

2017 Annual Report Salem Lutheran Church

January 28, 2018

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SALEM LUTHERAN CHURCH ANNUAL MEETING AGENDA

NOW IS THE TIME!

January 28, 2018

Opening Devotion	Isaiah 40:27-31	Pastor Dave
Approval of Minutes	Annual Congregational Meeting, January 22, 2017 Special Congregational Meeting, June 18, 2017	Renee Loya Tanya Trana
Thanks & Recognitions		Renee Loya
SFS & Property Plan Brief Update		Lorel Brown & Dream Team
Review of 2017 Financials		Lynn Ross & Joyce Benedict
Election of Council Positions	<ul style="list-style-type: none">• Danielle Atzeni (3-year term)• Adam Boxberger (2nd 3-year term)• Scott Hahn (1-year term)• Jim Rehor (3-year term)	Tanya Trana
Synod Assembly Representatives	2 delegates needed (1 female, 1 male) Will be held in Lindsborg, KS June 7-9 (begins evening of June 7, ends afternoon, June 10) Alternates	Pastor Dave
Ministry Highlights Video		
Presentation & Approval of 2018 Budget		Lynn Ross & Joyce Benedict
Next Steps	<ul style="list-style-type: none">• Capital campaign	Tanya Trana Lynn Ross
New Business		Tanya Trana
Adjourn	The Lord's Prayer	

NOTE: Quorum will be 59 Confirmed Members (20% of 294 — December 31, 2017 confirmed membership)

Annual Meeting Minutes

1/22/2017 — 11:40 a.m.

In Attendance: 58 members were required for a quorum. (20% of 288 – December 31, 2016 membership) A total of 68 members were in attendance.

David Burki motioned and Kathy Hellwege seconded the motion to proceed with the meeting.

President Ryan Konen called the meeting to order. (11:45 a.m.)

Council attending: Ryan Konen, Renee Loya, Steve Clare, Rob Garza, Adam Boxberger, Bob Roediger, Terri Fevold, Matt Brown, Lynn Ross

Opening Devotion: Pastor Dave Whetter — Romans 13:8-14

Meeting Minutes: Rob Garza — Secretary, Ryan Konen — President

Approval of previous minutes: Ryan Konen asked for a motion to approve the 2016 minutes. Mike Dougherty made a motion to approve the minutes and Vance Thomas seconded the motion. All approved with no abstentions.

Thanks, and Recognition: Ryan Konen

Thanked team leaders that will be stepping down from their leadership roles in 2017 and went over the roles of each of the team leaders as they stood in attendance.

1. Sheila Rehder, Ellen Sandelin for their leadership with Children's Ministry and Sunday.
2. Rob Garza and Steve Clare for the commitment for being on council as their terms come to an end.
3. BJ Fevold for taking the responsibilities to head up the financial team and playing a major role in preparing last year's and this year's budget.

Introduce Architectural Firm: Steve Clare/Ryan Konen

Council felt a team needed to be created to interview companies for the Feasibility Study/Master Plan.

1. The team members that were selected were Steve Clare, Dave Bowen, Sarah Edeal, Anika Roy, Don Knudtson, Lorel Brown, Dave Whetter, Danielle Boxberger, and Nicholas Wallenburg.
2. Out of the two companies that were interviewed, SFS was chosen for the Feasibility Study Plan.
3. After Salem completes church meetings, on the projects in hand etc., we will then meet with SFS. From that date, it should take 8-12 weeks to receive a Feasibility Study/Master Plan.
4. Funds must be raised to do the building Feasibility Study/Master Plan. No work will begin until the money is raised and paid to SFS.
5. Members of the SFS team include: Marsha Hoffman (principal on this project), Steve Wise (principal on the feasibility study on this project), Allison Vandever (project manager), and Mike Christianer (Architect/Designer).

Review of 2016 Financials: BJ Fevold and Ryan Konen (Financial team)

1. Total Year-End Income: \$427,025.69 (Total Year-End income from 2015 was \$470,393.58)
2. Total Year-End Expenses: \$499,706.68 (Total Year-End Expenses from 2015 was \$567,313.30)
3. Actual 2016 Deficit: -\$11,260.50
 - a. **2016 Budget review**
 - i. Total income: **ACTUAL** \$383,091; **BUDGET** \$393,890.00; **DIFFERENCE** \$10,798.24
 - ii. Total expenses: **ACTUAL** \$352,767.03; **BUDGET** \$354,295.00; **DIFFERENCE** \$1,527.97
 - b. **2016 income tracking**
 - i. Two previous years had December income at 17% and 19%; above shows 9.58%. Did not account for initial January giving (following annual meeting) and the May appeal to accelerate giving in June rather than December to have this amount of impact on December giving.
 - ii. Also did not account for 51% increase in automatic giving (almost \$56,000 increase from 2015 which also had a 52% increase). (23% & 10% increases in preceding years.)
 - iii. 32% of giving now automatic. Simply Giving, credit card, online, and/or mailed checks.
 - iv. We're now able to assume equal distribution of income for tracking purposes (8.33% per month). More participation in automatic giving will help.

Annual Meeting Minutes (cont.)

- c. **A motion to approve the 2016 budget was made by Kathy Hellwege and seconded by Scot Harmison. All present voted in favor, with no abstentions.**

Election of Council Positions: Renee Loya – Vice President, Ryan Konen (2nd 3-year term), Greg Beutel (3-year term), Tanya Trana (3-year term)

Paula Hahn motioned to approve the new council positions and Donald Knudtson seconded the motion. All approving with one abstention.

Synod Assembly Representatives: Pastor Dave

2 Delegates needed (1 female, 1 male) Will be held in Kansas City, MO

June 8-10 (begins evening of June 8, ends afternoon, June 10)

Joyce Benedict volunteered to go. Still need a male (and two alternates) to volunteer.

Alternates: No alternates at this time

Ministry Highlights & Visioning Video: Pastor Dave

Ministry Highlights: Staff

Heather: Music — Went over the programs that went on throughout the year and how everyone always wanted to participate in, and how grateful she was.

John Holt: Children, Youth Ministry — Went through and thanked all of the helpers that helped out throughout the year with all of the trips and events that took place.

Meghan Harmison: Adult ministry — Thanked those people who have helped her throughout the year.

Presentation of the 2017 Budget: Ryan Konen

1. The Adult Ministry position is funded through April 2018:

- a. The growth fund has a current balance of \$113,000, of which \$88K has been earmarked to support this position and ministry through April 2018. This gives us \$25k left in the Growth Fund.

2. Funds transfer from Growth to Mission Account:

- a. Remaining \$25k in Growth will be transferred to Mission Fund account.
b. The remaining pledged Growth income for 2017 of \$127,700 will go into the Mission Fund.
c. Both the \$25k and the \$127k will support the items listed below.

3. Sanctuary remodel on-hold:

- a. Other facility and maintenance need to be addressed.
b. Potential expense of \$54,000 (New furnace for the Sanctuary, etc.).
c. Feasibility Study/Master Plan may lead us down another path.

4. Pay down our debt using the 2017 Growth Fund to pay for our mortgage (currently \$56,400).

5. 2017 Mission Fund Numbers:

- a. Income* \$553,800
b. Expense** \$558,915.15
c. Deficit budget -\$5,115.15
i. *Includes 2017 Growth Fund pledges, but not the \$25k rolled over from the existing Growth Fund account.
ii. ** This amount includes potential expenses, that may not be realized in 2017.

6. 2017 Growth Numbers:

- a. Adult Ministries Salary & Benefits \$55,800
b. Ministries support \$10,986
c. Total 2018 Expense \$66,309
i. Out of the \$88k earmarked, this will leave ~\$22k left for the Adult Ministries position in 2018.
ii. Remaining \$25k in the Growth Fund will be transferred to the Mission Fund.

7. A motion to approve the 2017 budget was put forth by David Bowen and seconded by Jen Beutel.

Questions:

1. Dave Loya asked that the current staff be given a cost of living raise (3%), which would increase the deficit another \$10,500.
a. This is after the council asking that the members increase their giving by 5%.

Annual Meeting Minutes (cont.)

2. Janice VanLaningham commented that she did not approve of a deficit budget, indicating she felt that the budget should be balanced.
 - a. The question was discussed with the congregation, with Pastor Dave Whetter and others clarifying and discussing going forward with the deficit budget.
3. Jim Roy questioned, what if we included the raise for the staff?
 - a. The question was discussed with the congregation.
 - b. Jim Roy made a motion to amend the proposed 2017 budget to include a 3% wage increase/ cost of living raise for current staff. Jen Beutel seconded.
 - c. The motion to amend the 2017 budget was approved with 6 nay votes and 10 abstentions.
4. Steve Clair called the question regarding a vote on the amended 2017 budget.
 - a. The motion to pass the 2017 budget was approved with 6 nay votes and 4 abstentions.

New Business:

There was no new business offered.

Adjourn: Lord's prayer

Jen Beutel made a motion to adjourn. Shannon Brende seconded the motion. Meeting was adjourned following Pastor's closing blessing.

Closing blessing: Pastor Dave Whetter — 1:15 p.m.

Special Congregational Meeting June 18, 2017

Meeting called to order at 11:40 a.m. by Renee Loya.

Verified quorum was present.

Opening prayer by Pastor Whetter.

Where are we today?

- Opportunities and Challenges
- Finance aspects
 - o Current state of finance
 - o Financial impact of property purchase
- Commitment — what can you expect?

Kathy Hellwege moved to purchase the property at 9151 Pflumm, Lenexa. Matt Brown seconded.

There was discussion

Cindy Harmison called for the vote, Jim Roy seconded.

Ballots were distributed and collected. Results:

- 24 for
- 53 against
- 4 abstain

Motion failed.

Renee requested feedback from those that voted against to gauge if we should ask again when more information is available.

Closing Prayer

Meeting adjourned at 12:30 p.m.

Pastor Whetter's Annual Report

*Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths. **Proverbs 3:5-6***

As I look back on 2017, I am once again amazed by the ministry that this faith community continues to do as we seek to be faithful to the mission God has called us into. As a faith community that has been in existence for over 132 years, God has done, and continues to do, incredible things through Salem. This year, our Pantry Pack program served 1,400 households and provided, on average, 40 packs of food a week to families facing food insecurity. Hundreds of people were fed this year through the Children's Memorial and the Meals on Wheels ministries. Our children's ministry reorganized and remodeled the Sunday school space and launched a new model of Sunday school. Our teen ministry continued to thrive and grow as our teens not only learned of the love of Christ, but shared that love with the world through local mission work and their annual mission trip. Many of our adults took time to travel to Garden City, Kansas, where they served a sister congregation in need of support. Our worship experience continues to be vibrant and relevant in an ever-changing world.

As we continued to be faithful to our mission, this year, we began the difficult task of discerning the needs of our facilities. Our sanctuary is over 94 years old, and it needs a considerable amount of repair. Luther Hall is over 50 years old, and it also needs much repair, but it would be ideal to transform it into a multipurpose facility that could be used yearlong. While Koinonia serves us well at this time, it is over 50 years old and will need some updating in the near future. To continue in our mission, to Encounter God, Grow in Faith, and Serve the World, we agreed at our last annual meeting that we need to invest in our facilities. To help us with the evaluation of our facilities, we hired SFS Architecture and they, along with our Dream Team, spent the past six months developing a plan that will provide us with a complete, three-building facility assessment, as well as a long-term facility plan, and the results of this study were sent to you in late December.

We now enter 2018 with the facts and figures necessary to make informed and faithful decisions as to how we can, and will, move forward, not only with these facilities, but more importantly, how will we continue to grow and do the ministry God is calling us to do. As we look to 2018 and beyond, I believe God is challenging us to stay faithful and be willing to go wherever God leads us. It won't be easy, and it will most definitely be challenging, but it will certainly be rewarding. Wherever we decide God is calling us, I know one thing for sure, it will require us to be faithful, obedient, and generous.

In this world, we often prefer a perfectly laid-out plan, but we are people of faith, and as the writer of Proverbs said, we are called to trust in the Lord, not in our own understanding. We will be challenged in 2018 to continue to trust in God's ways, and not ours. Are you ready to accept that God is calling us into a new future and He is calling us to grow His church? I am, and I pray you are, too.

Shalom, Pr. Dave

Congregational Council President's Report

Greetings,

I would like to thank the members of Salem, council, staff, and Pastor. Your passion and dedication to serve God and the Salem Congregation is wonderful.

As I write this letter, council and many others are finalizing 2017 and planning for 2018. I wish I could say it has been an easy year. There were many challenges and the new year will bring new and different challenges. However, God continues to bless this congregation and we have much to do to fulfill God's mission.

Thank you to everyone for financial generosity. While the congregation did not meet our financial goals, staff and teams managed their budgets and we had enough. The coming year will include more financial challenges and while we continue to address those issues, we need to continue to focus on God's call for this congregation.

The Dream Team continued the work that was started in 2016. Together with SFS they have been developing a long-term plan regarding our current campus based on the needs and wants that the congregation shared during Town Hall meetings. The team is wrapping up this work and will be presenting the information to the congregation in February.

During Town Hall meetings and conversations, the congregation identified that being a community church was important mission at Salem.

Living into that mission, Salem hosted a community night and invited the KC Islamic Center. It was an amazing night and I was blessed to watch as our different faiths joined together to share fellowship, friendship, and food. I was moved by many things that evening, mostly by a young Muslim mother who shared her story and how much it meant to her and her family that Salem would invite them to break bread. In a world where there is so much divisiveness, God's glory and love shines through in the simple act of inviting others to join us.

In addition, a new ministry — Neighbors helping Neighbors — was launched this past year. This team of volunteers, working with HopeBUILDERS, will bring necessary repairs to people in the Lenexa community needing assistance.

There are many other examples, from Pantry Pack, Children's Memorial, Gay Pride Festival, and Meals on Wheels, that exemplify how this congregation is answering God's call to serve. I pray we continue to focus on how God is calling us to serve and work together.

Finally, I would like to thank all of you for allowing me to serve as president this past year. It has been my pleasure and a blessing.

Peace,
Renee Loya
Council President

Council Candidates Bios

Danielle Atzeni (3-year term)

I began attending Salem in the Summer of 2013, after I met my now husband, Zach, who has attended Salem nearly his entire life. Zach and I currently reside in Olathe with our two dogs, Beau and Bella. I work for a health care organization, and enjoy spending time with Zach and our dogs in my free time.

I grew up attending a church in Topeka, Kansas, where I regularly led Sunday school, was involved in the nursery, and participated in VBS. At Salem, I am also regularly involved in Sunday school, VBS, and assisting in the nursery as needed.

While I have not previously served on council, I am excited for the opportunity to provide a unique perspective and play a small role in developing the vision for Salem's future direction.

Adam Boxberger (2nd 3-year term)

I have been a member of Salem Lutheran Church since 2013. I am the husband of Danielle Boxberger and the dad of Tripp and Reese Boxberger. I have served on Salem's Church Council for the past three years. This past year, I was involved in Sunday school and the mission trip to Garden City, Kansas.

I have worked for Ticketmaster for 10 years. In my current role, I support Ticketmaster's college athletics partnerships in the western region of the United States. In my spare time I enjoy being involved in my kids' activities, traveling, and long walks on the beach.

Scott Hahn (1-year term)

I have been attending Salem since I was a little kid. At the conclusion of my confirmation classes I became a member. After a couple of years living in Lawrence, I returned to Kansas City and began attending Salem again. In 2013, I was blessed to marry L'Eryn and become Triniti's father.

Over the past couple of years, I have started to get involved in a few of the great ministries Salem offers. I frequent DABS, participate in Dinner 4 Eight, and help out in service by ushering, greeting, and helping with communion. It is through these ministries that I am able to be a part of the Salem community and get to know our members.

I am the one always in KU attire!
ROCK CHALK!

Jim Rehor (3-year term)

Salem has been our family's church home since 1999. My wife Melanie and I feel blessed to have raised our girls, Gabrielle and Danielle, in such a welcoming Christian environment.

I have been privileged to serve on council, stewardship team, finance team, evangelism, long-range planning, and call committee, taught Sunday school, and helped with past capital campaigns.

The privilege and responsibility of participation at Salem needs your input and prayers, so together we can make meaningful contributions to Salem's future.

AMONG OUR PEOPLE

	2017	2016
Member Households	161 (12 inactive)	163
Baptized Members	389	384
Confirmed Members	294	288
Students Confirmed	7	4
1st Communion Students	0	6
Weddings Performed	3	2
Memorial Services	6	1
<i>Attendance Information:</i>		
Avg. Weekly Attendance	162 (293 out of 389 participated in worship)	165 (307 out of 384 participated in worship)
Ash Wednesday	104	130
Avg. Lenten Service	68	68
Maundy Thursday	68	78
Good Friday	131	102
Easter Sunday	Sunrise (18), 341	Sunrise (15), 330
Avg. Advent Service	42	68
Christmas Eve	283 (5 pm-116, 7:30pm-121, 10pm-46)	340 (5pm-176, 7:30pm-116, 10pm-48)
<i>Members Received</i>		
Baptized	0 children	8 children
Affirmations	18 (12 adults, 8 youth)	18 (12 adults, 6 youth)
Transfer In	11 (9 confirmed, 2 non-confirmed)	5 (3 confirmed, 2 non-confirmed)
Re-instated	1 (1 adult, 0 children)	5 (3 adult, 2 children)
<i>Members Released</i>		
Transfer Out	5 (5 confirmed, 0 youth)	19 (13 confirmed, 6 youth)
Removals / Withdrawals	7 (7 confirmed, 0 youth)	21 (16 confirmed, 5 youth)
Deaths	4 (adults)	3 (adults)
Adjustments to Records	0	+3 baptized, -7 confirmed

Salem Lutheran Church

Balance Sheet

01/12/2018 10:52 AM

Consolidated - December 2017

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	Current Year
ASSETS	
BANK ACCOUNTS	
CHECKING ACCOUNTS	
BMO CHECKING ACCOUNT	
GF Checking Account	\$5,319.47
Pr Discretionary Checking	2,376.28
Design Team Checking	742.99
Building Fund Checking	25,470.22
Growth Appeal Checking	28,438.41
Mem Fund General Checking	13,640.00
Mem Scholarship Ckng	50.00
Mem Scholarship-Restrict	2,236.00
Mem Ministry Ckng	37.30
Thrivent Choice Ckng	1,337.20
POHT	8,252.92
Oasis Checking	1,275.92
Pantry Pack Checking	6,825.44
Children's Other Ckng	250.00
Teen Fundraising Checking	3,922.75
Salem Sister's Checking	985.54
Salem' Men's Checking	1,277.20
Altar Guild Checking	286.26
KC Service Netwrk Ckng	197.42
Hope Builders Ckng	200.00
Fundraiser/Feasibility Ck	6,179.99
Hall Estate Checking	31,243.18
Subtotal Bmo Checking Account	140,544.49
Subtotal Checking Accounts	140,544.49
SAVINGS ACCOUNTS	
Thrivent - Mission Fund	20,000.00
Thrivent - Building Fund	19,618.83
Subtotal Savings Accounts	39,618.83
Subtotal Bank Accounts	180,163.32
PREPAIDS	
PREPAID-HYVEE	51.65
TOTAL ASSETS	\$180,214.97
LIABILITIES	
CURRENT LIABILITIES	
CREDIT CARD PAYABLE	\$265.82
TOTAL LIABILITIES	265.82
FUND BALANCE	
Fund Balance	\$179,949.15
TOTAL EQUITY	179,949.15
TOTAL LIABILITIES AND EQUITY	\$180,214.97

Salem Lutheran Church
Income and Expense Statement

Consolidated Operations & Growth - December 2017

	Year to Date	Annual Budget	YTD Budget Difference	Next Year Annual Budget
INCOME				
		553,800.00		
GENERAL MISSION INCOME	365,834.48	401,000.00	(35,165.52)	410,000.00
GROWTH FUND INCOME	89,535.75	127,700.00	(38,164.25)	0.00
2018 MORTGAGE SPECIAL APPEAL	0.00	0.00	0.00	50,000.00
DESIGNATED CONTRIBUTIONS	26,161.70	25,100.00	1,061.70	16,725.00
INTEREST INCOME	86.99	0.00	86.99	0.00
TOTAL INCOME	481,618.92	553,800.00	(72,181.08)	476,725.00
EXPENSES				
FIXED EXPENSES				
PASTORAL STAFF	111,393.40	113,208.00	1,814.60	116,538.00
SUPPORT STAFF	224,422.38	228,132.00	3,709.62	174,823.00
ADMINISTRATIVE EXPENSE	21,075.39	34,129.54	13,054.15	24,450.00
BUILDING & GROUNDS	44,809.21	109,900.00	65,090.79	78,400.00
MORTGAGE PAYMENTS	56,400.00	56,400.00	0.00	56,400.00
Subtotal Fixed Expenses	458,100.38	541,769.54	83,669.16	450,611.00
MINISTRIES				
COUNCIL	1,110.48	1,350.00	239.52	1,350.00
OASIS	3,305.20	1,500.00	(1,805.20)	2,500.00
BENEVOLENCE	26,335.00	24,550.00	(1,785.00)	32,200.00
MISSIONS DEPARTMENT	340.00	2,000.00	1,660.00	0.00
PANTRY PACK	8,152.18	0.00	(8,152.18)	0.00
NURSERY	0.00	150.00	150.00	350.00
CHILDREN'S MINISTRIES	1,770.40	3,350.00	1,579.60	3,550.00
VBS	2,765.98	1,100.00	(1,665.98)	2,500.00
TEEN MINISTRY	13,979.97	33,149.98	19,170.01	26,755.00
ADULT MINISTRIES	1,871.35	4,350.00	2,478.65	3,200.00
ALTAR GUILD	1,447.00	2,040.00	593.00	2,040.00
WORSHIP & MUSIC	3,672.31	3,970.00	297.69	3,970.00
FELLOWSHIP / EVANGILISM	839.63	1,800.00	960.37	1,300.00
OUTREACH	3,456.59	4,436.00	979.41	1,050.00
CONFERENCES & CONVENTION	1,940.95	4,800.00	2,859.05	3,975.00
GENERAL MINISTRY EXPENSE	442.74	340.00	(102.74)	400.00
MISCELLANEOUS	85.04	0.00	(85.04)	0.00
Subtotal Ministries	71,514.82	88,885.98	17,371.16	85,140.00
TOTAL EXPENSES	529,615.20	630,655.52	101,040.32	535,751.00
EXCESS INCOME\EXPENSES	(73,127.74)	(76,855.52)	3,727.78	(59,026.00)
LESS CASH ON HAND AT 1-1-2018				
GENERAL FUND				5,319.47
GROWTH FUND				28,438.41
BUILDING FUND				25,470.22
NET CASH FLOW FOR 2018				202.10

Director of Adult Ministries & Outreach

- Women's Bible Study has had a year of reinvention. The women gathered have picked out a different study every 10 weeks or so. They have grown and had more women attend since the beginning of the year.
- DABS has continued to meet consistently throughout the year. They have helped with meals, Sunday school, and service opportunities, as well as met to have conversation and support.
- Adult Sunday School was completely lay-led at the beginning of the year with the start of the 9:15 service. After discontinuing the 9:15 service, Pastor has led most of the classes. There has been consistent attendance between 12-18 each Sunday.
- Oasis has continued to evolve throughout the year. It is attended by all ages this year. Choir met at the beginning of the year and after reconvening in the fall, they began to meet during the 9:15 hour on Sunday morning. We had new volunteers this fall to help with the elementary-age activities. We continue to have service projects, fellowship activities, and education opportunities on Wednesday evenings.
- We as a community continue to support Children's Memorial. Two of our members, Jen Beutel and Lorel Brown, have been a great support to that ministry and continue to challenge us and Children's Memorial to do ministry in a better and more meaningful way.
- Pantry Pack continues to grow and we continue to serve more families. Our families that we serve decreased at the beginning of 2017; however, by the end of 2017, we grew to about 40-45 families served each week. We increased in the amount of volunteers and have brought in different community members and organizations to help with funding and volunteer time.
- Fellowship Team has worked to create a welcoming and comfortable atmosphere in the Salem Café with the addition of the new furniture. The softball game continues to be a great all-community fellowship event. Bingo this year was a great community addition, and we plan to continue in 2018.
- An Adult Mission Trip continued this year in 2017 and a group went back to the Lutheran church in Garden City to continue relationship building and service work.
- Salem has entered in to a relationship with HopeBUILDERS, as a Lenexa branch, to help with minor home repair and wheelchair ramp building in the Lenexa area. This is a great new ministry addition to Salem.
- Men's ministry and women's ministry both continue to gather monthly. Men's ministry helped tremendously with grounds/building maintenance throughout the year, as well as putting the manger up and helping the Design Team. They have also generously donated funds and time when asked. Women's ministry continues to meet socially once a month with various activities and various hosts. Women's Bible Study continues to meet as well as book club, and they gathered multiple gifts for MLM.

Meghan Harmison



Director of Worship Ministry

We did some very intentional experimenting with worship in 2017, which brought about some wonderful new personal touches to our services. We began our Simply Worship service Sunday, Jan. 8 at 9:15 a.m., after a year of planning authentic, personal ways to connect the congregation to the teachings of scripture. In the summer we decided that the sacrifices made to adult education and choir to enable the middle service were not worth continuing the service into the fall, but we use many of its elements periodically in other services (a lay person explaining the theme with a personal connection, spontaneous prayer spoken from the pews, etc.). Thank you so much to our staff, worship team, volunteer musicians, and choir members for taking on extra time and responsibility to make an additional service a possibility.

I sincerely appreciate the way our congregation encourages our worship leaders. We have many youth who volunteer to lead once a month, and our band has added several new drummers and guitarists. The choir presented the Tenebrae service *Come to the Cross and Remember* on Good Friday, and the Christmas Cantata *Night of the Father's Love* during Advent, as well as beautiful anthems every week. Salem's kids presented meaningful moments this year during worship, including the dramatic reading of the Passion on Palm Sunday, *The Perils of Paul* summer musical, the youth-lead service in the fall, and the children's Christmas program. Music has been added to the Sunday school curriculum, and we now include singing and chimes during Oasis.

Thank you for allowing me to lead worship and music for this amazing congregation!

Heather Lewis



Director of Youth Ministry and Communications

John Holt

9th-12th Grade

Weekly Events (Hang-Nites)

Salem 9th-12th grade students gathered three Sunday evenings each month for fun, service, and faith sharing at Salem and at partner congregations through collaborative relationships. Each event was different as our teens gathered with Salem students and friends, with KCLYC churches, and Salem with Holy Cross. We will continue to offer meaningful opportunities for our senior high youth to build community, grow in their faith, and share God's love.

Sunday Morning

Senior high students gathered each Sunday morning for breakfast and discussion. Students shared their highs and lows for the week and focused on relevant faith issues and current events. Each student brings a unique perspective to the different topics each week. I want to give a special thanks to all of the families who supplied breakfast each week.

Wednesday Evening

Senior high students gathered each Wednesday evening through the Oasis program for dinner and discussion. Students shared their highs and lows for the week and focused on a new resource called "Can I Ask That". I want to give a special thanks to our adult leaders Lisa and Marty Taylor for their awesome leadership each Wednesday night.

Senior High Leaders

Many of our senior high students feel called to serve in various ministries here at Salem and beyond. Some of the ministries they serve include nursery or childcare, worship leadership, Pantry Pack, and VBS to name a few. Our senior high youth continue to look for opportunities to share their gifts in meaningful ways.

KCLYC (Kansas City Lutheran Youth Coalition)

KCLYC is a collaboration of Lutheran churches in the Kansas City metro. Youth and adults from area churches gather monthly for fellowship, service, and worship. Each month we gathered at a different congregation to build up the body of Christ. Our KCLYC leadership team is made up of youth representatives from each of the congregations that act as a steering committee and creative body.

Summer Mission Trip

This past July our senior high students traveled to St. Louis, MO, in partnership with All Peoples Church from last year's mission trip in Milwaukee. We worked with multiple schools in the heart of the African-American community in St. Louis that had incredible need for facility updates like paint and repair work. The schools we served have to wait up to two years to receive facility repairs from the district. We also helped remodel a shelter for families impacted by homelessness and domestic violence. Our students and adults learned about the deep racial divide in St. Louis as well as the many leaders working to build bridges and make progress on important issues facing their community. This was another awesome group of students and leaders who focused on building community and sharing God's love in the world!



Director of Youth Ministry and Communications (cont.)

7th-8th Grade

Confirmation

Salem's confirmation program combines a large and small group learning experience each Wednesday evening throughout the school year. We create our own curriculum in partnership with Holy Cross Lutheran Church. Each unit is broken into three sessions, including a teaching session, group project session, and a project presentation session. We strive to offer a safe and healthy space for our middle school youth to build relationships and explore their faith. I want to thank our awesome adult leaders Charlotte Wallenburg, Lorel Brown, and Abigail Osheim, who walk with our students each week.



Sunday Morning

Middle school students gathered each Sunday morning for breakfast and discussion. They shared their highs and lows for the week and focused the Sparkhouse collaborate "Lutheran Living" curriculum. Each student brought their unique perspective to a different topic each week. I want to give a special thanks to our adult leaders Susanne Neely and Lynn Ross. I want to also thank all the families who supplied breakfast each week.

KCLYC Events

Together with other congregations in the area, our middle schoolers participated in fun activities, service, and friendship building. Our students enjoyed a lock-in, trampoline dodgeball, game night, and much more. Parents and students gathered quarterly to focus on relevant issues facing middle school youth and their families such as technology safety.

Confirmation Winter Retreat

Our confirmation group headed to Tall Oaks Conference Center with our partner Holy Cross Lutheran for our annual retreat. This year's retreat centered around group building and the concept that the world puts labels on us, yet Christ claims us as child of God. Our students spent time discerning the gifts and talents they have received from God and how they struggle to be more than a label or category. All involved enjoyed a wonderful overnight connecting with each other and God.

Confirmation Summer Camp

Middle school youth from KCLYC congregations journeyed to Rainbow Trail Lutheran Camp in the beautiful Colorado Rockies. Our youth spent a week building community as they participated in high ropes, hikes, games, campfires, worship, rafting, and many other activities. Confirmation camp had such a huge impact on our youth and adult leaders as they experienced Christ in an incredible way.

Communication

Communication Team

Our new Communication Team continues to evaluate Salem's current and future communication needs. Our goal is to share Salem's mission with both members and the wider community. The team has been working on the new website and hope to have this project completed by the spring of 2018.

SALEM MINISTRY TEAM CHART

Worship Core Team

- **Worship Development (Heather Lewis):** creating inspirational and meaningful worship.
- **Altar Care (Inga Barringer & Paula Dougherty):** preparing and presenting the sacramental elements for worship.
- **Worship Volunteers (Heather Lewis):** recruiting, training, and scheduling all worship volunteers.
- **Music Ministry (Heather Lewis):** creating musical opportunities for all ages.

Children, Youth & Family Ministries Core Team

- **Children's Ministry (Lorel Brown):** creating ministry opportunities for pre-K through 6th grade children and families
- **Student Ministry (John Holt):** creating ministry opportunities for 7th- through 12th-grade students and families
- **Oasis (Meghan Harmison):** creating midweek opportunities for all ages for a meal, education, and worship
- **Safe Sanctuary (Cindy Harmison & John Holt):** creating policies and procedures to safeguard our children and volunteers

Adult Ministries Core Team

- **Women's Ministry (Sisters – Kathy Kostroske & Meghan Harmison):** creating meaningful ministry opportunities for adult women
- **Men's Ministry (Mike Kostroske):** creating meaningful ministry opportunities for adult men
- **Salem Seniors (Terry Love):** creating meaningful ministry opportunities for those over 50

Fellowship Core Team

- **Advent & Lenten Wednesday Meals (Open):** providing food & fellowship through festival seasons
- **Salem Café (Kari Holt):** providing food and hospitality on Sunday mornings
- **Mission Partner Lunch & Reception (Tracy Anderson):** providing food and fellowship for new members
- **Fellowship Events (Kari Holt):** creating opportunities for all ages to share in community
- **Small Group Ministries (Kari Holt):** creating opportunities for small groups to share in community

SALEM MINISTRY TEAM CHART

Service & Outreach Core Team

- **Children's Memorial Meal Ministry (Lorel Brown & Colleen Hall):** meal ministry outreach program with partner church
- **Pantry Pack Ministry (Charlotte Wallenburg):** preparing and distributing pantry packs to feed the hungry
- **Benevolence (Bob Roediger):** gathering and directing congregational resources to make a difference
- **Meal Ministry (Barb Higgins):** providing meals for shut-ins and those affected by illness or a family death
- **Visitation Ministry (Jill Whetter):** bringing fellowship and provide communion to those unable to attend weekly ministry at Salem
- **Meals on Wheels (Roxann Quarnstrom):** providing volunteers for Johnson County & Olathe

Facilities Core Team

- **Building Maintenance (Dave Bowen):** providing ongoing maintenance for all Salem buildings
- **Grounds Maintenance (Dave Bowen):** providing ongoing maintenance for all Salem grounds
- **Maintenance Contracts (Mike Dougherty):** managing all current and future maintenance contracts
- **Long-Term Maintenance & Improvements (Dave Bowen):** providing a long-term vision for maintenance and improvements of the Salem Campus
- **Capital Improvements (Dave Bowen):** creating long range plans for capital improvements
- **Design Team (Steve Wise):** inspiring the congregation by preserving and enhancing the facilities

Administration Core Team

- **Finance Team (Open):** manage the current and future financial needs of Salem.
- **Human Resources Team (David Quarnstrom):** manage the current and future staffing need of Salem
- **Communication & Technology Team (John Holt):** creating effective and inspiring communication to Salem and beyond. Manage and update all Salem equipment and technology.
- **Stewardship Team (Jim Roy):** inspiring our congregation to share their gifts with the world.
- **Past Presidents (Jen Beutel):** gathering former council presidents to address specific long-range needs
- **Church Council (Renee Loya):** inspiring our community to be actively involved in God's mission

2017 MINISTRY TEAM HIGHLIGHTS

Adult Ministries

Seniors Serving Salem Ministry:

The seniors at Salem Lutheran Church are semi-retired now. We meet about five times per year for fellowship and socializing. Usually we meet at a local restaurant. We support Salem Pastor's Discretionary Fund donations and other activities that we can. We plan to continue our get-togethers in 2018 for the support of God's plans for us.

Terry Love
President, Seniors Serving Salem

Salem Women:

Fellowship of the Vine: The women's social group has met once a month for the last year. Salem community members take a month and plan an event for the women of the congregation. We are able to build relationships with each other and catch up with each other once a month. There are many different types of activities that we take part in and meet the needs of all kinds of interests. In 2018, we will continue to invite more women to be a part of the social events and continue to seek out new opportunities to build relationships.



Book Club: This ministry impacts the lives of those who attend by building relationships with each other, nurturing individual thoughts and ideas, and supporting each other through our ups and downs. One thing we are considering for 2018 is to try to meet once a quarter at a local restaurant for nourishment through food and discussion.

Bible Study: Our Bible Study meets on Thursday mornings at 9:30 a.m. from September through May. This ministry provides spiritual growth, to learn and apply God's word in our daily life, and to grow in a deeper relationship with each other. This fall we are studying the Book of Daniel with video sessions and then homework assignments. We welcome all women of Salem or friends of Salem to join us on Thursday mornings.

Craft Circle: This group did not meet much in 2017. However, this group still affects people's lives in the community by letting them know Salem cares through our card outreach (42 cards sent) and prayer shawl ministry (7 shawls given). It is touching to hear how their lives were impacted through the thank you notes we receive back. The group is hoping to start back up in 2018 with individuals who indicated an interest through the Time & Talent form. Our goal is to research and hopefully create sensory blankets that could be used during worship & other events.

Other Adult Ministries:

Highlights can be found in the Director of Adult Ministries & Outreach report on page 12.

Service & Outreach Ministries

Children's Memorial:

This ministry is a partnership with many other congregations and Children's Memorial Lutheran Church, located at 5001 Independence Ave. in Kansas City, MO. Salem's role has been to collect food items and then cook and serve lunch on a Saturday to a group of food-insecure folks in that area once every other month.

Over the last year or so, we have seen the number of people served by this ministry shrinking, and the synod has decided to close Children's Memorial as a congregation. In November, a new ministry called the "Gathering Table at Children's Memorial" was approved as a Synodically Authorized Worshipping Community (SAWC). While the building reverts to synod ownership with the closure of Children's Memorial as a congregation, the SAWC will use the building for ministry moving forward.

A team of folks connected to Children's Memorial — some from the former congregation, some from congregations that have been partnering with the congregation in various ministries, including the Saturday lunch meal — have been gathering for the last few months to vision and plan for the Gathering Table's ministry as it moves forward. Jen Beutel and I are currently serving on this team. Next steps include a visioning meeting in January.

For Salem's part, our volunteers have donated roughly \$5,500 in meals this year. Each time we serve, our serving slots have filled up weeks in advance because so many people want to go down and serve with us. We've revamped the meals we serve to make them more appealing and provide more variety. We always prepare a hot meal, and we've worked in more salads. (The desserts that member Katie Lange prepares are legendary.) Dignity is a big priority for us in the choices we make about what we serve: We prepare only meals that we would prepare for our own families at home.

I take as many of my children who are available on that day down to serve lunch with me each time Salem serves. I love the connections we have made as a family with Children's Memorial members and other regulars who come for the service and meal. The youngest children who have served with us love to attend worship there, and Pastor Ann has been known to let my youngest daughter, Nora, play the piano for the offering and to help serve communion. My oldest, Ruth, loves to prepare the drink station.

— Submitted by Lorel Brown



Service & Outreach Ministries (cont.)

Pantry Pack Program:

This year Pantry Pack has made a difference by serving 1,400 households and providing on average 40 packs a week to families facing food insecurity. We continue to provide a pre-packed bag of food and fresh produce from Harvesters each week. The first Thursday of the month we provide a gallon of milk, as well. Pantry Pack collected items for a toiletry bag and school supplies for families to have going back to school in August. Pantry Pack provided two large boxed meals including a turkey or chicken for Thanksgiving and Christmas. The congregation packed the Thanksgiving boxes during our Oasis community evening. We had 65 families in need that week and were able to provide a Thanksgiving box and a turkey or chicken to each family. This year Holy Cross partnered with us to provide food and funds for the Thanksgiving boxes. Boy Scouts and Girl Scouts helped collect donations and provide baked goods for Christmas boxes in 2017. A networking group provided cards to add to the Christmas boxes. The congregation packed the Christmas boxes during Advent worship. Pantry Pack continues to work with the Unitarian church and continues to build relationship between the churches and with the community. Pantry Pack continues to engage new members and find ways to engage the Salem community.



God has been present in so many ways this year at Pantry Pack. God has been present in relationships built with families coming in for assistance and in relationships built with other churches and volunteers that have joined us in our Pantry Pack journey. Holy Cross joining us in our packing of Thanksgiving boxes and providing food/funds was God present this year. A local farmer provided sweet potatoes for us at random; that was God present this year. The relationships we have been able to build have been amazing to see this year.



There are a few goals for 2018. Pantry Pack has mainly been self-funded with Salem and the Unitarian church. In 2018 we'd like to seek more funds and donations from community resources or other partner churches. We'd like to continue to seek these funds in order to serve more families. Pantry Pack would also like to continue to evaluate what we serve in our pre-packed bags as well as seek more ways to provide more fresh produce.

— Submitted by Meghan Harmison and Charlotte Wallenburg



Service & Outreach Ministries (cont.)

Visitation Ministry:

2017 is the second full year our team has been visiting those who can no longer physically attend Salem, the hospitalized, and even some who can still attend but just need a little extra company and friendship at times. The members of our team include myself (Jill Whetter), team leader Joyce Benedict, Greg Beutel, Pam Hedlund, Pat Olinger, Bob and Julie Roediger, and Jodi Schade, and Kari Holt and Don and Bev Knudtson make special visits when asked to.

The purpose of our team is to assist Pastor Dave in making his routine visits, to provide communion at times, to pray with the individuals we visit, and to actually bring the Salem community to the homebound, those in nursing facilities, and those hospitalized so that they still feel connected and a part of our wonderful community. As the team has evolved, some members of the team bring their children and teens on visits, and what a great way to connect the young at heart with the younger members of Salem. One member of our team shared with me, "Even if visitation team ended tomorrow, we would still connect" when speaking of one special individual she interacts with regularly, which speaks volumes.

Goals for 2018 would include increasing the number of members on our team, making more regular visits, and meeting as a team more often. It is helpful that when you see the need for a visit you either let me or one of our team members know.

Respectfully submitted,
Jill Whetter, team leader



Children, Youth, & Family Ministries

Children's Ministry:

The work of Salem's children's ministry team touches the lives of our youngest members from birth through 6th grade. From cradle roll to baptism classes to Sunday school to First Communion classes to Vacation Bible School and more, our ministries give us the chance to connect and grow alongside some of our most curious, energetic, and passionate members.

Vacation Bible School is always a highlight of our year, drawing 40-45 children and more than 50 adult and middle- and high-school youth volunteers for a week of high-energy learning about the love of Jesus. Everyone makes new friends, deepens existing relationships, and has the opportunity to experience the love of Jesus.

For 2017, our team's major focus was revamping our Sunday school program. We moved from a more traditional classroom model to a rotational model. Over the summer, half of our team dove into the curriculum and developed a model for the new program. Today, kids are exploring Bible stories through cooking, games, music, drama, science, art, and video over a three-week period. They're also spending 10 minutes each Sunday sharing the highs and lows of their week with each other and an adult shepherd guide.

The other half of our team rolled up their sleeves and performed magic in the basement of Luther Hall, turning traditional classrooms into exciting spaces for the new rotations. They cleaned and painted all rooms, created a cozy video room with a projector, partnered with member David Hellwege to build a stage for the drama room, and joined with Boy Scout/member William Delzeit to revamp the art room with extra storage. Member Renee Loya even hooked us up with new carpet for the hallway and some classrooms.

Today we have the joy of watching about 25 kids gather every Sunday and explore Bible stories in ways that are fun, energetic, and relevant, which allows kids to use all their senses to learn about their faith. The new model also gives us more short-term opportunities for adults to engage in children's ministries. It's exciting to see adults who haven't been involved in Sunday school before leading a rotation or serving as a shepherd guide for a particular age group. Sunday school today is building new and lasting intergenerational relationships in our community.

There are few things that fill my heart more than watching our kids pour out of Sunday school on Sunday mornings, chattering about the exciting things they did and looking ahead to what's coming next week. Such joyous anticipation I see!

As part of the new Sunday school program, we will have a few Sundays each year where we do something different, an intergenerational event. Our first one was an all-Salem event where we learned about Chrismons, ornaments shaped like Christian symbols that you'll see adorning many church Christmas trees. This year, we made Chrismons for Salem's Christmas tree and had the opportunity to make one for our personal trees at home, as well. About 50 children, youth, and adults got together for this event. It was fun and again built and deepened intergenerational relationships at Salem.

For 2018, some goals for our team are:

- Continue having intergenerational events to foster stronger relationships among children and adults of all ages.
- Continue to collect feedback about the new Sunday school program and fine tune it as needed.
- Recruit additional team members to enhance our work in all areas.

We also take this opportunity to thank Sheila Rehder and Ellen Sandelin, who led children's ministries at Salem for more years than I can count. We're so thankful for their leadership, vision, passion, and hard work in service of our children and youth.

— *Submitted by Lorel Brown*

Children, Youth, & Family Ministries (cont.)

Oasis and Welcoming Ministry:

Highlights can be found in the Director of Adult Ministries & Outreach report on page 12.

Student Ministry:

Highlights can be found in the Director of Youth Ministry report on page 14.

Facilities Ministries

Property Team:

My hope is that by working to maintain the property both functionally and aesthetically, that the condition of our facilities enhances our worship, education, fellowship, and mission activities for the members and guests and ultimately facilitates our ability to do God's work in the community.

Major highlights from 2017:

- This past spring several members got together and replaced the roof on the courtyard shed. We also repainted all of the fascia, soffits, and trim on the building.
- The education ministry team did a major update of the Sunday school rooms in the Luther Hall basement, which included recarpeting the lower stairs and hallway and repainting the classrooms and hallways.
- Keagan Taylor built banner trees on the southwest and southeast corners of the Luther Hall parking lot for his Eagle Scout project. These banner trees were used to display banners the week of Easter.



Goals for 2018:

- Continuing to carry budget-line items for anticipated large maintenance needs such as HVAC replacement, building waterproofing, painting, and other items.
- Getting all of the exterior security lights on the sanctuary building operable.
- Continuing to try to better maintain the landscaping around the high visibility areas of the buildings.
- Continuing to work to reduce moisture infiltration into basements during heavy rainfall events.

Facilities Ministries (cont.)

Design Team:

The Interior Design Team has continued to decorate the sanctuary and narthex for each of the liturgical seasons, including Advent, Christmas, Lent, Easter, time after Epiphany, and time after Pentecost. The team updated the Salem Café space with new furniture and continues to look for opportunities to enhance the worship spaces and supporting areas.

During 2017 and beyond:

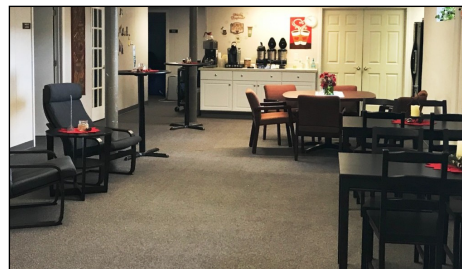
- Decorating the church highlights the different seasons of the church and reminds the congregation of the significance of each season.
- Successfully and creatively changing the décor to meaningfully reflect the current season.
- Promoting fellowship with enhanced meeting and worship spaces.

God was present in our ministry throughout 2017:

- Promoting fellowship with an enhanced café space.
- Providing a worship space reflecting the church seasons.
- Collaborating with other team members and congregation members on decorations reflecting the spiritual aspects of each liturgical season.

Major highlights from 2017:

- Salem Café remodel.
- Continuing to successfully decorate the sanctuary and narthex for each church season.
- Engaging interior design team members and congregation members to develop creative decorations.



Goals for 2018:

- Decorate sanctuary and narthex for each liturgical season.
- Provide leadership and guidance for projects impacting interior design, finishes, and/or layout in each facility.
- Support Salem staff and other ministry teams in providing a nurturing, supportive environment reflecting the liturgical seasons.
- Engage with the architectural team when the feasibility study moves into a full design project.



Members: Steve Wise, Jill Whetter, Brian Schade, Danielle Boxberger, Dave Hellwege, Kari Holt, Kristen Burki, Pat Olinger, Terry and Carol Love

Staff representative: Meghan Harmison

Facilities Ministries (cont.)

Dream Team:

In the spring of 2016 the congregation had town hall meetings to decide whether the congregation should continue our ministries at our current location, or start looking at alternative options which included selling property and relocating. Feedback from the congregation was that we should explore what it would take to stay at our current campus location. Because of that decision, Salem leadership created a group named the Dream Team. The Dream Team was made up of a group of members to select and work with an architectural firm to create a master plan for our current campus facilities. In early 2017, the Dream Team selected SFS Architecture to move forward with a Feasibility/Durability Study and Master Plan creation. With input from the staff, members of Salem, the ministry teams and the Salem Dream Team, SFS Architecture was able to create a comprehensive Master Plan to meet the needs of our congregation's mission and vision. A summary of the Master Plan will be presented at the annual meeting. If you would like to review the Master Plan in detail the church office can provide a copy of this report.



Thank you to everyone that provided input to help create this Master Plan. In addition I'd like to thank the following members of the Dream Team for their involvement in the process: Lorel Brown, David Bowen, Danielle Boxberger, Sarah Edeal, Don Knudtson, Nicholas Wallenburg, and Anika Roy

If you have questions about the Master Plan, feel free to reach out to any of the members of the Dream Team.

— Submitted by Ryan Konen

Fellowship Ministries

Fellowship and Hospitality Team Report:

Our Team's Purpose and Scope: Connecting Through Shared Experiences

We create opportunities for people to connect with one another and to the life and work of Salem Lutheran Church. We have a variety of activities and events through out the year for gathering together. Everyone is welcome.

2017 year in review:

Coffee Fellowship: Every Sunday after both worship services, coffee, hot tea, and water are available with a variety of snacks for a time to socialize in the Salem Café. We want to offer a space where people can enjoy a drink and have conversation together.

Host New Member Luncheons and cake receptions throughout the year.

Organize Lent and Advent dinner volunteer groups.

Fall Church Picnic and Softball Game: Organize, set up, and host the Fall Picnic at Swarner Park.

Mardi Gras All-church Bingo: Organize, set up, and host potluck meal and Bingo night.

Dinner 4 Eight: Provide sign-ups and organize social dinner groups during the year to provide the opportunity for people to get to know one another. Currently eight groups are meeting regularly.

Goals for 2018:

The team would like to continue to provide opportunities to connect through shared experiences. We plan to continue to organize the events that people have enjoyed and have been well-attended and would also like to add a few new events. We always are looking for new ideas and would welcome anyone who would like to be a part of the team.



Administration Ministries

Finance Team:

The Finance Ministry Team ensures that Salem uses its financial resources prudently and effectively in support of Salem's ministry teams.

2017 is a little like the story of loaves and fishes — on paper our finances didn't work out this year; we spent more than we received. And yet, there was enough; the faithful giving to the growth fund was redirected to the mortgage and other operating expenses and our obligations have been met. It looks like we'll even have a little in the bank to start 2018. Just as the bread and fish provided a small simple meal, in 2017 we did without some things, including planned building maintenance and our ministries continued to work without things they may have planned on.

Major highlights from 2017:

- Monitoring congregational finances including a new monthly dashboard, analysis of financial issues and trends, budget preparation, and recommendations for council's decisions.
- Documented current procedures for Counters and Tellers.
- Transition of treasurer role from Tim Rehder (12 years as treasurer) to Joyce Benedict (20+ years with Salem's finances).

Goals for your ministry in 2018.

- Continued work on simplified reporting for the congregation and ministry teams.
- Research best practices for oversight and audit procedures and determine what to implement for Salem.
- Explore other fundraising activities with the stewardship team.

Communication & Technology Ministry:

Highlights can be found at the end of the Director of Youth Ministry and Communications report on page 15.

Church Council:

Highlights can be found on the Council report on page 7.

Worship Ministries

Worship Ministry:

Highlights can be found on the Director of Worship Ministry report on page 13.

Altar Care:

Altar Care is crucial to the congregation as we prepare the altar area for all services, including communion and linens.

God is present in our ministry, of course, through communion, but also teaching the young children who come to help us after the services. As they help us clean and put away the dishes, we show them the proper way to handle leftover bread and wine and teach them to handle communion dishes with respect.

Major highlights from 2017:

- Selling Easter lilies and poinsettias for Christmas.
- Meeting with the architects regarding our needs for more space. It helped us as a group to define what looks like help and what we really need to function more efficiently.

Goals for 2018:

- Find a cost-effective way to replace worn altar linens.
- Get confirmands involved in learning about Altar Care — maybe make it part of their program.
- Get new participants to join our group.

