



The incipit page of the Gospel of St. Mark, written and Illustrated (715-720 CE) by Eadfrith, Bishop of Lindisfarne.

BETHESDA 2019 PLAN

1. Bethesda's Strategy

The Rector and Vestry of Bethesda approved a new strategy in 2012; a mission statement, core objective, values and an initial implementation plan (the Annual Plan is updated each year). 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.

Throughout 2018 the Rector and Vestry conducted a series of in-depth discussions that led to the unanimous agreement (December 2018 Vestry meeting) for a new set of five-year (i.e. 2019-2023) strategic priorities with associated outcomes:

<u>Priorities</u>	<u>Intended Outcome</u>
1. Spread Christ's teachings	More people experience the love of God (not increase membership or fundraising, although this may happen as a by-product).
2. Develop planned giving & major gifts	To achieve long-term financial security through endowed financial reserves.
3. Preserve/enhance buildings & grounds	To enable our ministries to operate effectively, while attracting new members and serving the local community.
4. Deliver practical outreach	More people in need are supported and assisted substantially, while enabling members to take an active part in the outreach core areas of Education (50%), Feeding (30%) and Shelter (20%).

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 Family

Bethesda is blessed to be home to almost 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 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 attend, such as serving for 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 2018 Major Achievements



St. Martins Cross

Bethesda achieved many things in 2018, particularly:

- **Continuing to enhance the worship services**, Christian education programs and fellowship activities on Sunday mornings and the Wednesday evening *Middle Way*;

- Delivering the first part of the **multi-year Celtic Christian initiative**:

- The Rector's sabbatical, that encompassed Celtic Christianity in Scotland, England, Northern Ireland and the Republic of Ireland. The Associates, clergy (plus visiting clergy) and wardens covered the Rector's absence wonderfully well;

- Preparations for the May 2019 Celtic Pilgrimage to Iona, Lindisfarne and Durham for Bethesda members and friends;
- Adult forums and *Middle Way* discussions led by the Celtic Christian working group;
- Sermons by the clergy on Celtic Christianity and its relevance;
- The inclusion of Celtic prayers and collects in our services.
- **The Tower Bells have been restored** and are now working automatically – *have you heard them?* 🎵🎵🎵
- **Youth Mission Trips** to the Keys and Honduras;
- **Annual pledges** were increased from 413 to 528;
- Launching the **multi-year Evangelism initiative**:
 - Created a new Evangelism Committee chaired by Beth Cole with support from Rev. Canon Elizabeth Geitz; they both attended a National Episcopal Evangelism Conference;
 - An Evangelism/Way of Love Workshop in December hosted by Bethesda and led by the Rev. Canon Stephanie Spellers and the Presiding Bishop's Evangelism team. Over 100 people attended from across the South-East Florida Diocese, including Bishop Eaton.

Bethesda continues to face major financial challenges (insufficient funds to meet all ministry needs to realize the strategy, and to ensure the long-term financial security of Bethesda), although Bethesda maintains a balanced budget (**produced a small surplus in 2018**) and was blessed in 2018 with:

- **The high quality of our Liturgy & Music**, including the seasons of Advent, Christmas and Easter. A choral quartet was added to the 9am Sunday service, the 11am Sunday service was shortened slightly on non-feast days, and a Bethesda welcoming prayer has been added;
- Strong membership with almost 1,000 households;
- Ministries developing and improving (62 and growing);
- Children & Youth ministries are thriving, with over 120 active participants including 15+ in the high school group;
- Adult and family educational offerings increased/enhanced;
- **Outreach giving of \$467k (plus \$319k for Diocese);**
- New management reporting for finance;
- Growing choice of fellowship events including Sunday morning breakfasts from 8:15am to 10am (and lighter bites through to 12:30pm) with a hosting priest, monthly “Wine under the Stars” on Friday evenings and the Ministry Fairs;
- **“Feeding in February” delivered \$107,426 plus contributed to the packaging of 150,000+ meals and collection of food;**

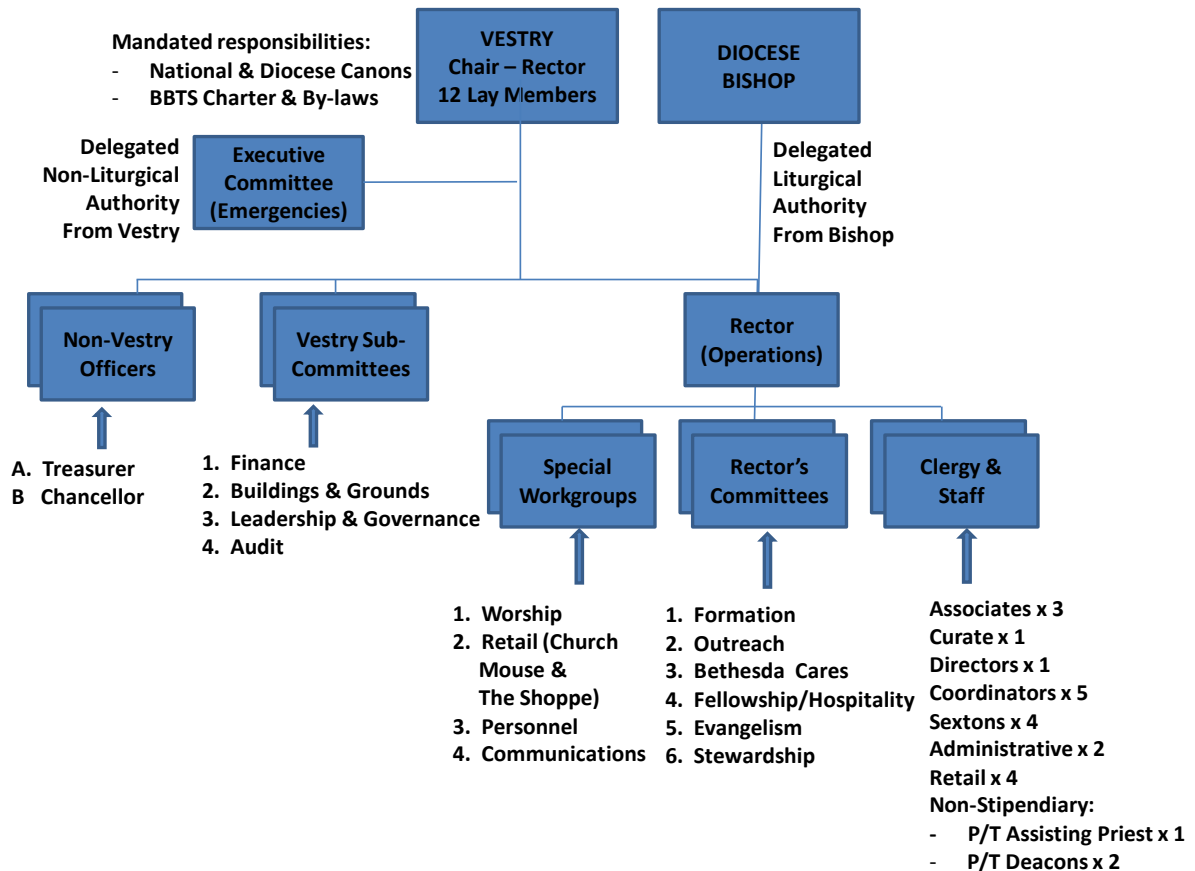
- New wedding guidelines have been received very positively by couples and their families (funeral guidelines are part of the 2019 plan);
- Bethesda Catalog is available online listing all activities;
- **Bethesda's smaller Vestry is continuing to operate more effectively with 12 lay members plus the Rector as chair;**
- Bethesda's weekday parking needs are being served well by the spaces available on Barton blocks 100, 200 and 300;
- Beautiful gardens and grounds, including the koi pond, Tea House, Bethesda's Columbarium Cross and Garden Chapel:



- Major capital projects were completed for the “Sound System” and the “Chiller Feed” – the 2019 plan, subject to funding, includes upgrades to the lighting system (multi-year) and organ controls, plus ongoing building and grounds restoration;
- Church Mouse shop layout has been improved significantly, particularly for men’s garments and content, more volunteers (Bethesda members and non-members) have been attracted;
- **Church Mouse gross revenue topped \$1 million, a first;**
- Multiple retreats for members, including: Enneagram personality types, evangelism, “silent” and Celtic;
- The youth confirmation service with Bishop Eaton had 13 members of Bethesda confirm their faith;
- The role of our 14 Shepherds (need 8 more) has been updated to be the “eyes and ears” of the clergy for pastoral care;
- **....and a very big thank you to Pat Reichenbacher for leading Outreach for so many years, and welcome to Jodie Payne who is the new chair of Outreach and the Rev. Burl Salmon is the Outreach Associate.**

4. Bethesda's 2019 Plan

The Bethesda organization structure is illustrated below:



Chancellor (Bob Diffenderfer) and treasurer (Matt Lorentzen) are officers of Bethesda but not members of the Vestry. The Executive Committee now only meets in times of emergency (e.g. hurricane) when a quorum of the full Vestry membership is not available.

We wish to thank the following Vestry 2019 members for their service to Bethesda: Beth Cole, Kitty Lanier, Charles McGill, and Jodie Payne, plus Wendy Victor who stood down recently.



Arthur (Sandy) Burdett, MD (Vestry term ends in January 2020) is a retired orthopedic surgeon, who has worked as a medical doctor and lived in Palm Beach since 1973. In addition to being a licensed physician in the State of Florida, he co-founded the Palm Beach Orthopedic Institute and is a former President of the Florida Orthopedic Society. He has served as Chief of Surgery at St. Mary's Hospital

and he has been a member of the Board of Trustees at Good Samaritan Hospital. Sandy has also been active in many orthopedic and civic organizations including leadership positions locally, statewide, and nationally throughout his career. The Burdett's, including his wife Emmy and three children, have been parishioners at Bethesda for over 40 years. He has served previously as vestry member, Junior Warden, and Eucharistic Minister. He enjoys playing golf and visiting with his three children and six grandchildren.



Paul W. Coombs is chair of stewardship and vice-chair of leadership & governance – strategy (Vestry term ends January 2020). Paul was baptized and confirmed in the Church of England, received into the Episcopal Church by Bishop Frade in 2009, and married his wife Sandra at Bethesda in 2010. He has been a member of the Vestry since mid-2015 (initially filling an unexpired term for 18 months) and serves as a lector. He has played a

leadership role in Bethesda's strategic planning efforts, being awarded the Bishops Lay Award in 2014. Paul has enjoyed a varied business career leading consulting and technology companies in Europe, North America and India. He was also a visiting lecturer for post-graduate students at the London School of Economics. Paul now focusses his time on advising non-profits in Palm Beach County, initially Palm Beach Opera and most recently The Salvation Army, when he is not abstract painting or writing about food and wine. He has two daughters; Charlotte and Elizabeth.



Michelle Diffenderfer (Vestry term ends January 2020) volunteers at Bethesda as a church school teacher, a lector, and as a participant in the Boar's Head and Yule Log Festival. She is Shareholder/President of Lewis, Longman & Walker, an environmental/land use law firm, where she began practicing law in 1995. Michelle received her Bachelor of Arts, with honors, from Brown University in 1990 and her Juris Doctor, cum laude, from the University of Miami, School of Law in 1994. She is an active community volunteer and has been recognized for her volunteer work by the Florida Commission on the Status of Women's Florida Achievement Award and the Chamber of Commerce of the Palm Beaches' ATHENA® Award. Michelle lives in West Palm Beach with her husband Bob and daughters Hope and Lily.



Peggy Johnson (Vestry term ends January 2020) is a Pentagon survivor of 9/11, retiring in 2011 after 26 years with Department of Defense (DoD). Peggy served many DoD career fields as a Federal Civilian including Statistician for Army Infantry Board, Operations Research Systems Analyst for JFK Special Warfare Center & School, and senior-level Accountant in Office of the Secretary of Defense, Pentagon. Peggy trained worldwide including Iraq. Her awards include the Secretary of Defense Meritorious Civilian Service Award. For Bethesda Peggy was a co-chair of 2016 Empty Bowls and has been on the finance sub-committee for the last five years (chair for 2017/2018). For the community, she is on a committee to benefit Gateway to Cancer Research. She is married to Col Dr. William Johnson for 46 years. They have one daughter Brooke, married to Brian Gunter and one grandson, Brent.



Raphael (Ralph) Clemente (Vestry term ends January 2021) moved to Lake Worth from White Plains, New York, at the age of four and has spent most of his life in the West Palm Beach area. He met his wife, Lois, riding bicycles not far from Bethesda, and the two married in 2000. Lois grew up attending church at Bethesda and encouraged Raphael to join her in returning to the church in 2005, where he was baptized three years later. Raphael holds a bachelor's degree in Social Science and a master's degree in Urban Planning. He is the Executive Director of the Downtown Development Authority for the City of West Palm Beach, where he has been employed since 2006. Raphael has raced bicycles professionally, taught high school, and managed development projects. He and Lois have two daughters, Kaia, 12, and Rell, 5. Raphael enjoys water sports, bicycling, and fun family projects.



Charles (Chuck) Hagy, Jr., is clerk of Bethesda (Vestry term ends January 2021). He is a graduate of Purdue University. He has served as teacher and coach for over 28 years, is blessed to be in his 25th year at The Benjamin School where he serves as Head of Middle School, a role he assumed in 2003. In this role, Charles has developed partnerships with organizations such as the Anti-Defamation League of Florida, Palm Beach Fellowship of Christians and Jews, and Flagler Museum. He has been honored to serve as a Trustee at St. Ann's School and Gulf Stream School. A member of Bethesda since 2005, Charles has served as an usher and a Shepherd, participated in the Boar's Head Festival and Christmas Programs, and helped with the youth education program. Charles and his wife, Deborah, have three children: Rachael, Ryan, and Hudson.



Connie Purcell is Junior Warden and chair of buildings & grounds (Vestry term ends January 2021). Connie graduated from Vassar College. She moved from Greenwich, Connecticut to Palm Beach in 1979 and has been an active member of Bethesda since 1980. She has served multiple terms as Senior Warden and Junior Warden with special responsibilities for restoration and stained-glass

window projects during the 1990's. Bethesda committee service includes: Executive, Search, Personnel, Buildings & Grounds, Finance, and President of ECW, plus has served as usher for many years. Community activities include child welfare advocacy, Executive Board of The Rehabilitation Center, former President of The Children's Home Society of Southeast Florida, and Allocations Chairman of the Palm Beach Community Chest/United Way. In 2017 Connie was awarded the Rector's Cross by Rev. Harlan. She is mother of three and grandmother of five.



Tanner Rose is chair of finance (Vestry term ends January 2021). Tanner hails from Richmond, Virginia. He is a graduate of the University of Virginia and received his law degree from UVA's Law School in 1971. As an attorney in New York, he practiced with Simpson Thacher and Bartlett and specialized largely in commercial real estate. He and

his wife Ross are the parents of two children and grandparents of four. He is a former chairman of Palm Beach's Planning and Zoning Commission, a past board member of the Palm Beach Civic Association and has served as a guardian ad litem for sheltered children in Florida's 15th Circuit. A member of our parish since 2005, Tanner is a tutor and mentor at Lake Worth High School, has been a volunteer for Feeding God's Children Everywhere, has served as Bethesda's Junior Warden and spearheaded the development of a Hurricane Preparedness Plan.



Richard Crone is chair of audit (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.

Professionally, Richard was the principal of Crone Associates Architects LLC for over 35 years in Washington D.C., specializing in high-end residential work, including interiors and landscape design along the East coast.



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 co-chair 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 Senior Warden & chair of leadership & governance (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.


The Bethesda staff is as shown below:


Staff	Non-Stipendiary	Part-Time	Titles
The Rev. James Harlan			Rector, with special responsibility for Stewardship
The Rev. Burl Salmon			Associate for Christian Education, Pastoral Care and Outreach
Harold Pysher			Associate for Music and Liturgy, Organist and Choirmaster
Fred Staley			Associate for Administration
The Rev. Margaret McGhee			Curate
The Rev. Canon Elizabeth Geitz	Yes	Yes	Assisting Priest, with special responsibility for Evangelism
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 Hitchcock		Yes	Children & Youth Ministries Coordinator
Doug Kwoka			Communications Coordinator
April Lawrence			Fellowship and Membership Coordinator
Joann LaBarca			Financial Assistant
Ayana Pineiro			Worship and Pastoral Care Coordinator
TBD			Assistant to the Rector & Receptionist
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
Turia Roebuck-Hayden			Outreach and Development Coordinator plus PR
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
TBD			Church Mouse - Receiving Specialist
Rosie Cartagena			Church Mouse - Seamstress
Jose Cartagena		Yes	Church Mouse - Receiving Specialist


Open positions, as indicated, are to be filled. There are no additional positions planned for 2019.


The Vestry sub-committees are chaired by a Vestry member, the vice-chairs and the chairs/vice-chairs of the Rector's committees and Rector's special working groups may be Vestry members and/or members of Bethesda, all are required to be communicants in good standing.

The 2019 plan summary is shown in the following four 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 2019 PLAN	VESTRY SUB-COMMITTEES			
	LEADERSHIP & GOVERNANCE SUB-COMMITTEE	BUILDINGS & GROUNDS SUB-COMMITTEE	FINANCE SUB-COMMITTEE	AUDIT SUB-COMMITTEE
 PURPOSE To support Bethesda's ministries by encouraging and nurturing the development of the congregation's future lay leaders, assisting in orderly leadership and staff transitions, and keeping policies and bylaws in harmony with Bethesda's mission, values and strategic priorities.	To support Bethesda's ministries by encouraging and nurturing the development of the congregation's future lay leaders, assisting in orderly leadership and staff transitions, and keeping policies and bylaws in harmony with Bethesda's mission, values and strategic priorities.	To provide oversight of Bethesda's real property, the fixtures thereto and the equipment, furniture, artwork, furnishings and supplies therein, including major projects, and the preservation and restoration of Buildings and Grounds.	To provide financial management oversight of Bethesda, including expenses, revenue, assets and investments, plus financial reporting, internal controls and legal compliance.	To provide oversight of (i) the development of findings by independent public accountants retained to express their opinion on the Church's financial statements; and (ii) reports by other persons of misdeeds that have a material adverse effect on the Church, and attempted or actual misrepresentations in reports to the Vestry.
COMMITTEE LEADERS: Chair	Zach Shipley (*2022)	Connie Purcell (*2021)	Tanner Rose (*2021)	Richard Crone (*2022)
(* = Vestry) Co-Chair(s)	Sara Griffen (Vestry Nominating)	Leif Sheehan	John Brim	Jodie Payne
Co-Chair(s)	Paul Coombs (Strategy) (*2020)	-	-	-
Rector	Rector (*)	Rector (*)	Rector (*)	Rector (*)
Lead Associate / Assistant	n/a	Administration	Administration	Administration
Staff	n/a	Sextons	Finance Coordinator	Finance Coordinator
SCOPE (Groups & roles)	Charter & By-Laws (review/updates) Strategic Plan (inc. annual reviews) Nominate Vestry members Vestry sub-committee members Nominate Rectors committees chairs Leadership training Identify future leadership candidates Succession planning Emergency Planning Vestry Orientation Note: the members of the Vestry are elected by the Bethesda members at the Annual Meeting in January. The Senior Warden is appointed by the Rector, other roles elected by Vestry.	Buildings - Church Campus Buildings - Church Mouse Buildings - Rectory Buildings - Vicarage Grounds & Gardens Utilities - Water, Gas, Electric Security - Physical & Electronic Building Contents - Art, Furniture Capital Projects (approved by Vestry) Land (on South County Road) Note: following are managed by staff: - facility usage - Technology - A/V, Conference Call - telephones and related equipment - systems, web site & social media	Financial recordkeeping/statements Internal controls/policies Payroll/disbursement administration Employee compensation/benefits Financial collections Financial investments Endowment resolution compliance Fiduciary obligation compliance Functions of the Treasurer Functions of the Finance Director	Nominate Independent Public Accounts Oversight of Public Accountants Review of Public Accountants' Findings Resolve differences - Auditors/Mngt.
STRATEGIC PRIORITIES				
EXECUTE IN 2019	i) Coordinate activities related to the 5 year strategic priorities plus Emergency Planning. ii) Implement the agreed approach to "spread Christ's teachings" more effectively (working with Evangelism Committee). iii) Strengthen the leadership of BBTS.	i) Implement approved (Vestry) and funded (Stewardship/Finance) capital projects. ii) Maintain and enhance facilities (buildings, content, gardens and grounds) in accordance with the five-year strategic priorities.	i) Achieve and maintain financial and legal compliance, in the short-term and long-term. ii) Complete a governance review of all financial responsibilities and functions, to ensure effective operations and compliance with Episcopal Church requirements.	i) Achieve and maintain financial and legal compliance, in the short-term and long-term. ii) Address process matters identified by the 2018 Audit sub-committee.
PLAN FOR 2020	i) Ensure an effective plan, process and required resources are in-place to deliver the 5 year strategic priorities. ii) Work with the Outreach Committee to ensure that "Deliver practical outreach" outcomes are being achieved.	i) Implement approved (Vestry) and funded (Stewardship/Finance) capital projects. ii) Maintain and enhance facilities (buildings, content, gardens and grounds) in accordance with the five-year strategic priorities.	i) Achieve and maintain financial and legal compliance, in the short-term and long-term. ii) Develop a long-term financial leadership succession plan.	i) Achieve and maintain financial and legal compliance, in the short-term and long-term. ii) Support the Finance Committee in the development of a long-term financial leadership succession plan.


BBTS Strategy 2019 PLAN	RECTOR'S WORKING GROUPS			
	WORSHIP WORKING GROUP	COMMUNICATIONS WORKING GROUP	RETAIL WORKING GROUP	PERSONNEL WORKING GROUP
 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 ensure that all Bethesda communications are aligned with and effectively express Bethesda's mission and values.	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 expert support and knowledge for human resources (HR) best practices and HR issue resolution.
COMMITTEE LEADERS	Chair	To be appointed as required	Pat Reichenbacher (Director)	To be appointed as required
* = Vestry member	Co-Chair(s)	-	To be appointed as required	-
	Co-Chair(s)	-	-	-
	Rector	Rector (*)	Rector (*)	Rector (*)
	Lead Associate / Assistant	Administration	Administration	Administration
	Staff	Communications Coordinator	Retail General Manager	n/a
	Staff	Outreach Coordinator for PR	Retail Manager	n/a
	Staff	n/a	n/a	n/a
SCOPE (Groups & roles)	Regular & special worship services	"Member & Visitor Experiences":	Church Mouse - donations	Hiring & Organization
	Regular & special collections	- Printed Materials	Church Mouse - retail sales	Reviews and employee benefits
	Baptisms, Weddings & Funerals	- Web site, e-mail & social media	The Shoppe - retail sales	Human resource policies
	Pre-Evensong & other concerts	- Live streaming of services	Community awareness & service	Training
	Boar's Head & Yule Log	- "Information center" - track rack	Church Mouse building maintenance	Staff Development
	Organist & external musicians	- Signage in church & grounds		
	Adult Choir	- History archives		
	Acolytes & Eucharistic Ministers			
	Altar Guild & Flower Guild			
	Lay Readers & Ushers			
	Verger Guild			
	Guest Preachers & Speakers			
	Congregation (including visitors)			
	Sound/Video system			
	Planning & Schedules			
	Maintenance of instruments			
	Support Bethesda Life/Ministry Fairs	Support Bethesda Life/Ministry Fairs	Support Bethesda Life/Ministry Fairs	Support Bethesda Life/Ministry Fairs
STRATEGIC PRIORITIES				
EXECUTE IN 2019	i) Implement funded special projects for worship and music. ii) Resolve recruitment challenges for: Ushers, Vergers, Acolytes, and implement compulsory annual training for selected ministries (e.g. Ushers, Lectors, etc.). iii) Identify and implement a more effective ministry scheduling tool/system	i) Complete the redesign of content and functionality of BBTS's web site for all ministries, and implement. ii) Investigate a new App for self guided tours. iii) Manage the production of a new physical member's directory (working with Stewardship)	i) Continue the major growth approach leading to the Church Mouse 50th anniversary in 2020. ii) Work with Communications (for PR) and Fellowship & Hospitality (for Events) to plan the Church Mouse 50th anniversary event in 2020. iii) Investigate a new inventory receiving system.	i) Ensure all HR practices are up to date and effective. ii) Assist in resolving effectively any major HR related issues.
PLAN FOR 2020	i) Implement funded special projects for worship and music (in particular the lighting system). ii) Improve the quality of all volunteer ministry roles.	i) Coordinate the roll-out of Realm for all members. ii) Implement a new App for self-guided tours iii) Coordinate the communications for the Church Mouse 50th Anniversary	i) Implement the plan for events throughout 2020 for the Church Mouse 50th anniversary. ii) 50th anniversary main event: community-wide, informal, a Sunday afternoon in late February/early March with alternative types of food and music venues. iii) Ensure a new committee is in place by the start of the year.	i) Ensure all HR practices are up to date and effective. ii) Assist in resolving effectively any major HR related issues.

BBTS Strategy 2019 PLAN		RECTOR'S COMMITTEES		
		FORMATION COMMITTEE	BETHESDA CARES COMMITTEE	OUTREACH COMMITTEE
		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.	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.
PURPOSE				
COMMITTEE LEADERS		Chair	Lois Clemente	Michael Smyser
* = Vestry member		Co-Chair(s)	Kenlynn Mulroy	Suzanne Crawford
		Co-Chair(s)	-	-
		Rector	Rector (*)	Rector (*)
Lead Associate / Assistant		Education, Pastoral Care & Outreach	Education, Pastoral Care & Outreach	Education, Pastoral Care & Outreach
		Staff	Deacon - SD and PC	Deacon (Port Ministry)
		Staff	Deacon - Visitation	Outreach & Development Coordinator
		Staff	Worship & Pastoral Care Coordinator	n/a
SCOPE (Groups & roles)		Sunday Adult Forums	"Intentional Connection and Care for every member" coordinated by:	Allocation of time, talent & treasure:
		Book study groups	Shepherds (Yellow Ribbon)	1) Education (50% of resources)
		EFM (Education for Ministry) and delivered by:	- Bethesda Scholars (9-12 grade)
		Children's worship	Eucharistic Visitors	- Education Scholarships (Trusts)
		Sunday school	Homebound Service & Lunch	- Opportunity Inc. (Early Learning)
		Confirmation class - adults	Meal Ministry	2) Food (30% of resources)
		Confirmation class - youth	Homebound Visitation	- "Share what you can"
		Vacation bible school	Widows Group	- Empty Bowls (FinF - \$'s)
		Women at the Well/Girls of Grace	Card Ministry (to be relaunched)	- Palm Beach Unites (FinF - meals)
		Youth Group	Stephen Ministry	- St Georges - Hot/Cold food
		Daughters of the King	Good Samaritan Ministry	3) Shelter (20% of resources)
		Middle-Way (inc. Dinner & Compline)	Intercessory Prayer	- "Lord's Place"
		Retreats (e.g. Celtic initiative)	Care Givers Support Group	- Faith*Hope*Love*Charity
		Yoga and Exercise Classes	Lourdes Noreen McKeen visits	- TRUE Fund (emergency \$'s)
		"Little" Way	"Shawl" Ministry	4) Port Ministry
		Support Bethesda Life/Ministry Fairs	Support Bethesda Life/Ministry Fairs	5) Allocation of "\$" Grants Process
				Support Bethesda Life/Ministry Fairs
STRATEGIC PRIORITIES				
EXECUTE IN 2019		i) Implement and improve Christian education classes & offerings while working to achieve "Biblical & Theological Literacy". ii) Ensure greater children and youth integration with worship as part of "formation through participation". iii) Support evangelism strategic priority. iv) Assess space usage and needs.	i) Dramatically improve the communications between Sherherds and their "flocks" including the use of the Realm system. ii) Ensure the group of Shepherds is complete in number and trained fully. iii) Grow the meal ministry by at least 20% and relaunch the Card Ministry. iv) Encourage members to share their needs.	i) Implement the new Outreach organization structure, populate it accordingly, and meet the above targets. ii) Increase depth of Outreach leadership group and volunteers. iii) Review and streamline the Outreach budget and expense, processes and monthly reporting. iv) Actively support the evangelism strategic priority with life stories.
PLAN FOR 2020		i) Significantly increase the emphasis on retreats for all ages. ii) Make more effective use of all available space. iii) Create and publicise oppourtunities for youth to participate more in formation and worship (to become a requirement for confirmands).	i) Develop social gatherings to assist members to develop more substancial relationships with one another. ii) Create and implement a plan to host a "Shepherd" Sunday through the services and social gatherings. iii) Develop more extensive training programs so that Shepherds are more comfortable handling challenging situations.	i) Significantly expand the group of Outreach volunteers. ii) Identify additional new sources of funding for Outreach (e.g. donation of services & products by local business). iii) Re-energise the existing Outreach programs (e.g. Feeding in February). iv) Support the Church Mouse 50th anniversary activities.

BBTS Strategy 2019 PLAN	RECTOR'S COMMITTEES		
	FELLOWSHIP & HOSPITALITY COMMITTEE	EVANGELISM COMMITTEE	STEWARDSHIP COMMITTEE
 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.	To educate our parish on evangelism practices, and encourage members to live out our baptismal covenant promise to proclaim by word and example the loving, liberating, and life-giving good news of God in Christ.	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.
COMMITTEE LEADERS	Chair	Beth Cole	Paul Coombs (*2020) - Major Gifts
* = Vestry member	Co-Chair(s)	Becky Myers (*2022)	Bill Cini - Annual Campaign
	Co-Chair(s)	-	Sara Griffen - Planned Giving
	Rector	Rector (*)	Rector (*)
	Lead Associate / Assistant	Administration	Rector (*)
	Staff	Hospitality Sexton	Outreach & Development Coordinator
	Staff	Membership Coordinator	n/a
	Staff	n/a	n/a
SCOPE (Groups & roles)	Rector's Committees Coordination	Evangelism - members	Time, talent & treasure (T3)
	Episcopal Christian Women (ECW)	Evangelism - local community (i.e. PBC)	Annual Campaign
	Cursillos in Christianity	Ambassadors (blue ribbon)	Major Gifts program
	St. Mary's Guild	"Information Center" track rack	Planned Giving (Heritage Society)
	Men of Bethesda (MOB)	Forward Movement	Stewardship education (materials)
	Fellowship/Coffee Hour	Bethesda Life	Stewardship Strategy
	Special hospitality events		Bethesda Anchors (to be relaunched)
	- Lenten Lunches		Member's Directory
	- Homebound Luncheons		
	- Wine under the Starsplus communications with:	
	- One-Off Events (e.g. Stewardship)	Other local religious organizations	
	- Sunday Breakfast	Local community (e.g. welcome cards)	
	- Middle Way Dinner		
	Support Bethesda Life/Ministry Fairs	Support Bethesda Life/Ministry Fairs	Support Bethesda Life/Ministry Fairs
STRATEGIC PRIORITIES			
EXECUTE IN 2019	i) Plan, coordinate and execute Fellowship events. ii) Cordinate communications across the Rector's committees. iii) Restructure and populate the Fellowship & Hospitality committee. iv) Through fellowship events support the Evangelism strategic priority.	i) Finish the design of the new Ambassador Program. ii) Create a cohesive structure for the whole of the "Invite, Welcome, Connect" concept. iii) Strengthen and broaden the Evangelism Committee. iv) Coordinate all activites across Bethesda for the Evangelism multi-year strategic priority. v) Complete the "RenewalWorks" groundwork, establish the working group and prepare the congregation.	i) Develop a long-term stewardship strategy (working with external fundraising coaches) with a focus on major gifts and planned giving, with related materials. ii) Relaunch the Heritage Society for planned giving (confirmed and acknowledged members). iii) Deliver at least \$2.33M from the annual campaign.
PLAN FOR 2020	i) Plan, coordinate and execute Fellowship events. ii) Cordinate communications across the Rector's committees. iii) Strengthen the Fellowship & Hospitality committee. iv) Through fellowship events support the Evangelism strategic priority. v) Support the Church Mouse 50th anniversary activities	i) Coordinate all activites across Bethesda for the Evangelism multi-year strategic priority. ii) Support the Church Mouse 50th anniversary activities, and in so doing "Spread Christ's Teachings". iii) Execute the "Spiritual Life" inventory and workshops for the "RenewalWorks" project.	i) Commence implementation of the multi-year new long-term stewardship strategy, with significant major gifts. ii) Expand the Heritage Society. iii) Deliver at least \$2.5M from the annual campaign.

5. Bethesda's 2019 Budget

The 2019 budget is balanced, based on anticipated revenue. There are insufficient identified funds to meet all the strategic objectives.

	Operating Budget - Year Ending		
	12/31/2018	12/31/2019	Variance
REVENUE			
Unrestricted Contributions - Annual Campaign	2,200,000	2,330,000	130,000
Unrestricted Contributions - Plate Offerings	80,000	80,000	0
Unrestricted Contributions - Other	48,500	70,000	21,500
Event/Program/Activity Revenue	76,250	76,250	0
Sales	0	10,000	10,000
Rent Revenue	16,000	18,000	2,000
Other Income	1,000	1,000	0
Trust Revenue	30,000	25,000	-5,000
Total Revenue less Church Mouse & Endowments	2,451,750	2,610,250	158,500
Total Common Endowment Draw	276,000	276,000	0
Total Preservation Endowment Draw	128,000	140,000	12,000
Total Church Mouse Transfers	501,350	531,950	30,600
Total Revenue	\$3,357,100	\$3,558,200	\$201,100
EXPENSES BY DEPARTMENT			
Total Hospitality	30,000	41,600	11,600
Worship			
Worship General Ministry	14,000	20,000	6,000
Worship Ministry Events & Activities	0	7,900	7,900
Altar & Liturgical	10,800	8,100	-2,700
Flower Guild	24,000	24,000	0
Total Worship	48,800	60,000	11,200
Total Music & Special Events	166,642	146,642	-20,000
Total Christian Education & Pastoral Care	44,750	58,650	13,900
Total Diocesan Assessment	347,936	378,129	30,193
Total Personnel	1,579,309	1,733,443	154,134
Support Services			
Total Administration	145,700	114,800	-30,900
Total Insurance	224,254	236,218	11,964
Total Information Technology	13,000	15,000	2,000
Total Communications	63,800	46,100	-17,700
Total Vestry	2,000	2,000	0
Total Stewardship, Development & Fundraising	36,901	34,000	-2,901
Total Support Services	485,655	448,118	-37,537
Total Outreach	500,000	500,000	0
Total Facilities	153,640	172,040	18,400
Total Bookshop Operations	0	10,000	10,000
Total Weddings	0	6,000	6,000
Total Funerals	0	3,000	3,000
Total Expenses by Department	\$3,356,732	\$3,557,622	\$200,890
Net Surplus/Deficit	\$368	\$578	\$210

An improvement in the systems and the budget process is reflected in the 2019 budget (i.e. no zero values, for wedding, etc.).