

Evaluation of 2016 Strategic Plan – April 24, 2017 – Final Report

GOAL & OBJECTIVE NUMBER	RATING	GUIDING PRINCIPLE	OBJECTIVE	RESPONSIBLE PARTIES	ACTION STEPS COMPLETED	RECOMMENDATION FOR NEXT YEAR
1.1		Jesus is Lord and Savior	Update and document personnel standards / development			
1.1.1 2017	3	Jesus is Lord and Savior	Increase or exceed Pastor's salary by his contract amount by latest 2017	Council President Personnel Committee	approved by Council, 2 nd annual step implemented; Pastor attended two sessions of First Call Theological Education	ROLL OVER TO 2017
1.1.2 2016 COMP'T	3	Jesus is Lord and Savior	Set supply pastor and substitute staff pay rates	Council Finance President Pastor	Council voted in 2016 to approve Synod minimum pay for supply pastor and pay musician \$125 for one service/\$150 for two services	COMPLETED
1.2		Jesus is Lord and Savior	Congregation participates in new ministries			
1.2.1 2017	3	Jesus is Lord and Savior	Pastor defines and instructs on "cost of discipleship"	Pastor Cong. Life	To provide instruction on nurturing, Pastor preached nine-week series on the Fruit of the Spirit, then began developing Bible study for 2017 implementation; to define "cost of discipleship," Council approved three-year approach to Stewardship which requires the creation of two long-term savings programs (Contingency and Emergency), regular payments into existing Endowment / Gerken Funds, and incremental increases to Synod Tithe until we reach 15%. [Note: Pastor-led Bible Study AND SUNDAY SCHOOL CLASS began as indicated in 2017]	Continue in 2017 due to Phase I of THRIVE Stewardship Program

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1.2.2 2017	3	Jesus is Lord and Savior	Congregation evaluates current ministries	Council Social Ministries Finance Cong. Life Pastor	Congregational Life found no persons interested in hosting or attending cottage meetings for the purpose of evaluating ministries; Montessori School fully licensed and filled in 2016; ministry opportunity booklet was updated and is now distributed to new members in addition to being available at Information Station	Recommend simple ELCA annual survey for congregation or Council ROLL OVER TO 2017
1.2.3 2017	3	Jesus is Lord and Savior	Assess congregation and community for new ministry opportunities	Council Social Ministries Finance Cong. Life	Men's Group adopted Refugee Backpack and New Shoes ministry; Ala/Teen was officially formed (although struggled in 2016); feral cat task force was abandoned when church required feral cat feeding stations to be moved back into the woods in order to keep cats out of playground; Sharing Sisters is considering revising the mission of their group in order to include younger women; summer BpB food program was limited due to small numbers as provided by schools; Pastor is investigating invitation to join in Synod group that would work with Synod of Guatemala; Redeemer participated in Lutheran Services of Georgia 1 st Pie Fest; 2016 was second consecutive year for "God's Work, Our Hands" as we washed cars for The Living Vine (ELCA produced a nationwide video about this ministry; Episcopal Church canceled All Saints Sunday service; Episcopal Church expressed no interest in forming a joint youth program; Community Garden has been proposed to Council; 2 nd Sunday Brunch attendance has doubled due to contribution of Chef Debbie Reid.	Lutheran Services of Georgia will have its refugee numbers cut for 2017 due to federal orders; follow up on new format for Sharing Sisters; continue developing refugee ministry; look for other ecumenical worship opportunities, esp. given 500 th observation of Reformation; new committee has formed for Vacation Bible School in 2017 ROLL OVER TO 2017

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1.3		Jesus is Lord and Savior	Pastor oversees new ministries and termination of ineffective / expiring ministries			
1.3.1 2017	1	Jesus is Lord and Savior	Pastor develops draft ministry policy and procedures for Council approval	Pastor Council	Redeemer had benefit of intern in 2016 who assisted with bringing personnel policies up to date; they were adopted by Council;	ROLL OVER TO 2017
1.3.2 2017	0	Jesus is Lord and Savior	Council adopts ministry policy and procedures	Council	No formal action yet by Pastor or Council to draft policy or bylaws for ministry development and approval	ROLL OVER TO 2017
1.3.3 2017	0	Jesus is Lord and Savior	Pastor instructs Commissions / Congregation on new ministry policy	Pastor Social Ministries Cong. Life	No Action Yet	ROLL OVER TO 2017
2.1		All are welcome & invited.	Meet the diverse needs of the worshipping / seeking community.			
2.1.1		All are welcome & invited.	Building needs to be more handicapped accessible			
2.1.1.1 2016 COMP'T	3	All are welcome & invited.	Assess Fellowship Hall restrooms to meet Americans w- Disabilities Act stds, issue report, determine budget	Council Operations Finance	Assessment completed; budget determined	COMPLETED
2.1.1.2 2016 COMP'T	3	All are welcome & invited.	Assess remaining facility / grounds for accessibility for handicapped, issue report, determine budget	Council Operations Finance	Assessment completed; budget determined; added bell tower and breezeway to the project due to rotting wood and visible rust	COMPLETED

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2.1.1.3 2019	3	All are welcome & invited.	Re-Assess our participation in other ministries if facility included showers, sleeping area, issue report, determine budget	Council Operations Finance	Assessment completed, but deferred due to projected costs; Council will reassess at a later unspecified date (see recommendation)	RECOMMEND NEW ASSESSMENT 2019
2.1.3 2018	3	All are welcome & invited.	Assess parking and signage needs, issue report, determine budget	Council Operations Finance	Assessment completed = \$22,000 to resurface and take care of signage and drainage problem behind building; Council determined not in current budget.	RECOMMEND NEW ASSESSMENT 2018
2.2		All are welcome & invited.	Address the drainage problem at the rear of the facility (kitchen / fellowship hall)			
2017 2018	1	All are welcome & invited.	Assess possible solutions	Council Operations Finance	Minor modification outside kitchen door has reduced drainage greatly; still need diverter on roof above kitchen door; Social Hall foundation is major concern; See parking and signage objective above	RECOMMEND NEW ASSESSMENT 2018
2.2.2 2018	0	All are welcome & invited.	Issue report, determine budget	Council Operations Finance	See parking and signage objective above	RECOMMEND NEW ASSESSMENT 2018
2.2.3 2018	0	All are welcome & invited.	Implement plan	Council Operations Finance	See parking and signage objective above	RECOMMEND NEW ASSESSMENT 2018
2.3		All are welcome & invited.	LCR needs more Savannah visibility			

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2.3.1 2017	2	All are welcome & invited.	Share with the community what it means to be ELCA Lutherans, w- special attention upon Salvation by Grace	LAMB Evangelism Marketing Council	LAMB activities waned in 2016 due to increased emphasis on teaching ministries to congregation on 2 nd Sunday Brunches; Marketing Task Force now eligible to become Council Committee; Fall Festival had increased attendance from community; more emphasis on window signs during Island Women's Day; using word "Community" on yard sign for holidays / special / Wednesday services; use of Facebook improving greatly	Specific attention to salvation by Grace needs attention; will participate in local Reformation 500 activities ROLL OVER TO 2017
2.3.2 2017	0	All are welcome & invited.	Develop Tybee Island plan	LAMB Evangelism Marketing Council	no action yet	MOVE TO 2018
2.3.4 2017	2	All are welcome & invited.	Open the facility to more Wilmgtn Is. community-based programs	LAMB Evangelism Marketing LCR Policy - Constit'n	Now providing meeting area for local non-profit car club; one AA group disbanded, but right away another group formed; local contractor uses land for parking (one year contract); LifeScreen initially cancelled Redeemer as site, but asked later to come back; moved to planning stages of community garden; no official discussion in 2016 regarding Interfaith Hospitality Network	Continue discussion for community garden and IHN (IHN needs moved) ROLL OVER TO 2017
2.3.5 2017	2	All are welcome & invited.	Assess whether if we can become a "Reconciling in Christ" congregation.	Pastor Council Cong. Life	Chairperson chosen for Task Force who will choose members; Pastor has researched mission of Reconciling Lutherans	Develop task force and make recommendation by year's end
3.1		We are passionate disciples.	Enhance existing liturgical worship.			

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3.1.2 2017	2	We are passionate disciples.	Add dynamic musical opportunities for children, youth, adults (e.g. vocal, instrumental, children, groups, solos, chimes)	Worship / Music Pastor Music Staff	Episcopal church withdrew support; two high school students joined choir, thus providing musical opportunity for youth; Christmas Cantata well attended and well received; This objective received modest discussion about bringing in local students to play instruments for summer services; important to note that Music Director no longer works in local school district; added more vocal solos during worship; Island Women's Day enjoyed barbershop singers; children rang chimes at Easter; no other progress one youth provides occasional vocal solos;	2017 Vacation Bible School has added emphasis on music ROLL OVER TO 2017
3.1.2.1 2017	2	We are passionate disciples.	Explore instrumental possibilities	Worship / Music Pastor Music Staff		ROLL INTO 3.1.2 2017
3.1.2.2 2017	1	We are passionate disciples.	Explore vocal possibilities	Worship / Music Pastor Music Staff		ROLL INTO 3.1.2 2017
3.1.2.3 2017	1	We are passionate disciples.	Add at least one children's musical group e.g. choir, chimes, etc.	Worship / Music Pastor Music Staff		ROLL INTO 3.1.2 2017
3.2		We are passionate disciples.	Equip members' confidence to evangelize and serve			

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3.2.1 2017	2	We are passionate disciples.	Develop youth leadership opportunities	ELCA SES / National Pastor Youth Leaders	The new youth leaders developed monthly fellowship and mission projects, but participation was very limited to the point that some activities had no attendees; held discussions on development of infant / toddler ministries for families (respite program) to build relationships among small children; Christmas Program was well attended, but perhaps needs to be moved to early Christmas service;	Continue to explore family respite program; continue to explore moving Christmas Program to Early Service on Christmas Eve; explore Bishop's School and SESLYO ROLL OVER TO 2017
3.2.2 2017	2	We are passionate disciples.	Promote LAMB Lutherans are Mission Builders to all members	Marketing Pastor LAMB Evangelism	As mentioned elsewhere, LAMB programs gave way to development of 2 nd Sunday Brunch presentations regarding the THRIVE Stewardship program; CARE TEAM continued, but efforts were limited to only a few members; individual responsible for handing out Visitor Bags died, and has not been replaced; Worship/Music has discussed the need to increase duties of Sunday morning greeters;	Develop new greeter job description; return to handing out visitor bags; invite members to assist with CARE TEAM; identify if LAMB needs a new mission – ROLL to 17

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3.2.3 2017	1	We are passionate disciples.	Fund additional laity training	Finance LAMB Evangelism Pastor	We elected our Synod Assembly representatives for the first time in years; CPR training from Fire Dept.; Church Mutual Insurance liability training; held Disaster Relief training	Laity leadership training is important; Pastor shall develop a <u>no-cost</u> training program which may include Synod Continue with 2017 implementation date; Pastor may develop and teach Adult Confirmation AND hold online classes ROLL OVER TO 2017
3.3		We are passionate disciples.	Develop learning opportunities for persons of all ages			
3.3.1 2018	2	We are passionate disciples.	Continue development of Confirmation program	Learning Pastor Youth Leaders	3 youth confirmed in 2016; no students signed up for Confirmation in 2017	Pastor shall prepare a self-study program by the fall of 2018
3.3.2 2017	2	We are passionate disciples.	Continue development of Adult Bible studies / Lutheran education	Cong. Life Learning Pastor	Per plan, Pastor held Bible Study on Romans; developed Bible Study for Fruits of the Spirit (implemented in 2017); three confirmation students graduated; Pastor provided Pastor's Class for new non-Lutheran members	Continue Fruit of Spirit Bible Study; teach Small Catechism to adults ROLL OVER TO 2017
3.3.3 2017	1	We are passionate disciples.	Develop discipleship opportunities for young adults	21 to 35 y old Pastor Learning	Sharing Sisters planned to expand their ministry to younger women in the congregation; as mentioned elsewhere,	ROLL OVER TO 2017
3.4		We are passionate disciples.	Build additional worship opportunities			

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3.4.2 2018	1	We are passionate disciples.	Explore occasional worship (e.g. Prayers Around the Cross, Taize` Services, midweek)	Pastor Worship	Pastor and Deacon discussed this issue; concluded community interest in the past has demonstrated that special occasional services may not be popular; Burning of the Greens was not attended well; however, mid-week services attendance increased in 2016 from 2015	ROLL TO 2018
3.4.3 2017	2	We are passionate disciples.	Develop worship for special needs persons	Pastor Worship	Draft of worship service completed; still have questions about technology; awaiting completion of ADA renovation project in 2017	ROLL OVER TO 2017
3.4.4-16 X	3	We are passionate disciples.	Develop worship services at Memorial Hospital in the chapel	Deacon Pastor Worship	Deacon no longer has employment ties to this hospital; no further action taken in 2016	REMOVE
3.4.5 2017	2	We are passionate disciples.	Utilize Labyrinth	Pastor Worship Operations	Used Labyrinth in 2016 Burning of the Greens service; used by Island Women's Day again; no work on torches	ROLL OVER TO 2017
3.4.6 2017	1	We are passionate disciples.	Explore Tybee Island places for worship , study ministries	Pastor Worship Cong. Life Social Ministry	Worship & Music have deferred taking action ...	ROLL OVER TO 2017
3.4.7 2018	1	We are passionate disciples.	Explore youth worship opportunities	Pastor Worship	Pastor has identified one youth who is interested in helping plan this worship service	Need additional youth involvement if going to be successful CONTINUE TO 2018
4.1		We treat each other w- grace & forgiveness.	Ensure the 3y Strategic Plan is a living document			
4.1.1 2017	0	We treat each other w- grace & forgiveness.	Distribute semi-annual Strategic Plan updates to the congregation.	Strategic Planning	No progress on this item	Need to develop a Task Force (see recommendations at end of document) ROLL OVER TO 2017

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4.1.2 2017	0	We treat each other w- grace & forgiveness.	Task Force meets quarterly for ongoing evaluation / problem solving	Strategic Planning	No progress on this item	Formal Task Force needs to meet quarterly (see recommendations at end of document) ROLL OVER TO 2017
4.2		We treat each other w- grace & forgiveness.	Expand Congregational Life to the un-under-served of our congregation			
4.2.1 2017	1	We treat each other w- grace & forgiveness.	Develop young children's activities	Cong. Life Learning	VBS was cancelled due to late planning; as mentioned elsewhere, discussion held about forming Lutheran fellowship program for the youngest of children; 2017 VBS started began planning meetings in Fall, 2016	Continue to explore young youth group ROLL OVER TO 2017
4.2.2 2017	2	We treat each other w- grace & forgiveness.	Determine supervision / special considerations for children's activities	Cong. Life Pastor	Discussion held with insurance company; nursery and all other children's activities require two adults, and one must be a female; policy was reviewed, but not adopted	Council must adopt formal nursery and other children's policies ROLL OVER TO 2017
4.2.2 2017	1	We treat each other w- grace & forgiveness.	Develop senior citizen ministries	Cong. Life Care Team	Care Team remains active, but needs more members; LOVE luncheon held; Milestone Ministries now contributes \$50 to Second Harvest on the birthday of anyone turning 80, 85, or 90; Friday card club (community group) is diminishing greatly	ROLL OVER TO 2017

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4.2.2.1 2017	2	We treat each other w- grace & forgiveness.	Determine transportation / special considerations for senior citizen ministries	Cong. Life	Members of the congregation really stepped up in 2016 to provide necessary transportation to seniors who cannot drive to worship, Bible study, doctor appointments, etc.; in the absence of transportation, more members have made home visits; Pastor and the Deacon have worked relentlessly trying to establish agency or government transportation for members, but with no success; Sunday public or private transportation for seniors has been impossible to find; Pastor tried to partner with a nursing home, but the nursing home refused (liability)	Consider developing a new ministry for those who want to provide rides and who are covered by their own insurance ROLL OVER TO 2017
4.2.3 2017	2	We treat each other w- grace & forgiveness.	Develop intergenerational activities	Cong. Life	Other than above, no additional progress made Pastor has discussed development of parents' respite program; both women's and men's groups have expanded with more participation of younger adults; men's group added refugee "Back to School" ministries with filled backpacks and new shoes	Right now, this we lack numbers of youth; we need to develop an intergen. ministry that youth will want to take part in; consider membership in national ELCA organizations (WELCA and Men In Mission) CONTINUE AS 2017 OBJECTIVE
5.1		We are the voice and hands of Christ to world.	Develop and participate in more Social Ministries			

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5.1.1 2017	3	We are the voice and hands of Christ to world.	Identify local, synodical, national, and international needs, develop plans, issue reports, identify budgets	Social Ministries Stewardship	Increased efforts for Island Women’s Day, Backpack Buddies, “God’s Work, Our Hands,” and Angel Tree; added refugee backpack/shoe ministry; hosted one youth mission group; continued pledges to Lutheranch; contributed to Synod several times for disaster relief projects; Deacon continues to serve on Synod Candidacy Committee; Pastor reviewing Guatemala ministry with other Synod congregations; assisted community following Hurricane Matthew; ADD training	Council approve Marketing and Island Women’s Day as Committees in good standing; develop written disaster plan so Redeemer can be used as facility ROLL OVER TO 2017
5.1.2 2017	3	We are the voice and hands of Christ to world.	Build new and nourish existing relationships with local agency / non-profit ministries	Pastor Deacon Social Ministries Stewardship	Deacon headed local effort for Holy Lands trip; Pastor continued to serve on LSG Pie Fest; Island Women’s Day added relationship with Coastal Behavior Clinic and The Living Vine; Redeemer worked closely with one other ELCA congregation following Hurricane Matthew; Deacon and another member were local reps to the Synod Disaster Response Program; a few members contributed time at CEMA after hurricane; Pastor and Deacon participated in Lutheran Ministerial Association (Savannah Cluster); Deacon provided devotional for ecumenical <i>Hospice of GA</i> event; Pastor served as Conference 1 President	ROLL OVER TO 2017
5.1.3 2017	1	We are the voice and hands of Christ to world.	Build new ecumenical partnerships where none exist	Pastor Deacon	Pastor invited into discussions regarding new ministry in Guatemala;	Participation local Reformation 500 ministry; CONTINUE FOR 2017 AS PLANNED

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5.2		We are the voice and hands of Christ to world.	Become a more generous congregation in time, talent and treasures			
5.2.1 2016 COMP'T	3	We are the voice and hands of Christ to world.	Discuss increasing the congregation's tithe to SE ELCA Synod by 0.5% p.a. to 10.5% in '15.	Pastor Finance Council	Adopted on 1/22/2017, THRIVE Stewardship program raised tithe to 11% for 2017, then to be increased in one-half to one percent increments until the Synod tithe reaches 15%. At that time, the amount of the tithe will be re-evaluated for possible increase.	COMPLETED
5.2.2 2019	2	We are the voice and hands of Christ to world.	Develop Continue Stewardship as a year-round ministry instead of only by an annual campaign or emergency appeals.	Pastor Finance Council Marketing	Pastor held a Stewardship Dinner where the THRIVE Stewardship Drive was proposed; the proposal includes the movement of restricted funds in years two and three of the Drive in an attempt to reduce the amount of fund-raising; narthex displays change monthly.	CONTINUE TO 2019 PER THRIVE PLAN
5.2.2.1 2017-18	1	We are the voice and hands of Christ to world.	Educate the congregation as to where their offering go for ministry, including operational costs, local and international ministries	Pastor Council	We reviewed internal, local, Synod and ELCA ministries. Lutheran Services of Georgia provided three presentations about refugee services.	CONTINUE CONG. EDUCATION PER THRIVE PLAN
5.2.2.2 2017	1	We are the voice and hands of Christ to world.	Educate the congregation on purpose of non-operational funds (endowments, scholarships, grants, specific restricted funds, special appeals, etc.)	Pastor Council	Member presented Endowment and Gerken Fund information at 2 nd Sunday Brunch; deceased member has left congregation new scholarship fund (yet to be received at this writing); older restricted funds include money set aside for camp scholarships (we will roll these funds into Contingency Fund at the proper time)	We still need to develop written materials regarding endowment and scholarship funds CONTINUE IN 2017

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5.2.2.3 2017	1	We are the voice and hands of Christ to world.	Educate the congregation on the value of sharing time and talents as part of the Stewardship ministry	Pastor Council	Council members received Time/Talent sheets whenever a new member joined; produced new edition of Time/Talent booklet, along with new sign-up sheet; no success identifying Thrivent Coordinator	Need Thrivent Coord; need more effective review of Time/Talent sheets; CONTINUE IN 2017
5.3		We are the voice and hands of Christ to world.	Develop a long term contingency program that is annually funded			
5.3.1 2016 COMP'T	3	We are the voice and hands of Christ to world.	Develop a long-term assessment of facility and grounds which identifies short / annual, medium (< 5y) and long term (< 20y) needs	Operations Council	Contingency Fund Resolution passed by Council; creation of contingency fund approved by Congregation at 1/22/2017 annual meeting; this included a written contingency plan which covers both short and long term facility and operational needs	COMPLETED
5.3.3 2017	3	We are the voice and hands of Christ to world.	Propose the recommended annual contribution of for congregational approval	Council Finance Pastor Congregation	On January 22, 2017 the congregation adopted by unanimous vote the amount of one-half of one percent (0.5%) to be paid weekly to the contingency fund and emergency fund, along with thirty percent (30%) of any year-end surplus.	THRIVE calls for assessment which restricted funds shall be transferred into the newly-created Contingency Fund ROLL OVER TO 2017
5.4		We are the voice and hands of Christ to world.	Retire facility mortgage early			

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5.4.1 2016 COMP'T	3	We are the voice and hands of Christ to world.	Consider consolidating the existing mortgage remnant with a new mortgage to also finance the ADA compliant rest rooms and ramps	Finance Council Pastor	Assessed and completed with Thrivent; mortgage went from approximately \$22,000 with 22 months remaining at the end of the year to approximately \$139,000 at the beginning of 2017 for 10 years fixed followed by 10 year one time variable rate change, all the while maintaining the same monthly mortgage amount at \$1,144.00.	COMPLETED
5.4.2 2016 COMP'T	3	We are the voice and hands of Christ to world.	Determine potential interest savings scenarios with early mortgage payoff	Finance Council Pastor	Congregation voted on refinancing mortgage to 3% in May, 2016; Congregation voted on 10-year fixed plus 10-year adjustable on ADA refinance	COMPLETED
5.4.3 2016 X	1	We are the voice and hands of Christ to world.	Determine the possible uses for current monthly mortgage payment when loan is satisfied, prepare report for Council / Congregational approval	Finance Council Pastor	No action taken due to refinancing	DUE TO RENOVATION REFINANCING, MORTGAGE WAS CONSOLIDATED; OBJECTIVE REMOVED
5.4.4 2016 X	1	We are the voice and hands of Christ to world.	Develop final payment plan, implement	Finance Council Pastor	No action taken due to refinancing	DUE TO RENOVATION REFINANCING, MORTGAGE WAS CONSOLIDATED; OBJECTIVE REMOVED

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Draft #4 completed by Mark Tellefsen, Strategic Plan Evaluation Task Force Chair; Pastor Steve Hilgeman

Key

0 = no actions completed

1 = some completed

2 = majority completed

3 = all actions fully completed

Red = behind schedule, may need deadline revision

Yellow = in danger of falling behind, obstacles encountered

Green = on schedule, no obstacles encountered and grey = objective in current form to be removed (i.e. to be deleted, combined or revised).

Recommendations for 2017 – 2019 Plan (Tellefsen; Hilgeman):

1. **Modification Made:** Changed Objective Numbers by removing the year; then, highlight the year separately. (e.g. 1.1.1-17 becomes 1.1.1. **2017**). Advantage is rollover objective need not be re-numbered; and
2. **Recommendation:** Responsibility Column – change from multiple persons or committees with equal responsibility to ONE Lead Group or Person in **BOLD** type with the remainder as supporting persons or groups. Also, make a decision to include or not to include committees and task forces OR only include commissions, Council, Deacon, and Pastor; and
3. **Modification Made:** Education as a commission was misnamed, so it has been changed to Learning; and
4. **Recommendation:** Make the Executive Committee (minus any members who have their own Commissions) of the Council the Strategic Planning Committee/Task Force. Doing so would achieve the following: 1) remove one task from the newly recommended Stewardship Commission; 2) give a representation of the Council oversight of the entire plan; 3) allow the Council to decide how often the plan needs to be reviewed; and 4) would give the responsibility of annual evaluation to a representation of the Council instead of the entire Council – this would create more time for Commission Heads to evaluate and to develop; and 5) removes perception of conflict of interest since currently Commission Heads develop, report, and evaluate objectives and action steps; and
5. **Modification Made:** Diaconal Minister to Deacon throughout; and
6. **Modification Made:** Created **Grey** color for those objectives that were removed due to unforeseen circumstances or were redundant due to presence of other objectives; these should not count as Completed or any other status. The year is marked with an **X**. There were six of these in 2016.