



FIRST CHRISTIAN CHURCH IN LAS CRUCES | STRATEGIC PLAN

For Years 2023 through 2027

DATE ACCEPTED BY BOARD OF DIRECTORS: 17
DECEMBER 2022

DATE PRESENTED TO CONGREGATION:
January 21, 2023

Forward

The purpose of this Strategic Plan document is to capture the Strategic Vision, Goals and Objectives of our church along with the Strategies to achieve them. This document was prepared by the church leadership. This group was composed of the Board of Directors, the Pastor, Deacons, Elders, and other interested church members.

The Board of Directors asked the author to develop a strategic plan for the church. A planning framework, described in this document, was used to guide the development of this plan. The framework starts with our church Mission Statement, the Vision, and plans for Core Values, Goals and Objectives, and Strategies. Each Strategy can be traced back to the Mission Statement to help ensure that each Strategy aligns with the Mission.

This plan represents an update to the previous strategic plan. This new plan was prepared using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) planning process.

How To Use this Document

The Strategic Plan is used by the Board of Directors, the Pastor, Deacon, Elders, and the church Membership at large. The plan is used to develop and document actionable Goals, Objectives, and Strategies to achieve their Vision. It is a guide to focus project planning activities and to communicate the Vision and Mission to the Membership to inspire, encourage, motivate, and engage their support. Implementation of the plan is a close collaboration of all leadership of the church. The Board of Directors evaluates the performance of specific projects and strategies on a regular basis to help ensure the goals and objectives captured in this plan are achieved.

This plan is used by the Membership to stay informed of our church's plans so that they know how best to support them. It is envisioned that members will work closely with the leadership to help each member use and apply this guide. This plan is also used by the Board of Directors and Stewardship Committee to formulate our annual budget to help ensure our budget and member giving aligns with the Strategic Plan.

The planning horizon for this plan is 5 to 10 years, though we very much consider the fact that our members numbers and focus can change. We also envision that this Strategic Vision and supporting Strategies will be used as a guide to help select our next Pastor – one with the needed competencies, and one who can easily align with this plan and be able to lead us on the same strategic path with a strong conviction.

Jeremiah 29:11-14a – “For I know the plans I have for you,” declares the Lord, “plans to prosper you and not harm you, plans to give you hope and a future. Then you will call on me and come and

pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart. I will be found by you,” declares the Lord...

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Executive Summary

Imagine a circular dance of three people, each of them moving in unity and purpose, each giving and receiving in the moment of the dance. Imagine even more, that there is space for you to enter into the same dance, a place for you to belong, in step with the hosts, and to celebrate life in the dance.

Early in the church's life the term "perichoresis" was used to describe this dance. The literal meaning "to make room for" or "go forward" it describes the relationship between God, the Christ, and the Spirit, and by claiming our place as a Christian, we are invited into this holy dance.

Over the years, First Christian Church in Las Cruces, has gone forward in faith through worship, learning and service. We have always made room for God and our neighbors. We have seen our ministries grow, and our ministries shrink. And we have struggled to understand the changes and pressures of a changing society.

Our church has danced, ever in step with God, Christ, and Spirit, moving forward in mission, making room for new members, new and different ministries, deepening our connection to the community by sharing our facilities. We have offered hospitality and hope to those who are close, and those who live far away but feel a part of us. We have done this through our generosity and acts of service.

Our vision for the future seeks to leverage our historic strengths as a congregation while addressing the needs we see on the horizon for First Christian Church in Las Cruces. The strategic initiative that this plan has created is the result of communication, research, leadership retreats, conversation and discernment, prayer, and more discernment.

It will be the responsibility of the leadership and congregation to monitor the progress of this strategic plan. The action items outlined underlying the strategic initiatives will be assigned to respective leaders and committees for refinement and action. However, each member of the congregation has an active part in ensuring the success of the strategic plan.

These strategic initiatives have emerged through our conversations and discernment. They can be summarized as strengthening relationships, making connections, and building foundations. These initiatives began with a discussion of the Board of Directors concerning the condition of our facilities. The buildings were built nearly 50 years ago and are showing their age, with increasing maintenance, accessibility, and size issues. In order to find solutions to our needs and issues, it was recommended that a congregation wide discussion on our mission, vision, and values needed to happen. From that came a renewal of our strategic plan.

Strengthening Relationships

God calls us to love ourselves and our neighbors. As a family size congregation, we need to find a way where relationships with God and people can be developed and strengthened. Some ways that relationships can continue to be strengthened have been identified. We can:

- Show more joy in how we worship
- Offer a variety of ways to learn and serve throughout the week.
- Be unafraid and open to new people and ideas with many opportunities for fellowship, to create a sense of unity.

A common theme in our discussions was the need to revitalize our education ministries. This initiative will serve as the basis on which we, as a congregation can more fully connect with God, while reestablishing the relationships within our congregation and those who come as visitors. The expectation of a more engaged congregation is a stronger commitment to stewardship – the giving of our talents, time, and treasures – and growth in our average weekly attendance.

Making Connections

God calls us to share the Gospel of Christ's love for us. Effective communication in a visual information age is critical to proclaiming what God is doing through the church. Some of the methods of making connections can be:

- Building an effective communication capacity through our web site, Facebook, and other social media outlets.
- Using outreach to the growing parts of our community, both within the city, the county, and region.
- We evaluate our opportunities to be at public events
- We seek out new worship opportunities.

At the heart of the plan is the method in which First Christian Church will communicate with our neighbors and within and among the congregation to ensure our messaging is consistent and relevant. The changing demographics of the south El Paseo neighborhood in the coming years, as well as a constantly changing student body at NMSU and Las Cruces High School creates an opportunity on which our focus of outreach can create a sustained growth in First Christian's membership. We listen to our members, and we have an obligation to respond to changing preferences for worship styles and types of worship to ensure we are making connections.

Building Foundations

God calls us to be good stewards of the gifts that we have received. A congregation is entrusted with property, resources and ministry that deserve our best attention and faithful shepherding. We use our planning to build strong foundations on which we can be good stewards of our gifts through the:

- Development of a comprehensive master plan for our facilities, to become more accessible to a variety of uses, and different physical limitations. Or to find suitable facilities.
- Continued refinement of a comprehensive plan to manage our financial resources.
- Evaluation of our programming and ministries on a regular basis
- Creation of outreach programs with community organizations and educational institutions to meet the spiritual, mental, and ecological health of our greater community.

The use and alignment of our building and resources, both financially and spatially, needs to support this vision, and will be critical to its success. Therefore, this plan specifically addresses those core infrastructure needs on which our ministries are based.

We are entering a time of change, and ready to move forward again, seeking the blessing and guidance of God, Christ, and the Spirit. We began a strategic plan 5 years ago and recognized there was much to be accomplished. Some of those plans have been met, and more were identified for the next few years. Our strategic plan serves as the next steps in our loving dance with God and our neighbors. It's a living document for a living church.

Mission, Vision, Values

The strategic planning process affirms the mission and vision and values of our community. The strategic priorities that we have set to accomplish the vision and reconfirms values to maintain as First Christian Church in Las Cruces works towards meeting the priorities.

Mission

A mission statement sets out why First Christian Church in Las Cruces exists, its purpose and who it is doing this for.

The mission of First Christian Church is to:

REACH OUT, REACH UP, REACH IN
We are here to help people know God, find freedom,
discover their purpose, and make a difference in the
community, near and far.

This mission calls us to strengthen relationships with God, ourselves, and our neighbors. We help those we touch in the life of our community to find their spiritual passion, to create a purposeful life, and to be one with the creation we live in. We make connections by serving each other in a spirit of love and reach out in love to help create a more connected city, county, and region. We build foundations with our community, by giving of our resources to create a community where all are truly welcome on their life journey.

Vision

A vision is an ideal state for First Christian Church in Las Cruces, where we want to be in the future.

The vision of First Christian Church is that:

We believe that everyone matters to God. Therefore, we welcome all who need to find hope and healing. We seek justice for those without a voice. We are building an engaged, passionate, and spiritually diverse community. We are devoted to one another, and all creation. We help each other grow and celebrate the joyful witness of God's all-inclusive love through Christ Jesus.

Values¹

Our Values are how we want to live in community. Values are the source of guidance and what we stand for. They are a timeless statement of who we are and will seldom change. Pending formal adoption, First Christian Church in Las Cruces, is committed to following the Values of Progressive Christianity.

1. THE CHRISTIAN FAITH IS FOUNDED ON THREE PRIMARY CALLS WE SEE THROUGH JESUS.

To love God, to love our neighbor, and to love ourselves.

2. THE CHRISTIAN FAITH IS OUR WAY OF BEING FAITHFUL TO GOD. BUT IT IS NOT THE ONLY WAY.

Christianity is the truth for us. But it is not the only truth.

3. LOVE OF GOD INVOLVES ALL ASPECTS OF LIFE, NOT JUST HUMAN LIFE.

Care of the Earth and its ecosystems is an expression of Christian faith and stewardship.

4. LOVE OF NEIGHBOR MEANS EXTENDING KINDNESS AND CARE...

To those in our family and in our local and global communities.

Further, **love of neighbor includes affirmation of the LBGTQ community, immigrants, people of other faith traditions and even those who are enemies.**

5. LOVE OF SELF MEANS ENGAGING IN SPIRITUAL DISCIPLINES

Worship, prayer, music, study of the Bible and other literature feeds the mind, heart, and spirit.

6. WE BELIEVE IN THE "PRIESTHOOD OF ALL BELIEVERS."

We are all ministers of the Gospel, not just ordained clergy. As a result, we can all be in relationship directly with God through worship, study, prayer, and service to others.

¹ The six core values of Progressive Christianity have been taken from these web sites:
<https://progressivechristianity.org/the-8-points/>
<https://www.bethelbeaverton.org/progressive-christianity>

Summary of Accomplishments from Previous 5 Year Plan

It is useful to include at the beginning of our strategic plan, key accomplishments achieved during the previous 5-year planning horizon. We have:

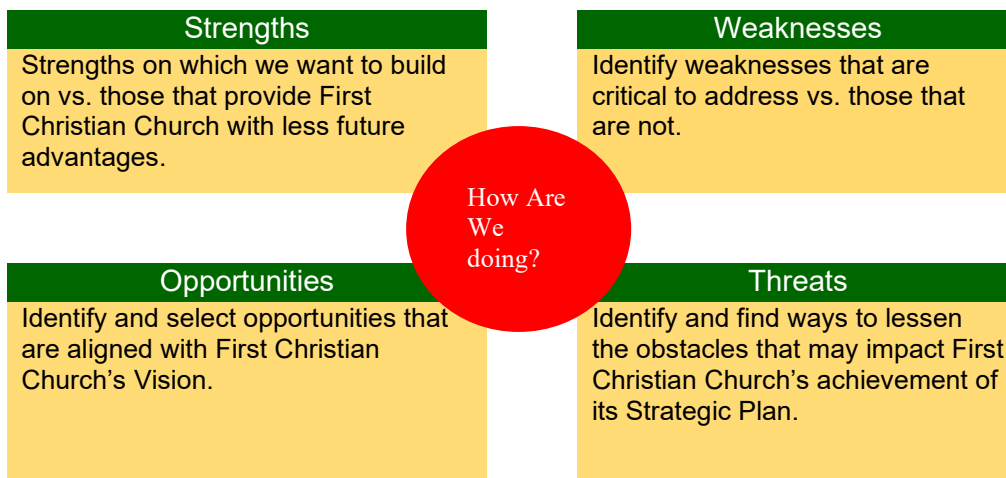
- **Met the spiritual needs of our members. Have a vibrant, active, effective group of Elders.** This action objective has been accomplished by renewing membership in the Elders group. New expectations and methods of being an Elder has been created.
- **Met the spiritual needs of our members. Increase diversity of religious expression during worship service.** The action objective of this item is still an on-going process. Diversity has been added by using sacred texts in addition to scripture. Changes in expression of the Divine in our prayers also reflects a greater reflection of diversity.
- **Met the spiritual needs of our members. Offer adult education that is consistent with our vision and mission.** The creation of affinity groups, and on-line book studies has increased our education opportunities.
- **Used the building to fulfill our mission and vision.** Using this objective, we have increased our diversity of groups renting space and using our grounds. We are currently at a 100% capacity of use, but still find time and space for community organizations to use our facilities during the week.
- **Demonstrated true community. Be accessible to those seeking a new church home.** This strategic objective is being met by planning revisions to our web site. We are in the process of joining affiliated groups that are Progressive Christian organizations. Our advertising outreach will be focused on relocation guides, and other outreach materials during community events, such as Pride. First Christian Church has also been invited to be part of the Inter Faith Council at New Mexico State University.

Activities that had significant progress and/or were completed, are not carried forward into the current strategic plan. Activities that were not completed in the last planning horizon were studied using the STOP, START, CONTINUE plan. They were evaluated for the ability and interest of the congregation against the mission and vision statement. Some have been incorporated into the new strategic plan, while others have not been carried over. There are times when established ministries and goals have fulfilled their purpose and should be celebrated when they end.

Current State Analysis

A current state analysis is a review of everything that impacts First Christian Church – either positively or negatively. It is an exercise that considers all assets and opportunities for the church. It also identifies gaps or vulnerabilities that could impede our success. This kind of analysis is always incomplete – we can never know everything nor predict the future. However, it is also a useful tool to consider the environment that can affect the success of our efforts. It is also the basis for our risk assessments.

INTERNAL ANALYSIS



EXTERNAL ANALYSIS

What follows is a summary of strengths, weaknesses, opportunities, and threats that were identified in our discussions. The following items are not in a ranked order.

Strengths

First Christian Church in Las Cruces is blessed with many strengths. These include our passion for our mission, our love and support for each other. Also, a passion for Social Justice. It is important to recognize and acknowledge these gifts and celebrate the strength of our church community. These include:

- Relationships with our neighbors (the city government, county government, educational institutions, land developers)
- Location offers many opportunities to support local agencies
- Stable and experienced leadership
- Committed membership
- Mission driven congregation

- Improving community involvement and input
- Good communication and accountability
- Large, centralized property
- Pride in ourselves and our place in the area

Weaknesses

First Christian Church in Las Cruces has areas where improvement is needed. Some items can be addressed by the Board of Directors and committee and ministry leaders, and others will require the entire congregation. Weaknesses can be changed – they are not fixed qualities. Some of our weaknesses identified include:

- Sometimes ineffective communication between leadership and membership
- Some inefficiencies in our on-line presence
- Limited funding
- Reacting without a plan
- Huge ambitions and modest means
- Lack of increasing membership
- Lack of commitment to long-term projects
- Lack of comprehensive policies and procedures
- Top-heavy organization
- Facilities that have accessibility issues
- “Curb appeal” of our facilities
- Worship equipment and materials that limit our creativity

Opportunity

At times there are changes in the environment that we operate in. It is important to recognize these changes and take advantage of opportunity. These include:

- Economic development through partnerships and grants with our neighbors
- Facilities and worship grants and funding through the region and denomination levels of the Disciples of Christ and United Church of Christ
- Changes in community and neighborhood demographics that make our worship and community attractive
- Opportunities for new facilities
- Changes in structure to increase accountability and reduce disconnectedness between leadership and congregation
- Increased invitations to participate in the greater community (i.e., Interfaith Student Council at NMSU)

Threats

Threats are those things that First Christian Church has no or little control over. That does not mean that we are helpless. It means that we have to take purposeful steps to mitigate the negative impact of those threats. These include:

- Changes in economics that result in lack of funding, unemployment, reduction of financial stability, and forcing of sales of land and other assets.
- Fire, flood, and other natural disasters
- Neighborhood economic development that impacts our property and values of our assets
- Continued loss of membership versus growth opportunities
- Increased in detrimental conservative values within the community

Our Strategic Vision

Our vision is rooted in the principles reflected in our mission statement, that we help people know God, and find freedom and discover their purpose. Part of our conversations when we began planning was to look at church growth, local demographics, and changes in our culture. Congregations across North America are getting smaller and older—and this trend is increasing with each generation. First Christian Church is no different.

More than half of the U.S. population is simply not interested in joining a church or being part of a congregation like many of our older generation grew up with and love very deeply. The last few years of the Covid Epidemic, and possibilities of more to come, has changed the way people gather spiritually and socially, and has impacted the church as a whole. Based on valid and widely accepted research, approximately 60% of the people around us are not going to come to our church no matter what we do or how well we do it simply because of the *steeple and pews* church environment and the way we do church. We have to include the changed perceptions of Christianity as a whole due to some extreme opinions and involvement of conservative Christian organizations demanding blind obedience to their leadership and unwavering social rules and norms, rather than allowing God to meet people where they are. In addition, the growing Millennial Community (those born in the 1980's and into the 1990's) are a very different culture requiring new methods and ways of showing them the love of God through Christ Jesus, and the church.

One of the best ways to continue to be relevant to this generation is to establish new ways and environments where people can gather to seek God and simply be in the presence of the Holy. There will always be worship at First Christian Church, exploring new forms of worship and gathering will reach those in need.

Our Strategic Goals

Through the strategic planning process, we considered our strengths, weaknesses, and opportunities. We then looked at expected results. We also received input from the congregation in varying forms. We have identified the following goals based on this planning and discernment of where God is leading us. These goals are long term goals; the appendix, which is included, shows individual objectives and measurable aspirations, and expected results. Those objectives are arranged by mission and ministry areas, and contain 60, 90 days: 1-, 3-, and 5-year timelines.

1. Align staff resources to accomplish our vision of ministry and prepare for future growth.
 - a. Establish a committee to identify our needs for growth and identify qualities in Interim and Settled Pastoral staff.
 - b. Advertise and recruit pastoral candidates in coordination with the regional offices of the Disciples of Christ, and United Church of Christ.
 - c. Identify assignments and goals for long-term administrative staff
 - d. Identify and establish Policy and Procedures Handbook for Board of Directors, Deacons, and Elders, and staff to provide consistent work, training, and long-term growth.

2. Grow the number of active and engaged members in our congregation to target weekly worship attendance of 200 people over the next five years. An increase in our membership will be measured by overall attendance, financial support and increased giving of time and talents. We will accomplish this growth through these primary strategies:
 - a. Commitment to equipping small ministries to strengthen relationships with God and one another.
 - b. Evaluation of time and structure of existing and/or new worship services and worship styles.
 - c. Focus on effort on engaging younger members and families with young children.
 - d. Focus on diversity of membership by generational, social, needs-based and LGBTQ+ affinities
 - e. Defined process to reach inactive or disengaged members.
 - f. Expand our ministry to specifically targeted areas, i.e., the east mesa of Las Cruces, and student population of NMSU.

3. Engage members to become more active and connected. The basis for engagement is to develop and/or strengthen relationships through fellowship/socialization opportunities, intergenerational programming, programs, worship, etc.

- a. We will measure this item by increases in attendance, giving, participation, and service.
4. Explore and create new methods of ministry, church, and worship expression to reach the broader group of God's people in the local area.
 - a. Use research and development for testing new methods of ministry, church, and worship expression.
 - b. Explore the *Fresh Expressions*² transformational movement and if effective seek implementation.
5. Establish a communication plan, both internally and externally, and assign resources to ensure information is disseminated consistently and appropriately
 - a. Design informational pamphlets and programs so that they are consistent with our logo and meet our vision and mission statements.
 - b. Plan participation in all available public and community gatherings when possible.
 - c. Design and implement a web presence that disseminates information to the membership and community in a timely manner.
 - i. Include mission, vision, core values
 - ii. Simple navigation to in-person and on-line worship opportunities
 - iii. Ability to engage in participation in service opportunities
 - d. Enhance social media accounts to provide information and interaction with our community.
 - e. Consistent plan for print information, and call-lists for members that do not have social media, or text messaging.
6. Establish a financial strategy to provide for stable funding of programs and services that First Christian Church strives to offer in perpetuity. The resources will include, but not be limited to, annual giving, bank financing, capital campaign, endowment, planned giving, and focus on effort on stewardship.
 - a. We will define financial targets on which our financial strategy will be measured, including level of cash reserves, debt service coverage, and other financial ratios.
7. Develop a master property and facilities plan that aligns our buildings and resources to the practical needs of our mission and vision. We will repurpose our buildings and property to best use our resources. Progress on a master plan will demonstrate our successes with this initiative.
 - a. Identify changes in worship space to operate safely and meet our ministry needs.

² The Fresh Expressions movement began in England in 2004 through a report of the Church of England about the state of the church in that nation and the need for a new direction. Fresh Expressions makes space for leadership and pastors to use both traditional services as well as innovative forms of church to live out Christ's mission. One does not replace the other, but rather creates a mutual benefit for both—a "mixed economy of church."
<https://freshexpressions.com>.

- b. Remodeling of worship space to provide greater accessibility of all members and friends renting our spaces so that all can fully participate.
 - c. Identify changes in worship space to allow for greater variety of worship services.
 - d. Identify projects that will enhance the exterior of our buildings and facilities and upgrade accessibility.
 - e. Upgrade sound and visual equipment to enhance services and provide visual and hearing for those in need.
 - f. Construct a multi-purpose *place to gather* building with a large, open meeting space for faith-based worship and learning as well as community programs and outreach events. Plan for and consider future development of the property.
8. Establish a process for ongoing evaluation of our programming and ministries to ensure faithfulness to God's vision and alignment with our strategic plan.

Appendix A – Church Structure Methodology

Whether you have an existing structure, or nothing currently exists, there are essential steps to sequentially put in place to ensure you have a church that has organizational alignment and health from the beginning.

When talking about structure, the real topic is framework. 'Structure' is the people, programs, and processes of the church. Another way of explaining structure is the who (your staff and volunteers), the what (your events and activities) and the how (your policies and systems). The church structure answers the key question 'what is your church building?'

1. A healthy church has a structure that helps the church steward a culture – this builds in a way that will see success.
2. Healthy church culture is derived from values implicit and explicit in a clearly defined vision and mission.
3. Vision needs to be prophetic, in the sense of showing His heart and shaped by His words. That can take the form of prophetic words, aspirations, or shared passions in the hearts of the leadership team.
4. The mission needs to be a fundamentally call to a people or a place, derived from the Great Commission, so the church is in no doubt what exactly that church called to do.
5. Church strategy is simply prioritizing the activities that fulfil the mission, advance the vision, create the culture, and develop the structure.

If these five aspects line up, you have organizational alignment – all aspects of the church have a shared, unified and focus aim. We can measure this through what I call the church organizational health. If the church is weak in organizational health, then one or more of these aspects will be ineffective or in opposition to what your stated purpose is.

An effective church organizational structure that works is the one that helps and doesn't hinder your efforts. Many churches have an established structure, but it isn't fit for purpose. The structure is meant to serve your vision and culture, so it needs to be organic and dynamic, ready to change when God does a new thing.

A church organizational structure that works brings a number of things:

1. It provides a mission-centric framework.
2. It focuses the use of resources toward the vision.
3. It creates space for culture to grow.
4. It changes in line with strategic development.

If the structure is unhealthy or ineffective, resources will not be maximized, or the church will be program-driven, process-led, or politically led instead of being mission-led.

Adapted from ***5 Principles for Church Organizational Structure – By Anthony Hilder***. <https://anthoyhilder.com>

Appendix B – The Growth of a Church Member

1. We begin with **comfort** as we develop our relationship with God
2. From comfort, we move to **connection** as we begin to embrace the people and values of our community
3. Through our connection we become aware of the **cause** as we begin to see our Christian life in the greater context of the mission of the Church.
4. The cause brings us to a place of **commitment** as we decide to play our part in the greater context.
5. Once we begin to get committed it is generally only a short time before life will send **crisis** our way as our commitment and faith is tested.
6. Through crisis we move to a place of **conviction** as our core values are firmly established.
7. Finally, through a life driven by our convictions, we reap a lifestyle of **consistency**.

Observation: Many people are stuck at the first 2 stages. People desire for comfort and connection, but never move to being committed to the cause. It would be easy to think that commitment to the cause is the climax of our spiritual walk, but until our commitment is tested and we respond with conviction, we lack the consistency that is needed to truly walk as a thriving church member.

*Adapted from: **Insight—Lead the Change** by Corey Turner.*

Appendix C – Monitoring and Evaluation of Plan

Initiative	Strategy	Action Steps	Strategic Goal	Responsibility	Timeline
1.1 Meet the spiritual needs of our members	Increase opportunities for fellowship, socialization, and programs.	1. Education on what being a member does for me. 2. Teach church history and by-laws	2, 3, 6, 8	Pastor, Elders, Board of Directors	1 year
1.2 Have a vibrant active group of Elders	Define a clear process to reach inactive or disengaged members.	1. Visitation and outreach education. 2. Improve learning 3. Initiate outreach to Zoom members	3, 6, 8	Pastor, Elders	1 year
1.3 Worship Service	Evaluation of existing/new services and styles to target additional members	1. Add new music from Open Sources 2. Start/stop service on time	4, 8	Worship Committee	3-6 Months
1.3.1 Increase diversity of religious expression		1. Use progressive readings within the service 2. Offer varied Approach to Communion	4, 7, 8	Worship Committee	3-6 Months
1.3.2 Amplification Changes		1. Explore Hearing loops and new microphones	7, 8	Worship Committee, Technology Committee	1 year
1.4 Visitor follow-up and retention	Actively pursue visitor retention and conversion to membership	1. Create guidelines to follow-up on visitors 2. Create visitor welcome packets 3. Create Greeting ministry	2, 5, 8	Pastor, Welcome Committee	6 months

Initiative	Strategy	Action Steps	Strategic Goal	Responsibility	Timeline
1.4 Revise printed and digital materials	Identify resources to effect	1. Revise Brochures 2. Revise web site 3. Revise signage	3, 5, 7, 8	Technology Committee, Worship Committee, Welcome Committee	60 days, 1 year for web site
1.4.1 A Vital Outreach program	communication plan	1. Find other community websites to link with 2. Connect with NMSU LGBTQ+ Center 3. Link with Convention and Visitors Center listings 4. Continue connections with Chaparral Senior Housing Board of Directors	2, 3, 5, 8	Technology Committee, Worship Committee, Welcome Committee	Annual
2. Determine "right size" Budget	Develop a financial resource plan	1. Seek budgets from comparable for our size congregation. 2. seek out DOC/UCC Guidance documents. 3. Define "financial stability". 4. Define a plan for growing financially.	6, 7, 8	Board of Directors	Annual
3. Relevancy of programming and ministries	Periodic evaluation of our programming and ministries	1. Define a plan in which our programs and ministries will be evaluated on a routine basis to ensure faithfulness to God's vision	1, 2, 3, 4, 5, 6, 7, 8	Board of Directors, Pastor, Elders, Committees	Annual

Initiative	Strategy	Action Steps	Strategic Goal	Responsibility	Timeline
4. Facilities tied to ministry and Mission/Vision	Develop plan for feasibility of building replacement of facilities	<ol style="list-style-type: none"> 1. Examine all facilities for compliance with safety standards and long-term maintenance 2. Create comprehensive maintenance plan for accessibility, and use. <ol style="list-style-type: none"> a. Open altar area for versatile use b. More lighting on the altar area c. Install television monitors replacing projector and screen 3. Enhance curb appeal. <ol style="list-style-type: none"> a. Create New signage b. Remodel landscaping c. Parking lot maintenance 4. Create Comprehensive building replacement plan based on congregation membership <ol style="list-style-type: none"> a. evaluating use of lot space and surrounding development. 	2, 4, 6, 7, 8	Board of Directors, Committees, Congregation	Annually 6-months for building examination. 6-months for maintenance plan 1-year for plan and interior changes 2-years for curb appeal 2-years for replacement plan 5-years for building replacement initiative.

Appendix D – Communication Plan -- PENDING