

# **Bethel Lutheran Church: Strategic Plan**

## **May 2011**

### **BETHEL MISSION STATEMENT**

**We, the Bethel Congregation, called by God, commit ourselves:**

- to proclaim the Gospel,
- to prepare our members for outreach and service, and
- to minister to human needs.

### **BETHEL VISION STATEMENT**

**Bethel Lutheran Church will stand as a Lutheran and Christian leader in this community by being:**

- a vibrant place of worship;
- a caring institution utilizing its many resources of people, facilities, and finances to serve members, the community, and interdependent expressions of the Evangelical Lutheran Church in America;
- a place to nurture and educate; and
- an interpreter and supporter of global mission.

### **BETHEL CORE VALUES**

- Jesus is Lord of all; Christ is at the center of all Bethel's ministry and proclamation.
- Corporate worship is Bethel's highest commitment and will be expressed by sharing the faith with others throughout the week.
- God's people of Bethel are called to serve family, church, community, and world through continuous outreach and mission.
- Bethel will model a godly way of life for our members and society, including, but not limited to: a life of integrity, honesty, commitment, and loyalty.
- Bethel will be good stewards of our time, talent, and resources in serving members and the community.
- Bethel will nurture the entire congregation through education and building up of the family unit.
- Bethel will be a source of comfort to those who suffer, mourn, or are in distress.

*In keeping with this Mission, Vision, and delineation of Core Values, the Church Council of Bethel Lutheran Church presents the following strategic plan for 2011 to 2013.*

**I. Mission and Outreach: Serving as God's Hands Globally and Locally, Bethel will:**

1. *Establish a greater presence of ministry and care in our Southeastern Rochester quadrant/neighborhood*
2. *Continue to support the many missions that direct our attention to the care of others through increased financial support for missions both of the ELCA and those specific to Bethel, as well as through congregational participation in those missions.*
3. *Equip our members and friends to serve—God's work; our hands.*

**II. Small Group Ministry: Serving as God's Hands within our congregation, Bethel will:**

1. *Tend to personal and spiritual growth through new and existing small groups*
2. *Energize the congregation with a greater small groups ministry, including the providing of opportunities for new and existing members to participate in congregational life.*
3. *Explore new ways to tend to the concerns and needs of the congregation.*

**III. Tending to Diversity: Joining hands at Bethel, Bethel will:**

1. *Continue to seek to identify the needs and challenges of diverse groups (e.g. ethnic, economic, age-related, etc.) and provide space and resources to meet those needs.*
2. *Explore the establishment of a contemporary worship service.*
3. *Seek to expand its presence within the deaf community of Rochester.*

## Strategic Direction I: Mission and Outreach

*Serving as God's Hands Globally and Locally, Bethel will:*

1. *Establish a greater presence of ministry and care in our Southeastern Rochester quadrant/neighborhood*

| <b>Lead Team</b>                        | <b>Team Goal</b>   | <b>Action Plan</b>   | <b>Goals Affirmed By</b>                                   | <b>Partnering Team(s)</b>  |
|---|--|--|--|--|
| Children's Ministry                     | Provide monetary support to Neighborhood Outreach Team for Riverside Food Baskets                                      | Serve Lenten Supper<br>Give money to Neighborhood Outreach   | Money is donated   |  |
| Children's Ministry                     | Continue to support National Night Out   | Provide popcorn and volunteers to give out popcorn at event  | Event participation  | Neighborhood Outreach  |
| Neighborhood Outreach (Social Missions) | Partner with neighborhood churches to host an annual National Night Out party for Bethel members and the neighborhood. | 1)Begin plans in April in order to solicit neighborhood church partnerships.<br>2)Utilize approved money from outreach request in 2009 to support this year's event again as in past years. Not solicit financial support from the congregation. | Event successfully held with an attendance of 330+ people. | All teams will be invited to participate however they choose (much like the Rally Day picnic.)<br><br>Personnel Team |
| Worship and Music                       | Host an annual outdoor concert for Bethel members and the neighborhood.  | In winter make plans for this annual summer event.   | By September 1st evaluate the previous summer's event.     | Communication Youth Team Fellowship Team   |

2. *Continue to support the many missions that direct our attention to the care of others through increased financial support for missions both of the ELCA and those specific to Bethel, as well as through congregational participation in those missions.*

| <b>Lead Team</b>    | <b>Team Goal</b>  | <b>Action Plan</b>  | <b>Goals Affirmed By</b>   | <b>Partnering Team(s)</b>      |
|---------------------|---|---|--|--------------------------------|
| Children's Ministry | Use Sunday School offerings seasonally for mission projects.  | In December donate to Boys and Girls Club, Crisis Nursery, Channel One and Women's Shelter  | Donation given from Gifts and Memorials  |                                |
| Children's Ministry | Facilitate a Mission Project through the VBS program on an annual basis.  | Each spring, determine need/mission. Conduct Mission Minute during VBS<br>Children complete a project<br>Send object/donation to mission  | Project completed and sent.  |                                |
| Social Missions     | Budget an annual increase for both ELCA and Other Benevolence Support equivalent to 2% over the inflation rate. | <ol style="list-style-type: none"> <li>1) Use 2011 to develop an incremental and intentional plan to increase this support. Communicate with the finance team this plan.</li> <li>2) Educate church council liason of this plan.</li> </ol> | 2011: 16.0% of mission offerings as compared to General offerings.<br>2012: 17.0%<br>2013: 18.0% | Finance Team<br>Church Council |

3. Equip our members and friends to serve—God’s work; our hands.

| Lead Team       | Team Goal  | Action Plan   | Goals Affirmed By  | Partnering Team(s)                |
|-----------------|--|---|--|-----------------------------------|
| Social Missions | Develop an “opportunity fair” to raise awareness of and increase participation in the various mission opportunities at Bethel. | <ol style="list-style-type: none"> <li>1) Determine a date for the Fair in Fall 2011 or Fall 2012.</li> <li>2) Work in conjunction with the BRIDGE Fall program launch.</li> </ol>  | Completion of Fair and solicitation of feedback from participants.   | All teams invited to participate! |
| Stewardship     | Increase number of parishioners (who have envelopes) giving to the General Church Budget.                                      | <ol style="list-style-type: none"> <li>1) Offer an inspirational and educational Fall Stewardship program each year.</li> <li>2) Send out a minimum of three informational correspondences each year related to the congregation related to stewardship.</li> <li>3) Annually examine and improve the process in which new members are encouraged to give to the church.</li> </ol> | Percentage of parishioners with giving envelopes:<br>2010: 52.0%<br>2011: 53.0%<br>2012: 54.0%<br>2013: 55.0%                              |                                   |
| Stewardship     | Offer stewardship education opportunities in order to building excitement for people to express their gratitude.               | <ol style="list-style-type: none"> <li>1) Annual second grade stewardship event.</li> <li>2) Minimum of one adult education forum each year focusing on stewardship.</li> <li>3) Incorporate stewardship into Confirmation program.</li> <li>4) Implementation of Financial Peace University</li> </ol>   | 2010 – 2013:<br>Completed for all three including the determination of their effectiveness and incorporation of improvement opportunities. |                                   |
| Youth Ministry  | Offer service opportunities for Youth & families   | <ol style="list-style-type: none"> <li>1) Have a minimum of 4 service projects per calendar year.</li> <li>2) Provide opportunities for congregational contributions to complete service projects (i.e. fleece, cookies, volunteering)</li> </ol>   | Completion of projects   |                                   |

## Strategic Direction II: Small Group Ministry Focus

*Serving as God's Hands within our congregation, Bethel will:*

1. *Tend to personal and spiritual growth through new and existing small groups*

| Lead Team       | Team Goal   | Action Plan   | Goals Affirmed By   | Partnering Team  |
|-----------------|---|---|---|--|
| Adult Education | To facilitate within Bethel's congregation a deeper and broader understanding of Christian faith and life.                                    | <p>In order to facilitate this depth and breadth of understanding, we will plan our program year with these five content areas in mind:</p> <ul style="list-style-type: none"> <li>• The Bible</li> <li>• Christian Ethics</li> <li>• Spiritual Growth</li> <li>• Our Faith in Action</li> <li>• Our Faith in Context</li> </ul>    | <p>a) Identify the content area into which each planned forum falls.</p> <p>b) Balance the year's forums across these five areas.</p>   |  |
| Adult Education | Improve participation in weekly Adult Forums by increasing overall attendance and by increasing the demographic diversity of those attending. | <p>1)Solicit feedback from the Youth Team and Children's Ministry Team about possible forum topics that would attract a more diverse audience</p> <p>2)Work with Youth Team and Children's Ministry Team to promote family attendance in worship so that parents can attend adult ed during their children's Sunday School hour</p> | <p>a) Feedback was solicited and incorporated in our planning.</p> <p>b) We partnered to promote family worship and education.</p> <p>c) A survey conducted during the year showed that our numbers and demographic diversity have increased.</p> | <p>Youth Team<br/>&amp;<br/>Children's Min.<br/>Team</p> |
| Youth Ministry  | Tend to the personal and spiritual growth of youth through small group opportunities.   | Provide 4 opportunities for Youth to become involved in small groups  | Planned small group opportunities   |  |

2. *Energize the congregation with a greater small groups ministry, including the providing of opportunities for new and existing members to participate in congregational life.*

| Lead Team                | Team Goal   | Action Plan  | Goals Affirmed By   | Partnering Team(s) |
|--------------------------|---|--|---|--------------------|
| BRIDGE (Life and Growth) | Evaluate and increase congregational participation in sermon-based small group ministry.                    | 1) Continue to publicize this program throughout the year using at least 6 different methods.<br><br>2) Yearly evaluation of participation and satisfaction of participants.   | 1) 5-10% of congregational participation.<br><br>2) Participants satisfaction with the experience of their group. |                    |
| BRIDGE (Life and Growth) | Increase new member participation in the small group ministries of Bethel                                   | 1) Introduce new members to BRIDGE small group ministry as part of orientation.<br><br>2) A personal invitation (written and personal) to new members who have not joined a small group.<br><br>3) A year follow up with new members who have not joined a small group.                                | 5-10% of new member participation.  |                    |
| Worship and Music        | Partner with Life and Growth team to increase participation in sermon-based, small group ministry (BRIDGE). | 1) Determine interest in and potential leadership of BRIDGE groups that could meet during children's choir rehearsals.<br><br>2) Determine interest and leadership of BRIDGE groups that could meet before or after adult musical group rehearsals to take advantage of musician's presence at Bethel. | 1) Have groups been formed?<br><br>2) Have we asked the right questions of our stakeholders?                      | BRIDGE             |

3. *Explore new ways to tend to the concerns and needs of the congregation.*

| <b>Lead Team</b>    | <b>Team Goal</b>   | <b>Action Plan</b>  | <b>Goals Affirmed By</b>  | <b>Partnering Team(s)</b> |
|---------------------|--|---|---|---------------------------|
| Children's Ministry | Review and develop new curriculum for the Sunday School program to better fit the needs of Bethel.   | <ol style="list-style-type: none"> <li>1) Create a subcommittee to review and develop the curriculum</li> <li>2) Work with past and current teachers to develop curriculum</li> <li>3) Begin implementation in Fall 2010 for Beginners through First Grade</li> </ol> | Teacher evaluation of curriculum conducted  | Youth Ministry            |
| Children's Ministry | Continue with "X-treme Makeover" planning, in order to create a more welcoming space for the children of Bethel during 2011-2013.          | <ol style="list-style-type: none"> <li>1) Develop a plan for lower level classrooms and hallways.</li> <li>2) Makeover classrooms (2011)</li> <li>3) Complete hallway (2012)</li> <li>4) Host a mural Open House</li> </ol>   | <p>Hold Open House</p> <p>Lower level completed</p>   |                           |
| Children's Ministry | Improve current efforts (and continue to explore new ways) to support the families of Bethel in spiritual formation and family fellowship. | <ol style="list-style-type: none"> <li>1) Continue milestone ministries, the Christmas program, family movie and game nights, a Bethel night at the Honkers, Mother-Daughter brunch, etc.</li> <li>2) Explore new avenues of supporting families.</li> </ol>          | <p>Continue Mile-stone events.</p> <p>Find and plan for new ways to support families.</p>   | Youth Ministry            |
| Personnel           | Develop a plan to provide the tools—technological and otherwise—for the present staff to increase their efficiency and effectiveness.      | <ol style="list-style-type: none"> <li>1) Audit needs of staff</li> <li>2) Establish list of priorities for increasing efficiency and effectiveness</li> </ol>  | <ol style="list-style-type: none"> <li>1) Audit conducted</li> <li>2) List established</li> <li>3) Plan for tackling priorities formulated</li> </ol> |                           |
| Youth Ministry      | Seek ways to support Bethel families through a combination of education and small groups.  | <ol style="list-style-type: none"> <li>1) Offer classes that allow for parents to learn from and support one another in a small group setting</li> <li>2) Research Faith, Inc. for offerings to support our ministry</li> </ol>                                       | 1 class offered in 2011   |                           |

**Strategic Direction III: Diversity**

*Joining hands at Bethel, Bethel will:*

1. *Continue to seek to identify the needs and challenges of diverse groups (e.g. ethnic, economic, age-related, etc.) and provide space and resources to meet those needs.*

| <b>Lead Team</b>    | <b>Team Goal</b>  | <b>Action Plan</b>  | <b>Goals Affirmed By</b>  | <b>Partnering Team(s)</b> |
|---------------------|---|---|---|---------------------------|
| Children's Ministry | Continue to be open to new and creative ways to involve children in worship services.   | 1) Listen to ideas presented by others.<br>2) Evaluate the best way to implement for children.<br>3) Support the plan.  | New Ideas Sought<br>Evaluation conducted  |                           |
| Personnel Team      | Work in partnership with the synod to support a new worship community.  | 1) Explore through the synod the needs for space and support for a new worshipping community. Particular attention would be given to exploring a partnership with the community that would relate to other areas of Bethel mission (e.g. our relationship to churches in Mexico).<br>2) Work with staff and volunteers from Bethel to explore ways to provide such support. | 1) Synod contact was made and community needs assessed<br>2) The advice of staff and volunteers was sought.   |                           |
| Youth Ministry      | Increase the diversity of worship by involving youth more regularly in worship, both through the youth led service as well as regular weekly worship. | 1) Youth led worship<br>2) Pastoral conversations with Youth leaders/Youth  | 1) Have a Youth assisting Pastors 1X/month<br>2) 2 Youth Led services /year<br>3) Youth to provide participation in services (i.e. ushering, vocal, instrumental) |                           |

2. *Explore the establishment of a contemporary worship service.*

| <b>Lead Team</b>  | <b>Team Goal</b>   | <b>Action Plan</b>  | <b>Goals Affirmed By</b>   | <b>Partnering Team(s)</b>                   |
|-------------------|--|---|--|---|
| Worship and Music | Conduct research and establish focus groups to determine 1)the level of interest in a contemporary worship service, 2)the preferred style of worship, 3)the preferred day and time for such a service. | 1)Pastoral discussion of the feasibility<br>2)Commission a Bethel member to conduct survey and focus group research<br>3)Consult with Personnel Team as to resources<br>4)Consult with current worship/music leaders as to support and interest | 1) Pastoral discussion in Dec. 2010<br>2)Research done in winter/spring of 2011<br>3) Discussion with Personnel and worship/music leadership through Summer 2011 | Personnel<br>Pastoral/Worship<br>Youth Team |

3. *Seek to expand its presence within the deaf community of Rochester.*

| <b>Lead Team</b>  | <b>Team Goal</b>   | <b>Action Plan</b>   | <b>Goals Affirmed By</b> | <b>Partnering Team(s)</b> |
|-------------------|--|--|--------------------------|---------------------------|
| Worship and Music | Assess the value of our televised worship service within the deaf community.       | Work with Becky Wulff to assess Bethel's effectiveness.  | Assessed by Spring 2011  |                           |
| Worship and Music | Explore with Adult Ed. the possibility of a Bible Study within the deaf community. | Assess desire for this opportunity within the deaf community, and meet with Adult Ed. to implement if desired. | Assessed by Spring 2011  | Adult Education           |