated from their School of Ministry. He worked as the missions pastor at Calvary for nine years, developing and launching a strategic church-wide missions ministry and he also founded an international short-term mission ministry called LifeLine Missions that gave thousands across the country the opportunity to experience the mission field firsthand. Through these ministry opportunities he became extensively involved in short and long-term mission endeavors in countries around the world. Now, he devotes his time to serving local churches across the country by coaching them in strategically focused missions and helping them to discover and use their unique gifts in partnership with others to make Christ known among all nations. Matthew is the president/co-founder of Sixteen:Fifteen and currently lives in Albuquerque, New Mexico with his wife, Renee, and their three children.

To find out more about forming Great Commission partnerships, to order Great Commission resources, or to book Matthew to speak at your church or ministry event email info@1615.org, or call 1-505-248-1615.

Graduated Calvary of Albuquerque's School of Ministry 1994

Served as Youth Pastor at Calvary of Albuquerque from 1994-1998.

Served as Missions Pastor at Calvary of Albuquerque from 1996-2002.

Founded LifeLine Missions, a short-term missions ministry that served churches across the United States and took thousands of short-term missionaries overseas.

Served as Director of LifeLine Missions from 1995-2002.

Currently serving as President of Sixteen:Fifteen 2002 -

Biography of Paul Wilson

Born in 1946 to a US Army father and school teacher mother in North Carolina as part of the leading edge of the Baby Boom generation, Paul moved often during his youth. He went to schools in the Panama Canal Zone, Texas (Bryan) and Oklahoma (Lawton and Altus), graduating in 1964 from Altus High School. After graduating from the US Naval Academy in 1968, Paul joined the US Marine Corps. Highlights of his 24-year Marine Corps career included his designation as a Naval Aviator in 1969, a tour in Vietnam as a CH-46 helicopter pilot (1970-71), transition to the EA-6 Intruder jet in 1975, several overseas deployment tours aboard amphibious helicopter transport ships, a tour at the Airborne Command Post in Hawaii, assignment as the Commanding Officer of Marine Composite Helicopter Squadron 164 in 1986-87, and finishing his active duty time as the Commanding Officer of the Naval Reserve Officer Training Corps (NROTC) at the University of New Mexico in 1992.

Paul's education includes an undergraduate degree in engineering from the US Naval Academy (graduating in the Legendary Leadership Class of 1968), a Master of Arts degree in Counseling Psychology from Pepperdine University in (1978), and a Master of Science degree in Systems Management (1973) and a Doctor of Education degree (1987) from the University of Southern California.

Paul and his wife, Judy, currently own and operate a real estate and investment company in Albuquerque. Paul's interest in real estate began early in his adult life. He took courses and studied real estate around the country. He transitioned professionally to the Real Estate industry in 1997, beginning his career with two other local franchises before he opened his own office, Home Team Realty, with Judy in August of 2001. Paul presently serves as the chair of the Southwest MLS Compliance Committee, the chair of the Media Taskforce and, as the Policy Action Group Chair for Information Technology, is a member of the Executive Committee of the Albuquerque Metropolitan Board of REALTORS.

Paul's community involvement has included Rotary Club(1985 to 2001), Stay-in-School program, RYLA Summer Camp for high school young men, various community leadership positions, "Clowning" with the Shrine Circus as "Poco", numerous leadership positions at the local Albuquerque Metropolitan Board of REALTORS, high school sports officiating (Volleyball, Football and Basketball), the Second-Half Ministries program, and co-founder of the DivorceCare program at Calvary Chapel of Albuquerque. Paul has attended Calvary Chapel of Albuquerque since 1994. Judy became a Christian in 1999 at Calvary Chapel.

Paul and Judy met in 1992 while living in the same neighborhood. They renewed their relationship in 1998 after Judy was widowed as associates in the local real estate community. They eventually started dating and were wed in October of 1999.

Paul has three adult children and five grandsons.

- Ramey, the oldest, is a West Point graduate, Class of 1994. Ramey later graduated from the United Services University of Health Science in 2002 as a Medical Doctor. Ramey is a US Army Major and is currently serving as Battalion Surgeon at Ft. Bragg, NC. Ramey and his wife Lisa, a CPA and MBA in her own right, have two sons: Tyler Paul and Seth Ramey.
- Bekah, Paul's only daughter, has an undergraduate degree (1997) and a Master of Arts degree in speech therapy from Oklahoma State University (1999). She is currently serving as staff speech pathologist at a large regional hospital in Lawton, OK. She and her husband, Tim, have three sons: Daniel, Jason and Seon.
- Paul's younger son, Perry, is a 2001 graduate of the University, graduating Phi Beta Kappa in Language Arts. He was in "The Pride Of Oklahoma Marching Band" for his four years there, culminating in the 2000 year when Oklahoma won the National Championship in football. Perry is currently in Miyazaki, Japan where he teaches English to Japanese children and participates in a rock band as their drummer.

With Judy, Paul is very pleased to be considered by many as trusted advisor and confidant, giving people options about their interests and assisting them in making sound choices in the process.

I was 15 years old when the Japanese bombed Pearl Harbor on December 7, 1941.

I served in the US Navy during World War 2 and married my beautiful wife Claire (BB) Oct. 25, 1947. We moved to Albuquerque, NM in 1948.

My first employment in Albuquerque was as a salesman at Paris Shoe Store. After 7 years there, I worked as a salesman and manager for Prudential Insurance Company and as an independent Agent.

From 1965 to 1985 we owned and operated two independent grocery stores. We retired in 1985.

In July 1972 my wife and I got involved in some prayer meetings at the church that we were attending and both of us surrendered our lives to the Lord.

God has blessed us with six wonderful children, whom have all given their lives to the Lord, and with 15 grandchildren and 4 great grandchildren.

When we retired in 1985 we made Calvary Chapel our church home and have attended and served there since. In December, 1996 I was ordained as a Pastor in the church and became involved in many of the ministries. Calvary has been a wonderful part of our lives for the past 20+ years.