



BETHESDA 2017 PLAN

1. Bethesda's Strategy

The Rector and Vestry of Bethesda approved a new strategy in December 2012; a Mission Statement, Core Objective, Values, Core Ministries, High Priority Aims, and an initial implementation plan. This was first presented at the Annual Meeting on January 27, 2013.

Bethesda's Mission is lived out through our values, as shown below:



The core objective of Bethesda is collective sacramental worship as represented by the host and chalice in the figure above.



Bethesda defined four core areas of ministry to focus on: Worship, Christian Education, Service (both outreach and in-reach), and Stewardship.

The achievement of the Bethesda mission is being measured against eight high priority aims:

1. Affirm existing members, encourage new membership and integrate all members.
2. Strive for a complete and vibrant ministry for children and youth.
3. Make the Bethesda Mission and Values a high priority in the lives of all Bethesda members.
4. Maintain and enhance facilities (buildings, content, gardens, and grounds).
5. Share our resources (financial, time, and talent) with those in need.
6. Embrace differences in our community, and improve communications.
7. Achieve financial stability and legal compliance, in the short-term and long-term.
8. Strive to be an exemplary Episcopal Church.

An annual implementation plan for the strategy has been developed each year since 2013, with approved annual strategic objectives for each of the five Rector's committees and the four Rector's special working groups, consistent with the high-priority aims. In 2014 a new "logo" for Bethesda was designed and approved. It shows the Columbarium cross laid across the ocean waves and the rising sun. This is shown at the top of this page and is included on all Bethesda documents and materials. The Bethesda mission is included as appropriate.



2. Bethesda's Family

Bethesda is blessed to be home to over 1,000 households with about 1,500 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 Spirit, 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 be there, such as being scheduled to serve in a worship ministry);
 - and have been faithful in working, (this means being involved in our mission and ministry beyond just 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 financial giving toward a written pledge or a regular, consistent pattern of giving, not just giving on the occasions when in church) for the spread of the Kingdom of God, are to be considered communicants in good standing.

3. Bethesda's 2016 Major Achievements

Bethesda achieved many things in 2016, including the launch of a new Wednesday evening family program – the Middle Way. This includes a meal and fellowship, three to five alternative program options (including rehearsal for the new Cantate choir), and concludes with a short candlelit Compline service – come see what you are missing.

Despite continuing to face major financial challenges (insufficient funds to meet all ministry needs), Bethesda operates within a balanced budget and has been blessed with:

- The high quality of our Liturgy & Music, including the season of Christmas;

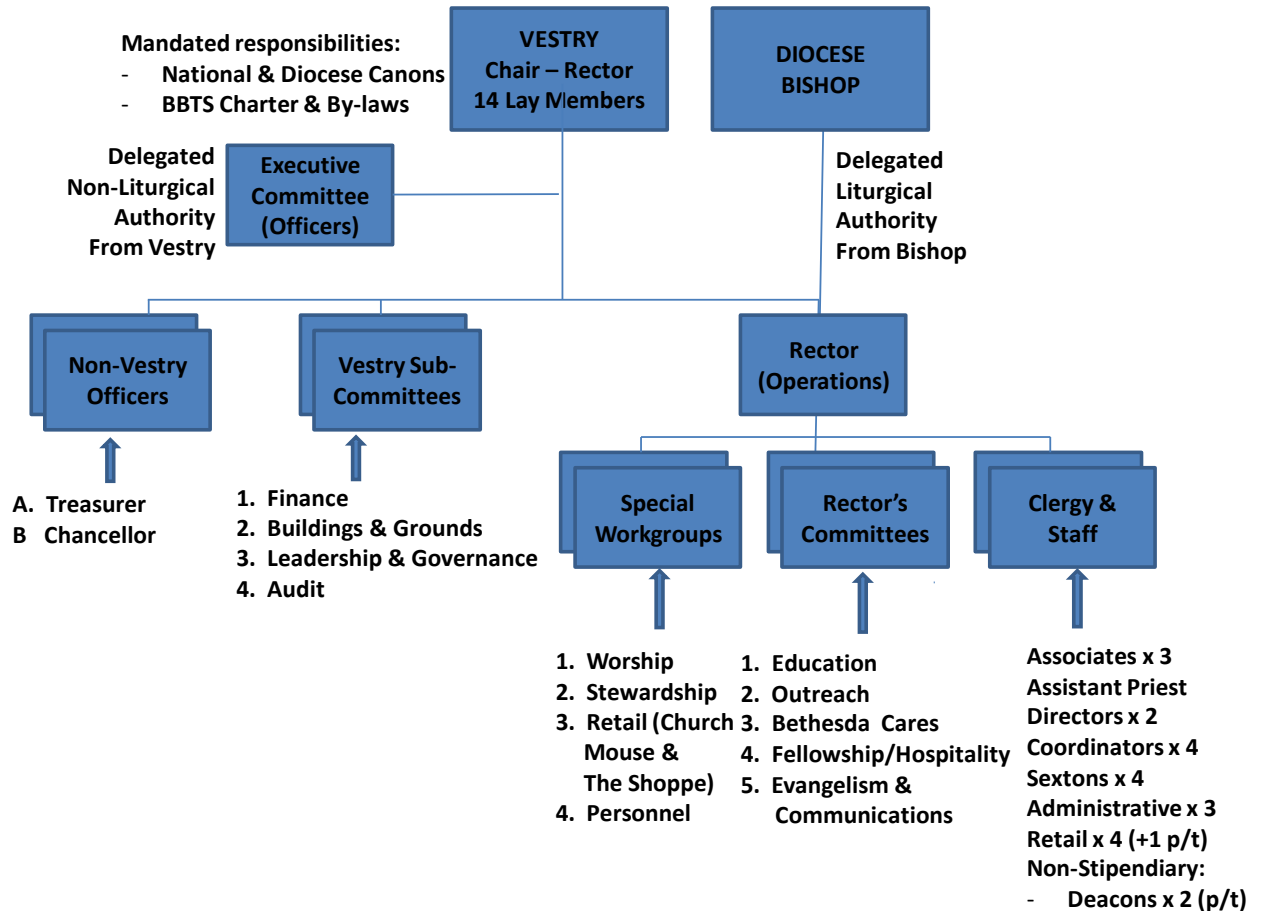


- Strong membership with over 1,000 households;
- Ministries developing and improving (now over 65);
- Outward giving over \$400k (plus \$314k for Dioceses);
- Fully funded restoration of our buildings nears completion;
- Children & Youth ministries are thriving with over 100 active participants including 15+ in the high school group;
- Adult and family educational offerings increased;
- New signage for visitors and members around the church;
- New Cantate choir for the 9:00am Sunday services;
- “Feeding in February” program is growing each year: 150,000 meals & \$75,000;
- Several Fellowship groups re-vitalized with new leadership, and supported by fun hospitality events including “Wine under the Stars”, the Ministry Fair and hosting the Interfaith Service for the Town of Palm Beach;
- Bethesda’s smaller Vestry is operating more effectively;
- New wedding guidelines have improved communications with those that wish to get married at Bethesda, and alleviated misconceptions amongst some of Bethesda’s members;
- Shepherd’s ministry increasing in size and becoming stronger;
- Mentoring Program has its “1st kid with national scholarship”;
- “Rave” reviews for the Bethesda Catalog – check it out;
..... and
- Bethesda’s weekday parking needs have been met with spaces available on the 200 and 300 blocks of Barton – see the new parking permit signs.



4. Bethesda's 2017 Plan

The Bethesda organization structure is illustrated below:



The Vestry decided in December 2015 to gradually (over three years) reduce the size of the Vestry from 19 members (Rector plus 18 lay members) to 13 members (Rector plus 12 lay members), consistent with best practices across the Episcopal Church. There will be 15 members (Rector plus 14 lay members) in 2017. This is one part of an ongoing process to enable the operations of the Vestry to become more effective, and for the Vestry to become more responsive to the needs of the members.



The 2017 Vestry is chaired by the Rector with 14 lay members:

- Vestry members whose term ends in January 2018:
 - Barbara Callahan (chair of Worship and vice-chair of Leadership & Governance)
 - Frances Fisher (vice-chair of Stewardship)
 - David Paulson (vice-chair of Stewardship and vice-chair of Finance)
 - Gary Sullivan (chair of Buildings & Grounds) – replaced B.B. Sory as of December 14, 2016
 - Sandra Stern (vice-chair of Buildings & Grounds)
 - Chuck Zettler (chair of Bethesda Cares)
- Vestry members whose term ends in January 2019:
 - Beth Cole (chair of Leadership & Governance and vice-chair of Evangelism & Communications)
 - Kitty Lanier (Clerk)
 - Charles McGill (chair of Audit)
 - Jodie Payne (vice-chair of Audit and vice-chair of Bethesda Cares)
- Vestry members whose term ends in January 2020:
 - Sandy Burdett
 - Paul Coombs (chair of Stewardship and vice-chair of Worship)
 - Michelle Diffenderfer
 - Peggy Johnson (chair of finance)

Chancellor (Bob Diffenderfer) and treasurer (Zach Shipley) are officers of Bethesda but not members of the Vestry. The other officers are the Rector and clerk (Kitty Lanier).

We wish to thank the following Vestry 2017 members for their service to Bethesda: Paul Coombs (joined in 2015 to replace Gail Knisely who stood down), Susan Keenan, Bobbie Leek, Matt Lorentzen, Tanner Rose, and Zach Shipley. We also give thanks to the family of B.B. Sory for his service to Bethesda (he died last year and was a member of the 2018 Vestry class).

The Executive Committee has been re-structured so that it meets in times of emergency (e.g. hurricane) when it is not possible to convene a quorum of the full Vestry membership. Its members are the Rector (chair), senior warden (vice-chair), junior warden, chancellor, chair of finance, and a member at large (Jodie Payne).

The four Vestry sub-committees are led (chair & vice-chair) by Vestry members (senior warden leads leadership & governance, and junior warden leads buildings & grounds). The membership of each committee includes Vestry members and non-Vestry members of Bethesda who are communicants in good standing:

	<u>Chair</u>	<u>Vice-chair</u>
• Leadership & Governance:	Beth Cole	Barbara Callahan
• Buildings & Grounds:	Gary Sullivan	Sandra Stern
• Finance:	Peggy Johnson	David Paulson
• Audit:	Charles McGill	Jodie Payne

The 2017 priorities for the Vestry are:

- Consider and improve all aspects of Sunday worship and ministries (e.g. services, church attendance, fellowship and coffee hour, adult forum, children and youth Sunday school, etc.);
- Increase the number and size of household pledges, and obtain additional contributions (e.g. endowment and project gifts, and planned giving) to meet ministry needs;



- Assess the available physical space and buildings to reduce the constraints being imposed on ministry groups;
- Develop an approach to “spread Christ’s teachings” more effectively in support of Bethesda’s mission;
- Complete a five-year review of Bethesda’s strategy: update the vision for the population of Bethesda (i.e. members, visitors, guests, clergy, staff and volunteers); review the mission and values in the context of a changing social and political environment; and confirm the ministry/budget priorities.


The Bethesda staff is as shown below:


Staff	Non-Stipendiary	Part-Time	Titles
The Rev. James Harlan			Rector
The Rev. Kimberly Still			Associate for Development and Outreach
The Rev. Burl Salmon			Assistant for Christian Education and Pastoral Care
Harold Pysker			Associate for Music and Liturgy, Organist and Choirmaster
Fred Staley			Associate for Administration
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
Jessica Reed		Yes	Cantate Choir Director & Youth Ministries Coordinator
Renee Boger Cheifet			Communications Coordinator
April Lawrence			Stewardship and Membership Coordinator
Sharon Lawrence McGee			Financial Coordinator
Regine Reimann			Worship and Pastoral Care Coordinator
Ayana Pineiro			Assistant to the Rector
Victor Maisonet			Sexton for Hospitality
Bob Mancuso			Sexton for Liturgical Support
Keith Risley			Grounds Supervisor
William (J.R.) Thompson			Building Preservation
TBA		Yes	Administrative Assistant
TBA		Yes	Administrative Assistant
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
Rick Manuel			Church Mouse
Rosie Cartagena			Church Mouse
Jose Cartagena		Yes	Church Mouse

Two part-time administrative positions planned for 2016 were not filled as part of cost management. They are planned for 2017.

The plan for the Rector's committees and special working groups is shown in the following three charts. It is bound by: the rubrics of the Book of Common Prayer, Canons of the Episcopal Church and the Diocese of South-East Florida, and Bethesda's Charter and By-Laws:

BBTS Strategy 2017 PLAN	RECTOR'S COMMITTEES & WORKING GROUPS		
	STEWARDSHIP WORKING GROUP	 RETAIL WORKING GROUP	PERSONNEL WORKING GROUP
 PURPOSE	To ensure that BBTS has the required financial, people and physical resources to meet its ministry and operational needs, consistent with the BBTS Mission, Values, Strategy and Budget.	To generate funds for BBTS Outreach, to provide a service (physical donations and retail facilities) for members and the local community, and to increase awareness of BBTS in Palm Beach.	To provide knowledgeable, qualified, dedicated and trained personnel to effectively assist in the church's daily operations.
COMMITTEE LEADERS	Chair Paul Coombs (*2020)	Pat Reichenbacher	Don McKenna
* = Vestry member	Co-Chair(s) David Paulson (*2018)	TBA	-
	Co-Chair(s) Frances Fisher (*2018)	-	-
	Co-Chair(s) -	-	-
	Rector Rector (*)	Rector (*)	Rector (*)
Lead Associate / Assistant	Development & Outreach	Administration	Administration
Staff	Stewardship Coordinator	n/a	n/a
Staff	n/a	Retail General Manager	n/a
Staff	n/a	Retail Manager	n/a
SCOPE (Groups & roles)	Time, talent & treasure (T3)	Church Mouse - donations	Hiring & Organization
	Annual program	Church Mouse - retail sales	Reviews and employee benefits
	Capital program	The Shoppe - retail sales	Human resource policies
	Planned Giving (Heritage Society)	Community awareness & service	Training
	Stewardship education (materials)		Staff Development
	BethesdaLife/Ministry Fair	BethesdaLife/Ministry Fair	
STRATEGIC PRIORITIES			
2017	i) plan and deliver a comprehensive program for planned giving to support the long-term financial needs of Bethesda; and ii) and deliver \$2.1M from the annual campaign	Implement the results of the 2016 strategu study of the church Mouse.	i) define the role of the Personnel Working Group; and ii) consider as part of a two year plan (this is year one) why and how fellowships for junior clergy could be used to support the BBTS Mission and Values.
2018	i) plan and deliver a comprehensive program for endowments (building preservation, Worship/Music & Christian education, and unrestricted); and ii) deliver \$2.2M from the annual campaign	plan for and commence the major growth approach leading to the 50th anniversary in 2020.	consider as part of a two year plan (this is year two) why and how fellowships for junior clergy could be used to support the BBTS Mission and Values.

BBTS Strategy 2017 PLAN	RECTOR'S COMMITTEES & WORKING GROUPS		
	WORSHIP WORKING GROUP	EDUCATION COMMITTEE	BETHESDA CARES COMMITTEE
 PURPOSE To provide loving, supportive, and uplifting worship for members and visitors where all can understand and experience the word of God taught through liturgy, instruction, music, and prayer.	To provide loving, supportive, and uplifting worship for members and visitors where all can understand and experience the word of God taught through liturgy, instruction, music, and prayer.	To provide educational and formational opportunities to every member of BBTS, to strengthen our relationship with God and our community.	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.
COMMITTEE LEADERS	Chair Barbara Callahan (*2018)	Bill Eckberg	Chuck Zettler (*2018)
* = Vestry member	Co-Chair(s) Paul Coombs (*2020)	Kenlynne Mulroy	Jodie Payne (*2019)
	Co-Chair(s) -	-	Suzanne Crawford
	Co-Chair(s) -	-	-
	Rector Rector (*)	Rector (*)	Rector (*)
Lead Associate / Assistant	Music & Liturgy	Education & Pastoral Care	Education & Pastoral Care
Staff	Director of Cantate Choir	Director of Children & Youth	Deacon - SD and PC
Staff	Worship coordinator	Youth Ministries coordinator	Deacon - Visitation
Staff	n/a	n/a	Pastoral Care Coordinator
SCOPE (Groups & roles)	Regular & special worship services	Sunday Adult Forums	"Intentional Connection and Care
	Regular & special collections	Adult Bible/book study groups	for every member" coordinated by:
	Baptisms, Weddings & Funerals	EFM (Education for Ministry)	Shepherds (Yellow Ribbon)
	Pre-Evensong & other concerts	Children's worship and delivered by:
	Boar's Head & Yule Log	Sunday school	Eucharistic Visitors
	Organist & external musicians	Confirmation class - adults	Flower Delivery Ministry
	Adult & Youth Choirs	Confirmation class - youth	Meal Ministry
	Acolytes & Eucharistic Ministers	Vacation bible school	Homebound Visitation
	Altar Guild & Flower Guild	Women at the Well	Widows Group
	Lay Readers & Ushers	Youth Group	Card Ministry
	Verger Guild	Theology of Stewardship (delivery)	Stephen Ministry
	Guest Preachers & Speakers	Mid-week Forums (Wednesdays)	Good Samaritan Ministry
	Congregation (including visitors)	Cantate Choir	Intercessory Prayer
	Sound/Video system		Care Givers Support Group
	Planning & Schedules		Lourdes Noreen McKeen visits
			Visiting Nurses Association (Qtrly)
	BethesdaLife/Ministry Fair	BethesdaLife/Ministry Fair	BethesdaLife/Ministry Fair
STRATEGIC PRIORITIES			
2017	i) complete design for a new service and start it after Easter; ii) develop a costed plan for strengthening the choir; and iii) polish the recruitment, education and training aspects of worship and music ministries.	to complete the plan for adult education and implement it fully, so that it is as dynamic as Children & Youth, while ensuring exemplary results in all areas.	i) to ensure that all major pastoral needs (where BBTS is aware and members invite support) are met; ii) expand Shepherds group to 25; and iii) improve related web pages.
2018	i) implement the choir strengthening plan (subject to 2018 budget); and ii) achieve related high priority aims.	assess Christian education classes & offerings to identify improvement areas while working to achieve "Biblical & Theological Literacy" as evidenced in discussions & members' approach to a faithful life.	i) to review (using measurable metrics) each of the ministry areas and plan to improve and enrich; and ii) achieve related high priority aims.

BBTS Strategy 2017 PLAN	RECTOR'S COMMITTEES & WORKING GROUPS		
	OUTREACH COMMITTEE	FELLOWSHIP & HOSPITALITY COMMITTEE	EVANGELISM & COMM'S COMMITTEE
 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.	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.	To foster Christian fellowship among all members, guests and visitors, to embrace individual differences, and provide opportunities to experience the strong presence of God.	To ensure that all Bethesda communications (including evangelism) are aligned with and effectively express Bethesda's mission and values.
COMMITTEE LEADERS	Chair	Georgie Scover	Becky Myers
* = Vestry member	Co-Chair(s)	TBA	Beth Cole (*2019)
	Co-Chair(s)	Donna Arietta (secretary)	-
	Co-Chair(s)	-	-
	Rector	Rector (*)	Rector (*)
Lead Associate / Assistant	Development & Outreach	Administration	Administration
Staff	Deacon (Port Ministry)	Hospitality Sexton	Communications coordinator
Staff	Outreach coordinator (TBA)	Membership coordinator	n/a
Staff	n/a	n/a	n/a
SCOPE (Groups & roles)	Allocation of T3 (time, talent & treasure) resources:	Ambassadors (blue ribbon)	"Member & Visitor Experiences"
	1) Education	Bethesda Life	delivered through:
	- Mentors	Bethesda Anchors	Printed Materials
	- Education Scholarships (Trusts)	Episcopal Christian Women (ECW)	Web site & e-mail
	- Opportunity Inc. (Early Learning)	Cursillos in Christianity	Social Media
	2) Food	St. Mary's Guild	Live streaming of services
	- Backpacks	Men of Bethesda (MOB)	"Information center"
	- Empty Bowls (FinF - \$'s)	College Ministry (2017)	Signage in church & grounds
	- Palm Beach Unites (FinF - meals)	Fellowship/Coffee Hour	History archives
	- St Georges - Hot/Cold food	Special hospitality events	Art works
	3) Shelter	- Lenten Lunchesplus communications with:
	- My Little Roses	- Homebound Luncheons	Other local religious organizations
	- Faith*Hope*Love*Charity	- Wine under the Stars	Local community (e.g. welcome cards)
	- Center for family services	- One-Off Events	
	4) Port Ministry		
	BethesdaLife/Ministry Fair	BethesdaLife/Ministry Fair	BethesdaLife/Ministry Fair
STRATEGIC PRIORITIES			
2017	i) to deliver a continuous pre-K to 12th grade and college Outreach education program over 3 years (this is year 1 with a focus on Pre-K to 3rd grade and for 9th to 12th grades plus college application and financial support; and ii) investigate national and international components.	i) expand over 3 years (this is year 1) the Christian Ministry of Fellowship to positively support those members least involved, and ii) reorganize coordination across Rector's committees to be on a quarterly basis	i) plan (costs, functions and design, jointly with Buildings & Grounds) for a comprehensive "Welcome Center"; ii) plan (costs, functions and design, jointly with Buildings & Grounds) for a history & art facility in the Library.
2018	i) to deliver a continuous pre-K to 12th grade and college Outreach education program over 3 years (this is year 2).	i) expand over 3 years (this is year 2) the Christian Ministry of Fellowship to positively support those members least involved.	implement new "Welcome Center" with an Evangelism led App for giving (the history and art facility to be 2019 priority)

5. Bethesda's 2017 Budget

BETHESDA	2017 BUDGET	2016 BUDGET
REVENUE		
Annual Budget - Unrestricted	2,000,000	1,944,370
Plate Offerings	80,000	82,419
Gifts from Charitable Trusts	30,000	30,000
Sub-Total Contributions	2,110,000	2,056,789
Endowment Draws	270,000	260,000
R & P Endowment Draws	118,000	115,000
Receipts for Special Flowers	35,000	35,000
Retail Operations (Net)	450,000	400,000
Weddings & Funerals (Net)	25,000	25,000
Room Use	14,000	14,000
Hospitality	4,000	6,000
Christian Education	10,475	3,000
Pastoral Care	0	400
Music Program & Special Events	44,450	45,500
Other Revenue	86,350	71,778
Sub-Total Other Revenue	1,057,275	975,678
TOTAL REVENUE	3,167,275	3,032,467
EXPENSES		
Payroll & Benefits	1,574,862	1,547,098
Administrative	92,000	87,300
Insurance	183,882	166,932
Communications	76,519	83,950
Diocesan Assessment	327,944	314,946
Stewardship	36,900	24,000
Buildings & Grounds	184,640	177,840
Total Support Services	2,476,747	2,402,066
Worship and Music	188,890	182,350
Hospitality	18,000	18,000
Christian Education	28,325	16,000
Pastoral Care/Bethesda Cares	5,250	14,000
Outreach	450,000	400,000
Total Parish Life	690,465	630,350
TOTAL EXPENSES	3,167,212	3,032,416
NET OPERATING SURPLUS (DEFICIT)	63	51

The 2017 budget is balanced, based on anticipated revenue. There are insufficient funds for all ministries.

Contributions have been increased in line with 2016 actuals. Other Revenue includes new revenue from Wednesday evenings (Middle Way).

Expenses for Support Services includes two new part-time staff roles, and a "Life at Bethesda" video – to be shown at the March Garden Chapel events.

The Parish Life increase in costs reflects additional Outreach Giving based on increased Retail (Church Mouse & The Shoppe) net income.

Some costs have been reallocated between Pastoral Care and Christian Education.

The completion of the "Building Restoration Project", expected by Easter, is funded separately.

"Go in peace to love and serve the Lord".