



BETHESDA 2021 PLAN



**NEW BEGINNINGS,
FRESH OPPORTUNITIES**

April 1, 2021

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1. Bethesda's Strategy

The Rector and Vestry of Bethesda approved a new strategy in 2012; a mission statement, eight values, and the core objective of collective sacramental worship as illustrated by the host and chalice.

In 2019, our vestry approved new five-year strategic priorities (2020-2024) in support of our strategy:



- **Preserve and enhance buildings and grounds:** Our buildings are much more than facilities to accommodate our ministries. They are stunning architectural gems that attract people and welcome them even before they meet any of our clergy or participate in any of our ministries. Our church is also a centrally located landmark that, with its splendid Gothic façade, bells, and gardens, serves the Town of Palm Beach in a way that no other place of worship does. As the stewards of this irreplaceable property, we must preserve it, not only for our current members, but also for our community and for future generations.



- **Increase endowment funds:** Preparing for the future is integral to good stewardship. Expanded financial reserves (in the form of endowments) will enable us to adequately address the myriad and perpetual needs of our facilities, while also freeing up resources that will be used to strengthen our internal programs and increase our external presence.
- **Deliver practical outreach:** Scripture calls us “to love and to serve.” (This is Bethesda’s tag line as illustrated in our logo at the top of the page). Our outreach extends far beyond our walls through Feeding in February, our service at St. George’s Center, the high school mentoring program, and our long-standing and far-reaching grant programs that have awarded millions of dollars to service organizations for over fifty years. Through our outreach ministries, we become the hands and feet of Jesus in the world.
- **Spread Christ’s teachings:** Sharing the teachings of Jesus Christ is central to our faith. Our goal is to inspire everyone who becomes a part of our community as we learn about and experience God’s grace together. Through meaningful Christian education, inspiring worship, and loving pastoral care we demonstrate the love of Jesus to others.

Existing ongoing objectives remain, specifically:

1. Affirm and integrate all existing and new members.
2. Strive for a complete and vibrant ministry for all ages.
3. Make the Bethesda mission and values a high priority for all.
4. Embrace differences in our community.
5. Maintain a balanced budget.
6. Strive to be an exemplary Episcopal Church.

2. Bethesda's Generosity Statement - Legacy & Future

The Generosity Statement supports Bethesda's Mission, Values and five-year strategic priorities:

- **God's Initiative:** The whole of creation is infused with generosity. The very act of creation in the Book of Genesis reminds us that our existence results from God's imaginative desire for relationship and that God created humankind in that image of generous relationship. Throughout scripture, stories abound of humanity turning away from God's loving ways and God constantly restoring and healing in acts of generous love. God's initiative in reaching us when we turn away culminates in God's ultimate act of generosity: the Incarnation. God creates, loves, forgives, and heals freely without asking anything in return.



- **Life More Abundant:** As we broaden our vision to see the enormity of God's love and God's abundant gifts of creation and life, we become aware that we have more than enough to share. We begin to see that God's infinite grace and generosity inspire and incite our own generosity. We begin to see that giving generously deepens us; it fuels our faith and spiritual growth. By learning to give freely and out of a sense of abundance, we enhance our own lives, our own experience of fullness and joy multiplying

beyond measure. Generosity is a dynamic force, a gift from God, joy building upon joy, a circle that feeds on itself, sowing the seeds and reaping the rewards. Giving begets giving, as rain feeds the clouds, and it rains again.

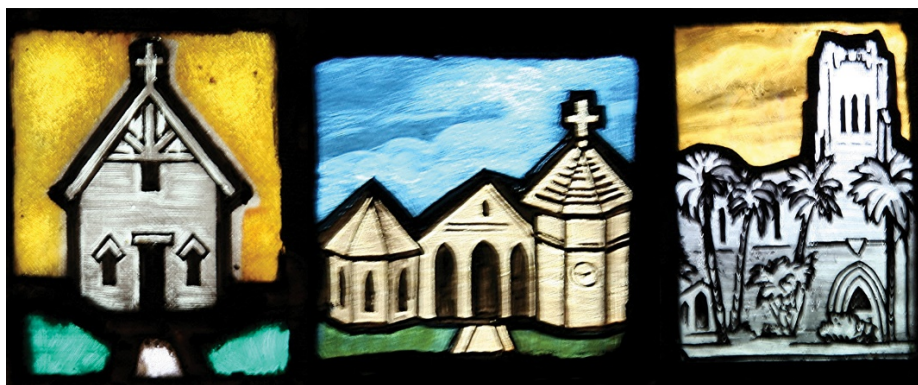
- **Holy Courage:** True generosity requires us to examine what is meaningful in our lives: where we place our priorities and how we nurture those priorities. Throughout scripture God assures us over and over again that we are never alone and that we have no need to be afraid. With the confidence of faith, then, we can boldly respond to God's generosity with our own generosity. We can do so assured of abundance and the freedom that comes with giving and serving God. God's grace sustains us with holy courage, the blessed comfort that allows us to live fully into God's call for our lives.



- **Bethesda and Beyond:** Generosity is infinite; it is not limited by geographic scope or time and transcends both. As our practice of generosity deepens our faith and joy, Bethesda bears witness to the past and simultaneously calls us into the future. We are all the custodians of this legacy, and in this, God calls us into that greater awareness of generosity, of abundance, and of selflessness in order to steward this holy place. It is our privilege to care for what is now and what is to be.

Our Generosity Statement is built on our legacy while striving to preserve our future. Now it is time for all members of Bethesda to support:

- **Our History:** For 130 years Bethesda-by-the-Sea has stood as a place of healing and connection to the love and comfort of Jesus Christ. For nearly 100 of those years, our church has provided a thin place, a holy place, set apart from the rest of the world, a safe haven where we can raise up expressions of joy and gratitude, while serving the wider community with love.



- **Our Vision:** Now we are called to a new vision that will ensure our future while responding to the growing needs of our community. Bethesda's buildings and grounds inspire and support all the other ways in which we serve our members and community; however, we must invest significant resources to ensure and protect the high-quality of our campus for the future. This same plan sees the need for significant ministry expansion in Outreach and Evangelism, plus other ministry initiatives future parish leaders will envision.

- **Our Responsibility:** We are heirs of generous parishioners who supported this parish well beyond their own needs at the time, to ensure that we would be able to worship in this holy place today. Now we have the privilege of carrying on this legacy so that our successors will be able to encounter the love of God here as we do every time we come into this place.

The Vestry is continuing a multi-year project to meet these needs over time (despite the impact of COVID-19). We will build these financial reserves through current, long-term, and planned giving. This also means that everyone's generous participation matters greatly to our success: our shared generosity and commitment within each person's means will be as significant as the total dollars we are able to commit.

Our parishioners have been blessed with an abundance of talent and wealth—gifts God has given them. Our faith calls us to serve the needs of others, both today and for the future with Holy Courage - the blessed comfort that empowers us to live fully into that call.





3. Bethesda's Family

Bethesda is blessed to be home to 1,000 households with about 1,400 people of all ages, all are members as defined in the Constitution and Canons of the Episcopal Church:

- Members: All persons who have received the Sacrament of Holy Baptism with water in the Name of the Father, and of the Son, and of the Holy Spirt, whether in this Church or in another Christian Church, and whose Baptisms have been duly recorded in this Church;
- Communicants: Those members who have been to church and received communion at least three times in the past year;
- Communicants in good standing:
 - All communicants of this Church who for the previous year have been faithful in corporate worship, unless for good cause prevented, (this means participating in worship regularly—not just when having some other reason to attend, such as serving for a worship ministry);
 - and have been faithful in working, (this means being involved in our mission/ministry, beyond attending services);
 - praying, (this means making our common life a focus of daily, personal prayer for God's guidance and strength and for our personal capacity to serve God and the parish with charity, love, courage, and vision);
 - and giving (this means attributable financial giving, not just giving cash in the plate on the occasions when in church) for the spread of the Kingdom of God, are to be considered communicants in good standing.

4. Bethesda's 2020 Major Challenges & Achievements

2020 brought major challenges to Bethesda and to many others:

- The **COVID-19 pandemic** was first identified in late 2019 in China, from there it spread out across the world, evolving with new strains in Italy, the UK, South Africa and now the U.S.A. and Brazil. Bishop Peter Eaton mandated the closure of churches in Southeast Florida by March 2020 although in-person outside services (in the Garden Chapel and the Garth) at Bethesda restarted in November 2020 (other churches with younger demographics opened earlier);
- The national elections reinforced and made clear the **political divides** across the country, resulting in pre-conceived "beliefs" from multiple perspectives taking precedence over facts - our Christian faith is being tested severely;"
- **Racial justice and reconciliation** continued to gather unwanted headlines with deaths and obvious discrimination;
- All services and events, plus the mentoring program were moved fully online. Many members felt a **severe loss** from the lack of in-person worship
- **Anticipated lower income** both from the Annual Campaign and the Church Mouse resulted in a slimmed-down Outreach grant 2020 process and a reduced 2021 budget for Outreach;
- These and other challenges we have yet to face, create the possibility of "**New Beginnings, and Fresh Opportunities**"; we need to seize this time as we seek answers to what is God calling us to do, as we emerge from a cocoon of lock-down and spread our wings together, healing damaged relationships, supported by God's love.



Bethesda's major achievements of 2020 were:

- Restructured worship services and fellowship events to reflect lock-down restrictions; many of us are now Zoom experts. Streaming the Sunday 11:00 a.m. service has resulted in many non-member followers across the country and beyond;
- Bethesda's **membership has continued to grow:**
 - 2020 57 new members (including 23 members who joined after lock-down on March 24, 2020);
 - 2019 77 new members (included 49 new members for the March 24 to December 31, 2019 period);
 - 2018 72 new members;
- Focused the **Generosity Program**, on virtual contact and communications between members. A new Gratitude Campaign in late 2020 delivered just over \$180,000;
- Conducted a “**spiritual life inventory**” survey (based on Renewal Works) and achieved a 55% response level. Major conclusions:
 - Positives: BBTS is vibrant, extrovert congregation; overall satisfaction with church and its leadership is strong; and impressive and strong sense of serving local community;
 - Suggestions from Renewal Works: overall, a greater focus on scripture in all church activities is needed; shore-up parishioners understanding of core Episcopal practices; and expectations for personal spiritual practices should be encouraged and taught;
- Upgraded the “Welcome” table and literature;
- Newcomer orientation refocused on relationships and discipleship;

- Stewardship & Generosity team strengthened considerably and related membership data cleaned-up;
- **Continued high quality in-person (when possible) and virtual Liturgy & Music;**
- Regular contacts maintained with most members by the Shepherds;
- Created a virtual “cocktail party” for newcomers;
- The first two mentees will graduate in 2021 (following six years practical, financial, and life-skills support – **take a bow mentors**);
- Children & Youth ministries continued to thrive in virtual mode with 45 regular members (includes online services) and 15 for the Sunday evening confirmation class;



- **“Preserve and enhance buildings and grounds”** is one of our strategic priorities. Major capital projects were limited by a lack of funds, but still included planning for a new lightning suppressor system that is waiting on the required permit, and tenting for termites (completed in three days in January, 2021).

- **“Deliver Practical Outreach”** is one of our strategic priorities. Bethesda’s community financial support in 2020 was over \$575,000 (including grants and scholarships, plus the Empty Bowls event fund raising on behalf of a local food bank). Volunteers from Bethesda and the local community provided practical support through meal preparation, visits to ship bound sailors, mentoring local High-School and college students, assisting at the Church Mouse, plus many other areas of need:

Outreach financial support	\$493,865
Number of food boxes distributed at Palanca Food Pantry	10,900
Number of local businesses sponsoring Empty Bowls	10
Financial support sent to Food Bank by Empty Bowls	\$81,553
High School students supported by Mentor Program	1
Four-year college students supported by Mentor Program	20
Meals (sandwiches and hot) provided to St. Georges	61,344
Packages (toiletries/magazines/hats/etc.) provided to ships	423
Number of sailors provided Eucharist by Port Ministry	90

- The **“Christmas Pilgrimage”** was enjoyed by many members and the local community.



We wish to thank the following Vestry 2021 members for their service to Bethesda:

- ✓ **Raphael Clemente**
- ✓ **Charles Hagy, Jr.**
- ✓ **Connie Purcell**
- ✓ **Tanner Rose**



5. Bethesda's 2021 Plan & "90 Day Visioning"

Bethesda's 2021 plan is in five parts: "90 Day Visioning", organization, ministries, Vestry sub-committees, and budget. While the five-year strategic objectives (from page two) remain valid, short-term planning is constrained by the uncertainties arising from the COVID-19 pandemic, in particular the timing of when close person to person interaction without masks will be possible. Consequently, Bethesda is using the "90 Day Visioning" technique based on short-term assumptions and goals:

BBTS 2021 Plan - "90 Day Visioning" Assumptions	
1	Period: April 1 to June 30, 2021
2	COVID-19 restrictions for masks, distancing, etc. in place
3	Sunday services in Garden Chapel (8am & 10am) & Nave (10am)
4	Backup - Church for Garden Chapel, Parish Hall for overflow
5	Church Open for weekday private prayers (9am to 4pm)

Ministry: Bethesda Cares	
1	Support spiritual/practical/health needs
2	Love (& support) neighbor approach
3	Confidential approach to member needs
4	Plan themed fellowship event (May)
Ministry: Formation	
1	Identify options for nursery location
2	Planning for in-person confirmation classes
3	Sustain the 2020 Q4 approach
4	Plan & fund youth pilgrimage (June/July)
5	Plan themed fellowship event (April)
Ministry: Outreach	
1	Outreach themed Fellowship (March)
2	Planning for In-person mentoring
3	Planning for In-person grant-site visits
4	2021 Grant process completed
5	New-look Empty Bowls implemented

Ministry: Fellowship & Hospitality	
1	Support February themed event (Worship)
2	Support March themed event (Outreach)
3	Support planning of Q2 themed events
4	Support planning of Q2 virtual events
Ministry: Evangelism	
1	Introduce sessions for those that work
2	Scripture reading at start of all meetings
3	Bible study at all Middle Way sessions
4	Develop spiritual exercise discipline
5	Online link to daily scripture readings
Ministry: Stewardship & Generosity	
1	Launch new-style 2021 Campaign
2	Confirm new chairs (3)
3	Develop 12 month plan for all "asks"
Ministry: Worship	
1	Update protocol for in-person worship
2	February themed (flowers) fellowship
3	Maintain high-quality worship
4	Commence 15 month organ upgrade
5	Complete audio/visual system upgrade
Ministry: Communications & Digital Ministries	
1	Complete web-site upgrade
2	User friendly electronic communications
3	2020 Annual Report and 2021 Plan
4	Plan for all communications

These "visions" are updated every three months: the April to June period is shown.

5A. Organization

The Bethesda organization includes:

- Vestry consists of the Rector as chair plus 12 lay members who serve three-year terms (biographical summaries are listed on the following pages), an Executive committee only meets in times of emergency;
- Four Vestry sub-committees: Leadership & Governance, Buildings & Grounds, Finance, and Audit - each chaired by a Vestry member;
- Six Rectors committees: Formation, Outreach, Bethesda Cares, Fellowship & Hospitality, Evangelism, and Stewardship & Generosity;
- Four Rector's special working groups that form teams for specific projects: Worship, Retail, Personnel, and Communications & Digital Ministries;
- Chancellor (Bob Diffenderfer) and treasurer (Matt Lorentzen) are officers of Bethesda but not members of the Vestry;
- Bethesda's staff are listed in the following chart.

Staff	Non-Stipendiary	Part-Time	Titles
The Rev. James Harlan			Rector, with special responsibility for Generosity Program
The Rev. Burl Salmon			Associate for Christian Education, Pastoral Care and Outreach
Dr. Stuart Forster			Associate for Music and Liturgy, Organist and Choirmaster
Fred Staley			Associate for Administration
The Rev. Margaret McGhee			Associate for Stewardship & Digital Ministry
The Rev. Canon Elizabeth Geitz	Yes	Yes	Assisting Priest, with special responsibility for Evangelism
The Rev. Frisbie Hendricks	Yes	Yes	Assisting Priest
The Rev. Dr. Cecily J. Titcomb	Yes	Yes	Deacon for Spiritual Direction & Pastoral Care
The Rev. Clayton B. Waddell	Yes	Yes	Deacon of Port Ministry
Greg Knight			Director of Children and Youth Ministries
Doug Kwoka			Communications Coordinator
April Lawrence			Fellowship and Membership Coordinator
Ayana Pineiro			Worship and Pastoral Care Coordinator
Tierra Harper			Assistant to the Rector and Office Coordinator
Jonathan Rivera			Sexton for Hospitality
Bob Mancuso			Sexton for Liturgical Support
Keith Risley			Sexton for Grounds Supervision
William (J.R.) Thompson			Sexton for Building Preservation & Lead Sexton
Daisy Alvarez			General Manager for Retail Operations of The Church Mouse and The Shoppe
Evaristo (Coy) Riestra			Manager of The Church Mouse and The Shoppe
Jonathan Goodine			Church Mouse - Receiving Specialist
Jesus Cartagena		Yes	Church Mouse - Receiving Specialist
Chad Beckham		Yes	Church Mouse - Receiving Specialist
Rosie Cartagena			Church Mouse - Seamstress
Jose Cartagena			Church Mouse - Receiving Specialist

Richard Crone is Junior Warden and chair of Buildings & Grounds (Vestry term ends January 2022). Richard first attended Bethesda on monthly visits to Florida in 2001, then retiring in 2010 and relocating from Washington, D.C. to South Florida full time. He has attended several Episcopal parishes since 1965 and has never seen a Christian community that can compare to the accomplishments, inclusiveness, and outreach as Bethesda. In the past 18 years Richard has grown spiritually at Bethesda while attending book study groups, volunteering in *The Shoppe*, serving on the Buildings and Grounds sub-committee, and serving now as an Ambassador. Richard has a background as an architect.



Becky Myers is Bethesda's member-at-large (Vestry term ends January 2022). Becky is a life-long Episcopalian and a member of BBTS since 1980. She has been active in many aspects of the church and has chaired the following committees: Rector Search, ECW (president), Nominating, Outreach, Evangelism & Communications, Fellowship & Hospitality, Auction Underwriting, BBTS Spring Festival, and the Bethesda Shoppe. She has served on the Vestry in the late 1990s and in 2012, when she was appointed for two years to fill a vacancy. She is trained as a Stephen minister and currently is a welcoming ambassador and a member of the Evangelism Committee. Professionally, Becky worked for thirty years in Palm Beach real estate sales. She has a degree from the University of Virginia and a master's degree in journalism & communications from the University of Florida. She and her husband, Jim, of 40 years, have two sons and one grandson.



Zach Shipley is chair of the Audit sub-committee (Vestry term ends January 2022). Zach is a senior financial executive retired from the Oxbow Group in West Palm Beach, where he held numerous executive, governance, and fiduciary positions for almost 35 years. Before joining Oxbow in 1983, Zach was a consultant with Bain & Company. Zach has served on the Vestry previously, plus held positions as Treasurer and chair of Finance. Zach has also played a leadership role in Bethesda's recent strategic planning efforts. Raised as an Episcopalian and confirmed in 1965, Zach graduated in 1970 from St. Albans School in Washington, D.C. He graduated in 1974 from Harvard College in Cambridge Mass. and from Harvard Business School in 1980.



Maury Wolfe (Vestry term ends January 2022). She has been a member of Bethesda since 1985, chairs the Flower Guild, is a Lector, an Ambassador and in 2018 was awarded the Rector's Cross by Rev. Harlan. Maury is a native of Madison, New Jersey and graduated from Randolph Macon Women's College, majoring in American Studies. Professionally, she worked for the Orentreich Foundation for the Advancement of Science; was the founding director & general manager of the Chicago International Art Exposition; and directed Landfall Gallery. Maury served on the Rosarian Academy Board of Directors for nine years where she initiated and chaired the Strategic Planning Committee. She established and chaired Cub Scout Pack 141. Maury has two sons, Graham and Read and enjoys playing duplicate bridge.



John Brim is Chair of the Finance sub-committee (Vestry term ends January 2023). He is a retired investment banker, having worked over 40 years in New York and London in Corporate Finance. John and his wife Elena moved full time to Palm Beach in 2015, although they have attended Bethesda since 2009. John is currently a private investor. He is a graduate of Yale University, and he received an MBA from Harvard. John and Elena have been married for over 35 years and have three young adult children, Jamie, Liz, and Sarah. John is an avid racing sailor and was a trustee of the New York Yacht Club.



Sara Griffen (Vestry term ends January 2023) has been a member of Bethesda since 2016, joining soon after she and her husband Tom moved to Florida from New York's Hudson Valley. At Bethesda, she serves as head of the Ambassador Program, steering committee member of the Flower Guild, and member of the Evangelism Committee. After graduating from Duke University, Sara held positions in banking and state government before finding her "life's work" as CEO from 1996-2015 of The Olana Partnership, dedicated to the preservation of the 250-acre estate of the painter Frederic Church in Hudson, NY. Sara and Tom have two children, Steve and Emily, who live in Atlanta.



John Sory is Senior Warden and chair of the Leadership & Governance sub-committee (Vestry term ends January 2023). John was raised in Palm Beach and baptized, confirmed, and married at Bethesda. He received his BA from Vanderbilt University and MBA at Dartmouth College. John is currently the President of a national physician network based in South Florida and previously held executive positions at Pfizer in New York, and the University of Miami Health System. Returning to Palm Beach in 2010, he rejoined Bethesda where today, John is an usher, active in the Boar's Head Festival, and with his wife, June, honorary co-chairs of the 2020 Empty Bowls Committee. He also contributes time to the Venture Mentoring Team in Broward County. Altogether, John and June have five grown children – Jack, Kate, Philip, Christopher, and Will.



Kathryn (Katie) Wandoff is Clerk of Bethesda (Vestry term ends January 2023). A member of Bethesda since 2004, has been involved in many of its ministries including Sunday School, Boar's Head, Lector, Empty Bowls, St. George's, Girls of Grace, Women at the Well, 2019 Celtic Pilgrimage and serves on the Grants Committee and the Flower Guild Steering Committee. After graduating from The University of Michigan, Katie and her husband, Rick, lived in Chicago where she worked at Sanford C. Bernstein as a Financial Advisor. While in Chicago, she volunteered and mentored a child in Big Brothers Big Sisters. Katie relocated to Palm Beach County in 1998 and was actively involved on the Parent School Council and various committees at Palm Beach Day Academy which her children, Benjamin, Abigail and Sophia attended.



Edythe Gordon (Vestry term ends January 2024).

Edythe moved to Florida from Kansas at the end of 2002. She is a graduate of the University of Kansas and received her law degree in 1993. She primarily focused in family law and child welfare advocacy. Upon moving to Florida, she continued her work in child welfare and mental health advocacy. She is currently a licensed insurance agent and retirement specialist. Edythe is a life-long Episcopalian and has been a member of our parish since 2008. She has participated in Bethesda by the Sea as an Ambassador, Lay Reader, and a St George's volunteer. When her daughter was a youth, she was also active with the Youth Group and Boar's Head. Edythe has one adult daughter who resides in Palm Beach Gardens, Florida.



Sebastian Kent (Vestry term ends January 2024) was born in Washington, DC. Sebastian grew up living abroad as a "Foreign Service Brat", moving every four to five years and attending a variety of schools in the USA, France and Ethiopia. He graduated with a BA in Economics from Yale University, then did his medical training and residency at the University of Maryland School of Medicine in Baltimore. Moving to Palm

Beach County in 1980, he joined an OBGYN practice, doing high risk obstetrics for the next 40 years. He met his wife Laura here, and they have raised three children, and now have a grandchild as well. His hobbies include martial arts (Black Belt in Tae Kwon Do) and the study of languages. Sebastian joined Bethesda in 2007 and has been an active participant in various ministries, including Lector, Eucharistic Minister, and Verger. The Church has been a continuing source of inspiration and fulfillment.



Laura Schlett (Vestry term ends January 2024) has been a member of Bethesda since moving to Lake Worth Beach in 2017. Born and raised a Jersey Girl, she graduated from Gettysburg College with a BS in Biology and from George Washington University with an MFS. Over the last 20 years, Laura has homeschooled her four children - Rebecca, Emma, Nathanael, and Evan - and worked as a writer, photographer, and librarian. She currently works as a freelance writer and editor, an ESL teacher to students in China, and co-hosts the podcast “Being Truly.” She has volunteered at Friends of the Library, as a homeschool mentor, and as head of transcription for the documentary “The Girl Who Wore Freedom.” At Bethesda, Laura is the chair of the Outreach Committee and has served in the following ministries: Grants Committee, Lector, Boar’s Head, Empty Bowls, Middle Way, and Adult Forum and has offered a Lenten homily.



Chuck Zetler (Vestry term ends January 2024) retired in April 2020 as Dean of Enrollment Management for Palm Beach State College. With over 34 years experience in higher education administration, he was responsible for strategic enrollment management for the college including recruitment, admissions, registration and financial aid. In addition to a Masters of Business Administration, Chuck has a Bachelors Degree in Church Music and has served several churches as organist and choirmaster. He has also served on several church governing and foundation boards. Chuck and his late husband Robert Hebble joined Bethesda-by-the-Sea in 2011. He was confirmed by Bishop Frade in December 2012. Chuck has served as a Shepherd in the Bethesda Cares ministry, Lay Reader, Eucharist Minister and serves as mentor for Bethesda's participants in the four year Education for Ministry (EfM) lay ministry development program of the School of Theology at the University of the South.





The 2021 plan, by ministry area, is shown on the following pages:

- Rector's Committees: Clergy/Associate
 - Bethesda Cares Fr. Burl
 - Formation Fr. Burl
 - Outreach Fr. Burl
 - Fellowship & Hospitality Fred
 - Evangelism Fred
 - Stewardship & Generosity Mthr Margaret

- Rector's Special Working Groups:
 - Worship – Liturgy & Music Dr. Stuart Forster
 - Communications & Digital Ministries Fred/Mthr Margaret
 - Retail Fred
 - Personnel Fred

- Vestry Sub-Committees: Chair (Vestry Members)
 - Leadership & Governance John Sory
 - Building & Grounds Richard Crone
 - Finance John Brim
 - Audit Zach Shipley



5B. Bethesda Cares

Purpose: To provide an umbrella of care for the BBTS members' diverse pastoral needs shared through ministry of clergy and laity who are empowered to exercise their God-given talents.

Co-Chair	Suzanne Crawford
Co-Chair:	Michael Smyser
Staff: Coordinator	Ayana Pineiro
Staff: Associate/Clergy	Fr. Burl

Ministry: Bethesda Cares (April to June)	
1	Continue to support parishioners in pastoral need
2	Continue to support Shepherds as they relay pastoral needs to clergy
3	Present themed fellowship event on 12 May

Ministries & Leaders:

Ministries	Leaders/Contacts
Shepherds (Yellow Ribbon) (inc. Meal Ministry)	Michael Smyser & Suzanne Crawford
Daughters of the King	Suzanne Crawford and Deacon Ceci
Eucharistic Visitor	Clay Waddell
Good Samaritan Ministry	Tim Skelly
Youth Birthday Card Ministry	Greg Knight
Stephen Ministry (to be reactivated)	tbd
Widows' Group Ministry	Gayle Petersen
Care Givers Support Group	Elayne Forgie
"Shawl" Ministry	tbd
Lourdes Noreen McKeen visits	tbd

2021 Priorities:

- Increase the meal ministry profile and respond to growth accordingly;
- Utilize Christian formation opportunities to respond to needs of the community discovered through sensitive pastoral care.
- Raise the profile and role of Shepherds, to encourage members to make contact in times of need – faith, practical, emergency, etc.
- Grow/refresh Shepherd Group as the membership of BBTS evolves;
- Develop a proactive approach to more/better care for members.

5C. Formation

Purpose: To provide educational and formational opportunities to every member of BBTS, to strengthen our relationship with God and our community.

Chair	Lois Clemente
Staff: Dir of Child & Youth Min	Greg Knight
Staff: Associate	Fr. Burl

Ministry: Formation (April to June)	
1	Complete program year Middle Ways by 12 May
2	Plan for program year 2021-2022, Middle Way and Sunday morning forums
3	Plan for youth pilgrimage in June 2022

Ministries & Leaders:

Ministries	Leaders
Adult Inquirers'/Confirmation	Fr. Burl
Bible Study/Sunday Forum	Fr. Burl
Online Coffee Hour (Sundays)	Rector & Fr. Burl
Confirmation Youth Teacher	Greg Knight
Education for Ministry (EfM)	Chuck Zettler
Nursery Volunteer	Greg Knight
Sunday School Teacher	Greg Knight
Youth Chaperone (events)	Greg Knight
Youth Group Leader (Thurs)	Greg Knight
Middle Way (inc. Dinner & Compline)	Fr. Burl
Vacation Bible School	Greg Knight
Women at the Well/Girls of Grace	Deacon Ceci
Bethesda Blessings Support Group	Greg Knight
Retreats and Visiting Speakers	Fr. Burl

2021 Priorities:

- Build project-based workgroups to support Formation Committee;
- Encourage *Middle Way* attendance by leadership (Vestry/chairs/etc.);
- Integrate activities with Evangelism, emphasis on “*Discipleship*”;
- Significantly increase the emphasis on “*Retreats*”, for all ages.

5D. Outreach

Purpose: To embrace, engage and transform individuals and communities through effective sharing and coordination of BBTS time, talent and treasure for those in need in the local community and beyond while spreading Christ's teachings.

Chair	Laura Schlett
Staff: Associate	Fr. Burl
Staff: Coordinator	tbd

Ministry: Outreach (April to June)	
1	Revisit grant process suspended in Q1 2021
2	Plan for resumption of mentoring program in fall 2021
3	Plan (long range) for Port Ministry project, including goals and methodology

Ministries & Leaders:

	Ministries	Leaders
Education:		Pat Reichenbacher
	Mentor/Take Stock in Children, Inc	Pat Reichenbacher
	Opportunity Early Learning	Sara Griffen
	Education Scholarships (Trusts)	Fr. Burl
	Allocation of "\$" Grant Process	Laura Schlett
Food:		
	Empty Bowls	Rick & Cordella Miessau
	Palm Beach Unites (focussed on 2021)	tbd
	St. George's Dinners	Suzanne Crawford
	St. George's Sandwiches & Weekend	Basil Burke
Shelter:	Combination of Agencies	Fr. Burl
Other:	Homebound Luncheon	April Lawrence
	Port Ministry (Eucharist, magazines, toiletries, etc.)	Clay Waddell
	Angel Tree	Lois Clemente
	Blessing of the Animals	tbd
	Share What You Can	Phyllis Goodner

2021 Priorities:

- Develop/streamline: organization, leadership, & financial processes;
- Gather life stories to support Evangelism and Stewardship;
- Expand volunteer group - especially mentors & focus on Forest Hill;
- Start building library of skills to support other local non-profits.

5E. Fellowship & Hospitality (Special Working Group)

Approach: The Rector's Special Working Groups are usually led by staff, with support from members.

Staff: Associate	Fred Staley
Staff: Coordinator	April Lawrence

Purpose: To foster Christian fellowship among all Rector's Committees, members, guests and visitors, to embrace individual differences, and provide opportunities to experience the strong presence of God.

Ministry: Fellowship & Hospitality (April to June)	
1	Support April Themed event (Education)
2	Support May themed event (Bethesda Cares)
3	Explore possibilities of Q3 events

Ministries & Leaders/Contacts:

Ministries	Leaders
Anchors	tbd (To be reestablished)
Book Group	Kathleen Crampton
Cursillo	Fred Zrinscak Jr.
Episcopal Church Women	Suspended
Events (planning/hosting)	as required for each event
Events (set up/serving/clean-up)	as required for each event
Men of Bethesda	Jim Goodner
St. Mary's Guild	Lee Childs

2021 Priorities:

- Re-establish regular general and themed fellowship events, including shared and sponsored events;
- Evaluate whether F&H should be part of another Ministry Group, or continue as a Rector's Special Working Group led by staff – organize leadership and volunteer base accordingly;
- Re-establish systems for: menu's, process for each type of event, etc.

5F. Evangelism

Purpose: To develop, implement, and involve parishioners in the “*Invite, Welcome, Connect*” ministry at Bethesda, and to encourage members to proclaim by word and example the loving, liberating, and life-giving news of God in Christ.

Co-Chair	Beth Cole
Co-Chair	Becky Myers
Staff: Clergy	Canon Geitz
Staff: Associate	Fred Staley
Staff: Coordinator	April Lawrence

Ministry: Evangelism (April to June)	
1	Continue scripture readings at start of all meetings
2	Develop spiritual exercise discipline
3	Reestablish Ambassador presence on Sunday

Ministries & Leaders:

Ministries	Leaders
Ambassadors	Sara Griffen
Spiritual Life Workshops & Follow-Up	Beth Cole/Becky Myers/Canon Geitz
Newcomers Orientation	Fred Staley

2021 Priorities:

- Strengthen the Evangelism Committee;
- Identifying which ministry will lead each survey identified activity;
- Integrate activities with Formation, emphasis on “*Discipleship*”;
- Integrate activities with Shepherds to support “*Connect*” process;
- Ensure that all new member activities result in all required information being collected and provided to staff for Realm.
- Continue the “Spiritual Life” multi-year follow-up for activities assigned to Evangelism, including coordination across ministries;
- Commence a series of “Spiritual Gifts” workshops and follow-up;

5G. Stewardship & Generosity

Purpose: To develop a culture of generosity that will ensure that members strengthen their faith through the joy of giving, and as a result BBTS has the required financial resources to meet its ministry and operational needs, consistent with the BBTS Mission, Values, Strategic Priorities, and Budget.

Ministries & Leaders:

Special responsibility for Generosity	Fr. James
Chair of Stewardship & Generosity	Paul Coombs
Staff: Associate	Mthr. Margaret

Ministry: Stewardship & Generosity (April to June)	
1	Complete 2021 Annual Campaign by early May
2	Recruit Planned Giving Team
3	Develop Q3/Q4 Plan for Planned & Increased Giving

Ministries	Leaders/Contacts
Generosity Program	Fr. James/Mthr Margaret
Generosity Program Chair	tbd
2021 Annual Campaign Co-Chair	tbd
2021 Annual Campaign Co-Chair	tbd
2021 Annual Campaign	All Vestry Members & Officers

2021 Priorities:

- Implement the new approach and timing for the Annual Campaign commencing February 1;
- Restart Stage I of the Generosity Program and strengthen the combined Generosity & Annual teams;
- Develop approach and materials for planned giving;
- Plan and communicate all “asks” for 2021;
- Develop the 2022 Stewardship & Generosity approach and plan.

5H. Worship (Special Working Group)

Approach: The Rector's Special Working Groups are usually led by staff, with support from members.

Purpose: The core objective of Bethesda is collective sacramental worship – this is delivered through regular communal worship.

Staff: Associate for Worship	Dr. Stuart Forster
Staff: Coordinator for Worship	Ayana Pineiro

Ministry: Worship (April to June)	
1	Continue updating protocols for in-person worship and music
2	Maintain high-quality worship, begin planning next season
3	Continue oversight of organ upgrade (now in progress)
4	Complete audio/visual system upgrade (now in progress)
5	Networking for auditions, worship ministries, concerts

Ministries and Leaders/Contacts:

Ministries	Leaders/Contacts
Acolytes, Eucharistic Ministers, Lay Readers	Ayana Pineiro
Altar Guild	Holly Breeden/Linda Greenberg
Boar's Head	tbd
Choir (Adult)	Dr. Stuart Forster
Flower Guild	Maury Wolfe
Ushers	tbd
Wedding Coordinators	Ayana Pineiro
Verger	Gary Sullivan
Christmas Pilgrimage	Greg Knight

2021 Priorities:

- Develop plans for a new children's music program (possibly a choir);
- Develop a Music Committee;
- Review and possibly update the 9:00am Sunday service;
- Plan and commence a complete upgrade to the organ, and complete the upgrade to the audio/visual system within the church and grounds;
- Deliver a "new" Christmas Pilgrimage and 2022 Boar's Head plan.

5I. Communications & Digital Ministries (Special Working Group)

Approach: The Rector's Special Working Groups are usually led by staff, with support from members.

Staff: Coordinator for Communications	Doug Kwoka
Staff: Associate for Digital Ministries	Mthr. Margaret
Staff: Associate for Communications	Fred Staley

Purpose: To ensure two-way communications between the Bethesda organization and its members, plus the local community and the Diocese, with consistent physical and online branding.

Ministry: Comms. & Digital Ministries (April to June)	
1	Continue web-site upgrade
2	User friendly communications
3	2021 Strategic Plan Q2 Visioning
4	Plan for all communications

Ministries and Leaders/Contacts:

Ministries	Leaders/Contacts
Publications and physical materials	Doug Kwoka
Web site	Doug Kwoka
Live streaming and recordings	Mthr. Margaret
Press and public relations	Fred Staley
Special projects	as required

2021 Priorities:

- Detailed planning, plus implementation where funds are available, for: (i) a new and enhanced Wi-Fi system for staff, members and visitors within the buildings and grounds; (ii) electronic service leaflets (still provide physical leaflets on request); (iii) live streaming of weddings, funerals, etc.; (iv) new enhanced desk/lap-top computers with built-in mikes and cameras for the staff; and (v) self-guided tours, and ministry scheduling in support of recruitment/training/execution.
- New website that is user friendly for potential and new members.

5J. Retail (Special Working Group)

Approach: The Rector's Special Working Groups are usually led by staff, with support from members.

Chair: Retail	Pat Reichenbacher
Staff: Retail	Coy Riestra

Purpose: The two retail operations (Church Mouse and The Shoppe) provide the bulk of the funds that the Vestry allocates to Outreach, plus a practical opportunity to serve the local community.

Ministry: Retail (April to June)	
1	Research/Design for Inventory Receiving
2	Rebuild volunteer group (focus on younger)
3	Relaunch "Mouse" in the community

Ministries and Leaders/Contacts:

Ministries	Leaders/Contacts
Church Mouse	Daisy Alvarez
The Shoppe	Daisy Alvarez

2021 Priorities:

- Preparations for a (delayed) Church Mouse 50th "Birthday", for members/community fellowship (for late 2021 or early 2022);
- Review organization and operations of *The Shoppe*, & new website;
- Identify systems for inventory receiving;
- Investigate options to create more retail space at the Church Mouse;
- Build a larger volunteer group.

5K. Vestry Sub-Committees

Purpose: The Vestry sub-committees complete detailed tasks, develop briefs, and submit reports and recommendations to the Vestry, to enable the Vestry to make informed decisions.

Vestry Chair	Fr. James
Senior Warden	John Sorry
Junior Warden	Richard Crone
Staff: Coordinator	April Lawrence

Sub-Committees, Officers & Leaders:


Sub-Committees & Officers	Leaders
Leadership & Governance	
Chair, Charter & Bylaws, Contingency Planning	John Sorry
Vice-chair for Strategy	Paul Coombs
Vice-chair for Vestry Nominating	Sara Griffen
Building & Grounds	
Chair, Capital Projects,	Richard Crone
Vice-chair for five year planned maintenance	Gary Sullivan
Finance	
Chair, Monthly Reporting & Annual Budget	John Brim
Vice-chair for Management Reporting	Jim Murphy
Audit	
Chair, Annual Audit Process, Staff Governance	Zach Shipley
Vice-chair for Audit Recommendation Changes	DJ Snapp
Officers	
Chancellor	Bob Diffenderfer
Treasurer	Matt Lorentzen
Member-at-Large	Beck Myers
Clerk	Katie Wandoff

2021 Priorities:

- To work with the Rector to set the future direction/vision for Bethesda, as defined through the Mission and strategic priorities;
- To ensure all groups (ministry/B&G) have resources to support their ministries in achieving Bethesda's Mission and strategic priorities;
- To ensure that the governance of BBTS is legal and effective.

5L. Bethesda's 2021 Budget

The actual revenue and expenses for 2020 were \$3.66 million and \$3.49 million respectively, with a net /surplus of \$187,231. There is a projected small surplus of \$1,625 for 2021.

	OPERATING BUDGET			
	Year Ending			Variance (against Original)
	12/31/2020 Original Budget	12/31/2020 Revised Budget (Note 1)	12/31/2021 Proposed Budget	
REVENUE				
Unrestricted Contributions - Annual Campaign	2,390,000	2,051,972	2,390,000	0
Unrestricted Contributions - Plate Offerings	85,000	51,747	66,580	(18,420)
Unrestricted Contributions - Other	80,000	63,566	80,548	548
Event/Program/Activity Revenue	75,000	73,440	78,800	3,800
Sales	10,000	6,660	10,000	0
Rent Revenue	18,000	11,283	19,200	1,200
Other Income	0	0	0	0
Trust Revenue	25,000	25,737	26,319	1,319
Total Revenue less Draws & Church Mouse Transfers	2,683,000	2,579,405	2,671,448	(11,552)
Common Endowment Draw	276,000	276,000	296,000	20,000
Preservation Endowment Draw	140,000	140,000	148,000	8,000
Church Mouse Transfers	630,000	630,000	325,000	(305,000)
Total Revenue	3,729,000	3,625,405	3,440,448	(288,552)
EXPENSES BY DEPARTMENT				
Hospitality	20,500	14,470	20,500	0
Worship	71,000	42,789	67,000	(4,000)
Music & Special Events	136,200	98,304	102,700	(33,500)
Christian Education & Pastoral Care	45,500	33,519	80,500	35,000
Giving & Support (inc. Diocesan Assessment)	403,134	369,540	396,692	(6,442)
Personnel	1,775,996	1,781,483	1,811,588	35,592
Support Services				
Administration	127,250	126,518	117,461	(9,789)
Insurance	243,004	224,270	243,004	0
Information Technology	19,500	26,938	21,600	2,100
Communications	42,000	35,330	37,168	(4,832)
Vestry	2,000	2,220	2,000	0
Stewardship, Development & Fundraising	29,500	27,778	28,500	(1,000)
Total Support Services	463,254	443,054	449,733	(13,521)
Outreach	630,000	630,000	325,000	(305,000)
Facilities	166,400	164,311	157,109	(9,291)
Bookshop Operations	10,000	4,860	10,000	0
Weddings	12,000	4,920	12,000	0
Funerals	6,000	3,272	6,000	0
Other Designated Accounts	0	0	0	0
Total Expenses by Department	3,109,984	2,960,522	3,113,822	3,838
Net Cash Surplus/(Deficit)	(10,984)	34,883	1,625	12,609
Note 1: The original 2020 budget was approved in December 2019, but following the COVID-19 lockdown in March 2020 a revised 2020 budget was implemented.				

NOTES

Clergy and Staff

RECTOR AND ASSOCIATES

The Rev. James R. Harlan, *Rector*

Fred E. Staley, *Associate for Administration*

The Rev. Burl Salmon, *Associate for Christian Education, Pastoral Care, and Outreach*

The Rev. Margaret E. McGhee, *Associate for Stewardship and Digital Ministry*

Dr. Stuart A. Forster, *Associate for Music & Liturgy*

NON-STIPENDIARY ASSISTING CLERGY

The Rev. Canon Elizabeth R. Geitz, *Assisting Priest*

The Rev. W. Frisby Hendricks III, *Assisting Priest*

The Rev. Dr. Cecily J. Titcomb, *Deacon for Spiritual Direction & Pastoral Care (Nov.–May)*

The Rev. Clayton B. Waddell, *Deacon for Port Ministry*

STAFF

PROGRAM DIRECTOR

Greg Knight, *Director of Children & Youth Ministries*

COORDINATORS

Douglas Kwoka, *Communications Coordinator*

April Lawrence, *Evangelism, Fellowship & Membership Coordinator*

Ayana Pineiro, *Worship & Pastoral Care Coordinator*

ADMINISTRATIVE STAFF

Tierra Harper, *Office Coordinator & Rector's Assistant*

SEXTONS

Robert Mancuso, *Sexton for Liturgical Support*

Keith Risley, *Sexton for Grounds*

Jonathan Rivera, *Sexton for Hospitality*

William (J.R.) Thompson III, *Sexton for Building Preservation & Lead Sexton*

THE CHURCH MOUSE AND THE SHOPPE STAFF

Daisy Alvarez, *General Manager for Retail Operations*

Evaristo (Coy) Riestra, *Manager of the Church Mouse*

Rosie Cartagena, *Seamstress*

Jonathan Goodine, *Receiving Specialist*, Jesus Cartegena, *Receiving Specialist*

Jose Cartegena, *Receiving Specialist*, Chad Beckham, *Receiving Specialist*

The Church of Bethesda-by-the-Sea
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