



Madison, Wisconsin

Strategic Plan

2021-2025

Table of Contents

Context and Historical Background.....	2
Introduction and Philosophy of Planning.....	4
Definitions.....	6
Mission and Vision.....	7
Environment Scan.....	8
Demand/Need.....	8
Constituents/Consumers (Demographic Attributes).....	10
Geography/Location.....	12
Competition/Potential Partners.....	14
Funding/Revenues.....	15
Labor/Employees/Staff.....	17
Plant and Other Assets.....	18
Bethel's Preferred Future.....	21
Position 1.0 – Need/Demand for Services... ..	21
Position 2.0 – Preferred Population Profile.....	21
Position 3.0 – Location/Service Area.....	22
Position 4.0 – Competition/Collaboration.....	22
Position 5.0 – Financial Resources.....	22
Position 6.0 – Staffing/Human Resources.....	23
Position 7.0 – Plant and Other Assets.....	23
Key Performance Indicators.....	24
Strategic Learning and Acting.....	25

Context and Historical Background

Bethel Lutheran Church is a large Lutheran congregation affiliated with the Evangelical Lutheran Church in America (ELCA), located just two blocks from the Wisconsin State Capitol in downtown Madison, Wisconsin. Its facilities occupy an entire block and consist of a Gothic-style church building with a sanctuary that seats 1,200, a large banquet/meeting room, offices, classrooms, music rehearsal rooms, a library, a center for homeless services, and many other spaces that promote fellowship. The remainder of the block is comprised of a parking lot.

Bethel was founded in 1853 by Norwegian immigrants and grew over the decades to more than 6,000 members in the early-2000's. At one time, it was one of the largest Lutheran churches in the country. Today, the congregation officially lists about 3500 members. On an average weekend, about 450 attend one of four services, down from 850 only five years ago.

Bethel has always been a source of leadership and innovation. During the 1950's Pastor Harley Swiggum wrote the Bethel Bible Series, an intensive two-year course. Eventually spun off as a separate organization, it owned a retreat center north of Madison. Today, its small staff rents office space from Bethel and continues to train teachers and pastor to use the curriculum, mostly in third world countries.

In 1969 Pastor Duane Hanson began the Bethel Horizons Camp when two farms were purchased near Dodgeville, Wisconsin. This camp has grown to include a retreat center and pottery art studio. It also became a separate legal entity but remains strongly supported by the congregation. In the 1990's a Hispanic Ministry was introduced under the leadership of Pastors Bill White and Pedro Suarez that at one time worshipped over 200 per weekend in Spanish. With the departure of Pastor Suarez, the ministry slowly declined until it was discontinued in December of 2017.

After the departure of Pastor Scott Sorenson in 2016, the congregation went through a lengthy vacancy in the Lead Pastor position. Staff turnover was high. Weekend worship attendance declined from a high of almost 1200 in 2001 to about 550 in 2019. Overall membership dropped from just under 6000 in 2001 to about 3500 in 2018. Pledges and contributions dropped proportionately. Staff reduction became necessary. Bethel was in a slow descent toward an undesirable future.

An interim pastor led the congregation's leadership through a reorganization process with the resultant "Final Report of the Transition Task Force" submitted to the members in December 2017. In May of 2018 a new Director of Administration and Ministry Support was hired but less than six months later resigned. A part-time interim Director was engaged in January of 2019 and a new Lead Pastor was called in May. With the staff stabilized, the congregation's leadership recognized the need to plan for its future under a new lead pastor.

The predecessor of this plan was developed at a most opportune time for Bethel Lutheran Church. The new Lead Pastor, Mike Brown, had been in place for six months. The governance structure was showing signs of maturing and growing in effectiveness. Major systems deficiencies had been corrected and capacity for change was increased. A new unified budget structure was designed and implemented in 2020 which depicts all revenues and expenses associated with every program, ministry and benevolence of the church. While growth in members and revenue will continue to

challenge Bethel, the congregation was poised to move into 2020 and the foreseeable future from a position of confidence and optimism. There was good reason to believe that Bethel could achieve the preferred future described in the 2020-2025 Strategic Plan.

What no one could anticipate, however, was a shut-down of all normal services and programming due to the outbreak of the COVID-19 virus across the United States. Following the mandates of the government, in-person services were suspended, as were all in-person meetings, Bible studies, staff meetings and other gatherings. Facing the challenges and restrictions caused by the pandemic, the staff and leadership of the congregation worked to find new ways to offer spiritual support, worship experiences, fellowship and service opportunities using technology. Taping and broadcast of services continued. Worship services were offered via Zoom. Staff worked remotely.

The 2020-2025 strategic plan represented the first-ever attempt by the church to articulate its vision for the future in terms of measurable goals and performance measures. It was the first time that a plan was presented which sought to unify and direct all the myriad ministry programs and services of the congregation. As the pandemic continued to evolve and expand, focus was turned toward strategies that would allow the congregation to adapt to the environment and still provide spiritual growth and fellowship opportunities to its members. As a result, the goals and initiatives enumerated in the plan were put on hold.

In June, Dr. John Bauer of John E. Bauer Consulting, LLC, was engaged by the congregation to accomplish three tasks. First, he would work with staff and teams to move the 2020-2025 plan forward and to accomplish as many of the initiatives as possible. Second, he would facilitate the development of the next iteration of the strategic plan, i.e., for 2021-2025, including the development of 2021 initiatives and action plans. Third, he would make sure that initiatives with budget implications would be considered in the 2021 church budget. As the work product of staff and ministry and resource teams, this plan reflects the current and future environment as they best understand it. The Position and Goal statements are mindful of current realities. The Initiatives will be developed by staff after this plan is approved and will reflect the changes and priorities articulated in this plan. They will be executed by having staff and associated ministry and resource teams develop action plans with accountability to the lead pastor and reporting to the Joint Council.

Numerous initiatives had to be deferred to 2021. Continuity from the previous iteration of the strategic plan to this current document reflects the congregation's commitment to move forward toward realizing the vision it adopted in 2019. To the end that this plan and the direction it provides will be realized, we commit our goals to God Almighty and ask him to prosper our efforts in his holy name.

Introduction and Philosophy of Planning

The original strategic plan consisted of three principal components: A sustainability analysis of current programs, an environment scan in which current realities were compared to assumed future trends, and a capacity assessment to determine the ability of the congregation to move forward toward its future.

This 2021-2025 iteration of the congregation's strategic plan does not include a reanalysis of the impact and financial sustainability of ministry programs. Too much has changed in the current pandemic to justify the time and expense of conducting such an analysis, nor would the results provide useable data upon which to make program decisions. At such time in the future as the congregation has operated with what it considers a "normal" state of functioning, a sustainability analysis might be considered to make sure ministry priorities are clear and that programs are sustainable.

The second facet of the strategic planning effort consisted of a careful analysis of the church's current environment and the best educated projection of what that environment will look like in five years. The environment was defined in terms of seven factors, each of which was analyzed and then used to frame statements of strategic position. The seven factors are:

- **Need** for programs and services: Who wants what we have?
- **Users** or "customers": What does the population look like?
- **Geography**: Where does ministry take place?
- **Competition**: Who has potential to take money/people away?
- **Funders**: Where does the money come from?
- **Labor**: Are staff and volunteers available to execute mission?
- **Other Assets**: What facilities, technology, and other assets exist or are needed?

Staff and teams were asked to review the original study of these seven areas and evaluate the resulting position and goal statements by considering one central question: What changes in each planning factor have occurred as a result of the pandemic reality? The input obtained from staff and teams informed conclusion, summary and opportunity statements. The extensive research included in the original plan has been redacted from this iteration but stands as reference material for future work.

The third component of the strategic plan was an assessment of the congregation's capacity. Using an online assessment survey, the Core Capacity Assessment Tool (CCAT) from the TCC Group, key staff and other congregational leaders evaluated the operational capabilities of the congregation around key functional areas. Results of this study generated numerous recommendations about culture, communication, values and staff development which were integrated into the plan's goals. It is not recommended to repeat this capacity assessment, at least not using the CCAT for the same reasons provided relative to the impact/sustainability analysis. At such time in the future when normality of operations has been achieved for a reasonable period of time, the congregation may wish to evaluate its capacity. Numerous alternatives to the CCAT exist which might be considered.

Finally, progress toward achieving the goals and initiatives described in this plan will be measured using key performance indicators (KPIs). These include data from the parochial reports around membership, worship attendance, contributions, etc. Data from the current year and projections five years into the future will be depicted. However, it should be recognized that this will be a work in progress, especially around data such as average church attendance, financial support from all sources, growth in membership and other demographic data which are very difficult to accurately obtain at the time of this plan's development.

Organization and Implementation

This strategic plan has been constructed in such a way that it can support the dynamic tension between two critical needs: 1) a long-range description of Bethel's preferred future, and 2) a platform for responding to immediate environmental changes with appropriate strategies and actions. The overall philosophy upon which this plan is constructed is a both/and approach. The long-range strategic position statements provide the scaffolding within which annual reviews are conducted, strategic goals are refined, and annual initiatives are developed. Strategies which are created to respond to immediate crises or opportunities are, therefore, developed within the framework of the larger plan. This will promote continued coherence and consistency in missional planning, while positioning the congregation to remain nimble and responsive to changing conditions.

It is envisioned, therefore, that an annual cycle of planning will be conducted by the Joint Council each year as a prerequisite to budgeting. The Strategic Plan should be thought of as an annually updated plan with a five-year horizon. Using best available data, the horizon will be pushed out one more year. An annual planning-budgeting cycle will consist of general target dates for key planning and budgeting actions and should become regularized in the Joint Council's meeting agendas for those dates.

While the survey tools used in the initial creation of this strategic plan can be occasionally repeated, it is not necessary to replicate this entire process each year. In fact, because of the extraordinary conditions imposed by the COVID-19 pandemic and the government's restrictions on assembly, the formal impact/sustainability study and the capacity assessment were considered to be of little use. Instead, a general environment scan and an informal capacity assessment will suffice to support strategic thinking. Continuous monitoring of key performance indicators, sensitivity to changes in the internal and external environments, and learning from the experience gained by executing initiatives can provide sufficient data upon which to build or modify goals and initiatives.

In summary then, this Strategic Plan attempts to describe the preferred future of Bethel Lutheran Church in the form of seven statements of strategic position. The strategic decisions and actions needed to achieve that preferred future are defined in measurable goals and actionable annual initiatives.

Definitions

Community: Any population served by or with Bethel Lutheran Church

Congregation: A gathering of church members, legally organized under a constitution and bylaws and functioning to fulfill of its mission. When capitalized, referring to the organization called “Bethel Lutheran Church.”

Church: Bethel Lutheran Church, moreover “Church” representing all Christians past and present, as referring specifically to Bethel Lutheran Church; or variably “church” referring to the church building.

Member: Any person who, through baptism, either by confession or family relationship is identified in the church database as a member.

Immediate neighborhood: That area of Madison which falls roughly within a 3-mile radius of the church

Remote neighborhood: Any area or community in which Bethel members or other associated individuals may reside and around which small group ministries could be created.

Online community: Any collection of individuals who access and participate in programs, services and resources offered through the church’s website.

Lead Pastor: The ordained member of the ELCA clergy who has been designated and called to perform overall leadership and administrative responsibilities on behalf of the congregation.

Joint Council: The elected leaders of the congregation consisting of six officers, five ministry team representatives, three resource team representatives, and the Lead Pastor.

Resource Teams: The three teams which are responsible for oversight of the human, financial and physical assets of the congregation.

Ministry Teams: The five teams which, along with key program staff, are responsible for the planning and execution of worship, serving, community service, lifelong learning, and nurturing.

Average Church Attendance (ACA): The average number of individuals who attend all services at Bethel in a week.

Reconciled in Christ (RIC): The designation of the ELCA which affirms a congregation as being welcoming to all people, including those of diverse races, ethnicities and sexual orientation.

Mission and Vision

In order to capture the essence of Bethel's ministry in a mission statement that briefly answers the "what," "why" and "with whom" questions, the Joint Council in 2019 adopted a statement that would both describe the congregation's ministry direction and motivate Bethel's members and leaders in the execution of its ministry plan. Bethel's approved mission statement is

We are being made whole through Christ to bring hope and healing to the world.

Most strategic plans include a vision statement as a way to verbalize the aspirations of the congregation and to envision what Bethel would look like if its mission was fully realized. However, it was agreed that the vision for Bethel's future is not only articulated in the seven position statements generated as a result of this planning process, but is also articulated in the statements of purpose and mission found in the charters of the five ministry teams and the three resource teams. Therefore, it was felt that a high-level, aspirational vision statement would not be necessary.

Environment Scan

Environmental Factor #1 - Need or Demand for Services: Who Wants What We Offer?

The first of the environmental factors deals with the services offered by Bethel and the extent to which people in the Madison area desire to experience or access those services. As a church, Bethel is in the religion and spiritual growth business. Through worship services, religious classes for children and adults, and a variety of fellowship experiences, Bethel seeks to fulfill its mission of bringing the hope, joy and transforming power of the Gospel to those it serves.

In addition, Bethel expresses its calling to love and serve others by providing food, clothing and respite shelter to the homeless in the downtown Madison area. It offers counseling to those experiencing the trauma of divorce, death and loss. It also supports other ministries to those in need, both locally and globally.

The essence of the question, however, is “who wants to participate in this church’s mission?” This is, at its most basic level, a question of marketing. Who are the potential “clients” or “customers” for Bethel’s services? How has this potential user base changed over time in terms of its interests and needs? What will this customer base look like in five years? Will there be a sufficient number of potential service users or members available to support the church’s mission and ministry?

General Conclusions

The current constituency served by Bethel certainly wants what the congregation offers in terms of worship, education and outlets for social service. This conclusion is supported by an analysis of weekly attendance, as well as a study which rated the programs and services offered by Bethel in terms of personal importance. What this data seems to suggest is that Bethel’s current members value highly the services and programs currently offered and have the potential to increase their level of participation. One would like to believe that the malaise of the previous three to seven years is being replaced by gradual growth in enthusiasm and commitment.

However, it appears unlikely that existing programs and services, as they are currently structured, are likely to attract individuals from younger age cohorts. A cursory survey of those involved in homeless ministries, food pantry, church leadership, social justice and environmental concerns groups, and others reveals a largely retired population of volunteers and participants. One could ask whether a younger, non-member resident of Madison would be attracted into participation in any of the currently delivered programs or services.

At the same time, Bethel has the capacity to serve its members and others in its community with programs and services that meet the stage-of-life needs of diverse populations within and without its fellowship.

Programs and services need to be redesigned to attract individuals from younger age cohorts. One way of stating this conclusion is that if Bethel chooses to maintain its current culture and mix of programs and services, it is likely to continue to decline as its members age and die. While the remaining faithful will still reap the benefits of its strong traditions of worship, education and social service, and may for a time show an increase in participation, it is probable that the number and

quality of these mission-centric services will decrease as they become unsustainable. The sad reality is that as membership decreases, budgets and staff are reduced, services become less viable, and eventually survival will become the dominant concern of the remaining members.

However, another way of stating this conclusion is that opportunities exist which have the potential to address the interests and preferences of younger population groups. For example, while it may be generally accepted that “belonging” is less important to Millennials than “engagement,” the church does already have strong foundations in social justice and social concern that could provide avenues for service to younger people.

Finally, having had to adapt to online media to provide worship experiences and other services, geographic, age and other demographic factors become less consequential. The pandemic has opened doors of opportunity to reach desired audiences and should be exploited to that end. This may require additional investment, however, in order to develop communication and media strategies that resonate with diverse populations.

In sum, Bethel must find ways to actively engage people of all ages and backgrounds within and beyond its membership.

Strategic Opportunities

Working toward solutions to the growing homeless problem in Madison, if expanded beyond merely providing emergency aid, might lead to meaningful social change in the community. Food insecurity is a national problem which is acute in Madison and needs to be addressed in ways that go beyond providing emergency food to those in need. Greater collaboration among all faith-based and community social service organizations should be prioritized as providing the most impactful avenues for volunteering.

Interest in contemporary and uplifting worship that is also intellectually stimulating can be addressed by putting greater resources and energy into worship experiences that are not just offered on Sunday mornings, but which may be accessible through a live-streamed or recorded high-definition web-based programs that are attractive to tech-savvy Millennials. This began out of necessity in 2020, and a base of experience has developed which, with professional guidance, has the potential to reach people well beyond the geographic limits of Madison. Numerous examples exist nationally of virtual churches, even those considered “sacramental” that offer personalized online worship experiences.

In summary, the data suggests that Bethel Lutheran Church, as a progressive, urban church in Madison, has the capacity to reach younger populations in and around the downtown area and beyond through spiritually and socially relevant programs and services. Believing that membership is a byproduct of engagement and is not the primary mission of the church, building a preferred future around a younger demographic is desirable and achievable.

Strategic Position 1.0: Bethel will be recognized among Madison churches as a prevailing resource for religious and spiritual growth and will serve as one of the region’s ecumenical leaders in supporting systems of services to marginalized populations.

Goal 1.1: Worship - Bethel’s average weekly church attendance (ACA) will grow by a net of 5% per year.

Goal 1.2: Faith Formation and Education - The number of adults involved in Bible study and other forms of spiritual enrichment and growth will increase by a net of 5% per year.

Goal 1.3: Social Advocacy and Engagement - The number of individuals served and supported by Bethel's care ministries will increase by a net of 5% per year.

Environmental Factor #2 - Constituents/Consumers: What Population Does Bethel Seek to Serve?

This question is closely related to Factor #1 and in many ways the two questions cannot be answered without considering each other. However, this environmental factor examines the likely population and its attributes from which Bethel will draw "customers," either as members or as participants in its various programs and services. Therefore, it is important to understand population trends and to understand the demographic attributes of that population in the future in order to plan to be of most service to the most probable affinity groups within that population.

General Conclusions

Bethel Lutheran Church is located in the middle of a population that is not reflected in its current membership. The current constituency is largely middle-aged and older, almost exclusively white and mostly retired. The surrounding community is much younger and exhibits many of the attributes of the Millennial generation, namely, early career, well educated, childless, and apartment renters.

The current members of Bethel are fiercely loyal to their church and love what it offers. Many of them have been members for many years and have stayed even through times of difficulty. The traditional liturgical style of worship aligns with their preferences and the social service programs provide outlets for their progressive and humanitarian social concerns. It is imperative that these members remain valued and supported through their church home.

However, the future of Bethel is going to depend in large measure on its ability to attract a new generation. Until the present, it has not been very successful at attracting Millennials. With only one somewhat contemporary service, limited use of internet media, and social programming that does not take place at convenient times or places, Millennials will find few opportunities to become engaged.

For Bethel to become a truly welcoming church under the philosophy of "Reconciled in Christ," it must move beyond being passively open to diversity and must actively seek to welcome full participation by people from diverse backgrounds and orientations.

Finally, a word about the potential that media technologies have to reach an increasingly diverse population. The internet knows no bounds and the current television media ministry can serve as the launching pad for greatly expanded outreach opportunities using both high-definition broadcast of its traditional and contemporary services, but also through various other online resources and services. In this context, the population served by Bethel can literally become the entire world and Bethel's future can be one of innovation and creativity. The experience gained from offering online worship services during this period of shutdown can provide a platform for additional media innovation.

In spite of its use of media technology, a recent market study has pointed out that Bethel's "digital storytelling requires a strategy. The church is currently on multiple platforms... creating lots of content, much of it unrelated, some of it never viewed." It will be incumbent on the congregation to meet this challenge by developing a coherent and workable strategy around media technology if it is going to penetrate its intended markets for growth.

In sum, Bethel must actively welcome and engage its diverse communities in ways that address their particular spiritual needs, interests and life circumstances.

Strategic Opportunities

Bethel Lutheran Church would seem to be facing two challenges with respect to the populations it chooses to serve. The first is to remain faithful to its current members and to find ways to keep them engaged in relevant and meaningful ways. The congregant members of Bethel comprise a strong and devoted corps upon which future growth must be built. This service to existing members must support their long-standing preferences in worship style as well as social and intellectual activities that strengthen their sense of communal fellowship. Last, supporting these aging members also means providing volunteer opportunities at times and in places that appeal to their strong sense of social conscience.

In addition, the aging base of Bethel membership is going to continue to decline as its members die or relocate to warmer climates. Therefore, the church must intentionally build a younger constituency base which exhibits attributes that are quite different in terms of religious attitudes and preferences. This will mean offering worship, educational and experiential programs that reflect contemporary tastes at times and places which are more casual and which promote greater opportunities for participation, sharing and conversation. From church to coffee house, from sanctuary to park bench, from meetings to social media, the church must find ways to connect with younger people in ways they are accustomed to using and which may be considerably different than the traditional or customary ways in which people interact.

Perhaps one of the greatest opportunities comes from the use of media technology to reach populations both inside and outside the immediate Madison area. The existing technology platform for producing a weekly church service broadcast is already being expanded to provide live streaming of the contemporary service. This is but the tip of the iceberg with respect to the potential use of the internet, Bethel's website, and social media for expanding the reach of Bethel's mission. Understanding the uses and potential of various forms of media will require the expertise of media professionals to provide Bethel with the technical advice it will need to expand its reach. Furthermore, effective utilization of such media technologies must take place under an overall media and marketing strategy which can guide the development of content that is aligned with the appropriate platform.

Strategic Position 2.0: Bethel will serve a broad constituency which reflects the diversity and population attributes of the greater Madison area by providing worship, learning, service and fellowship opportunities which address the preferences and interests of all.

Goal 2.1 Worship styles - Bethel will offer a variety of worship experiences in styles and formats that appeal to diverse interests, ages and tastes, and which will exhibit uncommon quality in content and execution.

- Goal 2.2 Youth and Young Adult Participation – Bethel will increase participation of youth and young adults by 5% per year.
- Goal 2.3 Diversity and Inclusiveness – Bethel will be known as the community that welcomes people of color, varying abilities, age, political persuasion, socio-economic status, and sexual orientation.

Environmental Factor #3 – Geography: Where Will Bethel Carry Out Its Mission?

It may seem that the geography question is fairly easy to answer. Bethel Lutheran Church is located on the corner of Wisconsin Avenue and Johnson Street in downtown Madison, Wisconsin. There are other ELCA churches located in and around Madison. It would seem obvious that there is no need or benefit to considering other geographic locations, either by relocating Bethel or by expanding services into another geographic location, especially when most all areas of Madison are already served by other congregations.

However, several aspects of the geography question should be considered. These include extending Bethel programs and ministries into the communities of its members. It should include national and international outreach through media and ministry partnerships. It should also include other congregational partnerships, collaborations, affiliations, acquisitions or mergers - a subject which will be discussed under the fourth planning factor.

General Conclusions

In view of the foregoing geographical issues and considerations, the question of where Bethel chooses to carry out its mission can be answered in different ways, all of which have strategic implications for Bethel's future. They can be summarized as follows:

1. Under normal circumstances, Bethel serves a population that continues to drive from various locations to participate in services and other programs offered on its main campus.
2. Bethel may have the potential to reach a population in close proximity to the church if it can strategically position its programs and services to provide value and interest.
3. Bethel's members may provide potential points of penetration and influence in their neighborhoods and communities through home-based, small group, or community-based programs and services.
4. Outreach through broadcast and internet media has the demonstrated potential to establish Bethel's digital presence globally if focused around an overall media strategy.
5. Targeted strategic international mission partnerships may offer opportunities for Bethel to expand its mission outreach.

Each of these observations represents a way of defining the communities that can be served by Bethel.

In sum, Bethel must look beyond its geographic boundaries to identify and serve people in diverse physical and online communities.

Strategic Opportunities

Taking each of these opportunities in turn, a strategic position for the future begins to emerge. This position clearly argues against any consideration of relocation, developing satellite churches, creating daughter congregations, or other reactive strategies aimed at rejuvenating or reinventing the church. Bethel has a beautiful sanctuary and many large and small meetings spaces on its primary campus. At the same time, providing services in downtown locations other than on the main campus as a way to penetrate the downtown Millennial population should not be ruled out, but not as a permanent substitute for worship on the main campus. Other types of programs such as advocacy action groups, discussion groups, guest speakers might be more appropriately located in restaurants or coffee shops than in a large, strange, and for some, intimidating architectural landmark.

There is a perceived loyalty among current members to continue their participation in services and programs by driving to Bethel's campus. Challenges and limitations inherent on campus must be addressed, however, in order to maintain current loyalties and commitments. These include limited parking, competing programs that place a strain on facilities, and the historic but dated architecture that may be off-putting to younger populations. Nevertheless, Bethel's church and campus buildings provide a significant presence and identity that people can relate to and should be maintained and updated to ensure their continued functionality.

Bethel does enjoy a geographic advantage by being located in the downtown with respect to new housing and a returning affluence to the city. Understanding the preferences, needs and interests of the people who live within three miles of the church would seem to be important if the church truly desires to serve that population. Challenges related to connection, marketing, program and service relevancy, and relationship development will need to be addressed if the young urbanite population is to find Bethel's services and programs of sufficient appeal.

Geographic constraints can also be overcome if the church envisions itself as the collection of members who each have their own personal ministries as supported by the church. In this view, every member has his or her own circle of influence among family, neighbors and friends. Such relationships transcend geographic boundaries and have the potential to extend the Bethel mission more broadly. If Bethel is serious about expanding its ministry through such small group ministries, it will have to plan intentionally to equip and support its members to carry out such programs.

Media ministry has a long history at Bethel. Interest by the Lead Pastor in expanding Bethel's media outreach has become an energizing force for the newly reconstituted Media Outreach Team. Upgrading equipment to support high definition (HD) broadcasting, enhancing the quality and production value of the programs, live streaming the contemporary service, and making more media-rich opportunities and resources available through the website are moving Bethel toward having a much larger reach. While the financial resources are presently available to consider this expansion of scope, long term sustainability will have to be planned. Moreover, an over-arching vision and strategy for media ministry is needed to ensure cohesion and consistency in quality and which aligns programs with appropriate media platforms. Capacity to measure effectiveness and to analyze data is lacking and will have to be developed in order to evaluate each program's impact.

Finally, this strategic plan proposes that Bethel reevaluate its global partnerships to determine its level of commitment to international mission outreach. Finding creative opportunities for members who seek a direct international mission-related experience without taxing the budget would suggest

that those with the means should fund their own travel with the church facilitating projects and connections. Other forms of support for partner churches, international social ministry organizations, and individuals who provide needed supports and services to international partners will have to be balanced against the financial capacity of the congregation.

Strategic Position 3.0: Bethel Lutheran Church will maintain and enhance its location in downtown Madison as a sought-out destination for religious, social and community activity in the greater Madison area while seeking innovative and creative ways to expand its mission outreach into local, national and global communities.

- Goal 3.1 Small group ministries – Bethel will invest in creating and supporting five new small group ministries per year which will be hosted by members in their communities.
- Goal 3.2 Media outreach ministries – Bethel will expand its outreach through diverse media formats to reach more people locally and throughout the world, develop relevant metrics to measure media “touches,” and increase program viewership/conversion by 25% per year.
- Goal 3.3 Market penetration – Bethel will increase its membership of young adults aged 25-40 by 300% by 2025.
- Goal 3.4 Global Outreach – Bethel will actively support mission and ministry efforts in Rwanda, Puerto Rico and other foreign countries and encourage direct member engagement.

Environmental Factor #4 – Competition: Who Has the Potential to Take Resources from Bethel and With Whom Might Bethel Collaborate?

Churches function in a type of free market in which each is able to draw potential members from throughout an area without regard to boundaries. Consequently, in the metropolitan statistical area that has Madison at its center, there are numerous other ELCA churches, each of which draws its members more or less from the same area. There also exist churches representing other denominations which compete for members. Finally, there are social and cultural activities and organizations that engage people and attract resources.

Therefore, the strategic question of competition should be framed in terms of the factors that differentiate one church from another and make one more attractive over another, while also remaining cognizant of the larger cultural and social environment that competes for attention and involvement. Furthermore, awareness of competition from other churches should be viewed as an opportunity for collaboration and mutual support. Over time, such collaboration might lead to the development of affiliation strategies such as joint programming, sharing administrative back office costs, creation of subsidiary entities, consolidation of services, and even merger or acquisition.

General Conclusions

It is clear that there exist many competing forces with the potential to divert human and financial resources away from Bethel. The principal conclusion that can be derived from the demographic data, as well as research into growing churches, is that Bethel must distinguish itself in qualitative

ways from other churches and social institutions in such ways as to attract engagement, attendance, resources and membership.

It also seems clear that Bethel must rethink its position within the community of other ELCA churches, as well as churches of other denominations. Looking to the future, Bethel should seek to find ways to collaborate in areas of youth, community need, sharing of resources, etc. This includes other churches, the Synod, churches of other denominations, and other nonprofit social service agencies that provide services that align with Bethel's mission.

In sum, Bethel must distinguish itself from all sources of competition by its commitment to uncommon quality in everything it does.

Strategic Opportunities

Bethel Lutheran Church has a strong competitive advantage over other churches and organizations. It has a large enough membership and financial reserves to develop and test alternative forms of worship, social services, educational and enrichment programs, and social activities. It appears to have the capacity to grow and improve the quality of the services and programs it offers.

Bethel Lutheran Church is also ideally situated to become the center of collaborative enterprise in Madison. It is large enough to accommodate many functions that smaller churches would find difficult. As the oldest and at one time the largest Lutheran church in Madison, Bethel already enjoys a reputation as a progressive, community-minded congregation. It has long been recognized as a leader in many areas. The strategic opportunity facing Bethel comes from the need to differentiate itself from others in terms of exceptional quality and relevance while seeking active partnerships for collaboration, sharing, support and affiliation.

Strategic Position 4.0: Bethel Lutheran Church will exhibit exceptional quality in every aspect of its ministry while actively seeking to collaborate with willing partners to advance Bethel's mission and ministries.

- Goal 4.1 Quality - By 2025 Bethel will have developed relevant measures of quality and effectiveness for all areas of ministry and will show demonstrable improvement in all areas.
- Goal 4.2 Reputation - Bethel will be known in Madison as the epicenter of rich and varied forms of worship, education, spiritual enrichment, and member engagement.
- Goal 4.3 Collaboration - Bethel will establish supportive partnerships with other churches and serve as the principal resource to them for growth, efficiency, quality, and if necessary, for affiliation, consolidation or merger.

Environmental Factor #5 – Funding: Where Will the Money Come From?

Financial support for the ministry at Bethel comes from numerous sources. Most direct support comes from annual gifts that are pledged in the annual stewardship campaign. Additional direct sources include unpledged and open plate giving. However, indirect support is received from enterprise activities and the church's endowment fund, the Bethel Endowment Foundation, a

separately incorporated 501(c)(3) organization devoted “to the benefit and maintenance of the church” (Article III). The Foundation also manages several designated funds on behalf of member donors.

General Conclusions

Bethel obtains revenue to support its ministries from a fairly wide range of sources, principally from member contributions. While diversity can be a strength, the emphasis on member growth and stewardship is of highest strategic priority, especially considering the decrease in contributions in recent years.

Bethel also obtains significant support from the Bethel Endowment Foundation. How this annual support is allocated, especially with respect to decision-making processes and legal responsibility, has been the subject of friendly disagreement in the past. While the current relationship is amicable and cooperative, clarity in these matters should be sought in order to avoid future conflict.

Pulling all the various individual ministries and their independent revenue streams into a unified and integrated budget without harming their capacity to generate support was a challenge in 2019 but has largely been accomplished. Building upon that work to make reporting transparent and improve accountability will continue to require attention.

Consideration of enterprise opportunities should take place, mindful of creating taxable unrelated business income as well as increased expenses for custodial services, maintenance and repairs, and scheduling and coordination with other Bethel programs. At the same time, much of Bethel’s physical facility is underutilized and represents lost opportunities.

In sum, Bethel Lutheran Church must find creative ways to increase member support and to develop consistent revenue streams from a variety of sources in order to minimize financial vulnerability and to support ongoing efforts to expand Bethel’s ministry.

Strategic Opportunities

A comprehensive approach to stewardship is required in order to generate increased commitments of time, talent and treasure from members. Improvement in member support will not occur quickly, but creating and expanding a mentality of sacrificial, proportionate giving must be the foundation upon which other fund development practices can be built.

Working collaboratively with the Bethel Endowment Foundation trustees, the church, through its Joint Council, has an opportunity to find mutually acceptable practices that recognize the legal responsibilities of each entity and provide continuing support for the congregation’s mission and vision.

An integrated and unified budget process, developed in 2019, is one way in which the Joint Council can coordinate and manage the disparate independent ministry groups in the congregation.

Finally, an exploration of possible enterprise activities and opportunities provided by unused facilities may hold potential for generating additional auxiliary income which can be used to offset operating expenses.

Strategic Position 5.0: Bethel Lutheran Church will become financially able to support ministry growth and program expansion by increasing revenues from all sources.

- Goal 5.1 Pledged Income - The total annual average pledged giving will increase by at least 4% per giving unit per year (total pledged amount/total number of pledges).
- Goal 5.2 Bethel Endowment Foundation – The partnership between the congregation and the Foundation will be affirmed and strengthened in shared mission and vision.
- Goal 5.3 Outside Income – Revenues from outside agencies, individuals, corporations, foundations and other sources to support Bethel ministries and programs will comprise 10% of Bethel’s total revenues by 2025.

Environmental Factor #6 – Labor: Who Will Work At Bethel?

Bethel supports many varied forms of ministry. All require human resources to execute and sustain. From the most obvious core programs and services such as worship, education and fellowship, to the more focused areas of ministry such as the homeless support ministry and media outreach ministries, skilled staff and volunteers are required. This factor focuses on the human resources currently available to the congregation and those needed in the future in order to advance the church’s mission. These human resources can be categorized into three major cohorts: clergy and other professional program staff, operations and support staff, and volunteers.

General Conclusions

Compared to other churches, Bethel employs a large staff to support its various ministries and its operations. Future professional staffing is likely to be a challenge, depending on the ministry needs of the congregation. It would appear that ELCA-wide shortages of clergy candidates might affect Bethel’s ability to call additional pastors. However, the opportunities for serving in specific and focused ministries provide what should be an appealing situation to pastors with corresponding talents and experience. The challenge will be in identifying such individuals and then recruiting them to Bethel’s unique opportunities.

Identifying and recruiting other professional staff positions such as those in communications, technology, adult and youth education may provide challenges if any of the current staff leave. Bethel is currently blessed with a number of very committed and skilled individuals in these positions but lacks depth and cross-over capability in most areas.

Very limited work has been done in the area of succession planning. While the most recent effort to call the Lead Pastor engaged numerous leaders in the congregation in defining the ministry needs of the congregation and the attributes being sought in the position, the reality was that no plans were previously in place to handle such a vacancy. When that situation is extended to all other professional positions, a significant vulnerability is exposed that, if not addressed, could jeopardize the congregation’s ability to move aggressively into the future. Without sound succession planning, loss of staff can delay or derail ministry growth and development.

An aging volunteer base is posing a serious challenge to some of the core ministry programs of the congregation, most specifically the Food Pantry and Homeless Support Ministries. While there are

literally dozens of study groups, women’s ministry circles, interest groups and care committees, they generally do not involve younger members who often are limited by the demands of work and families. Succession planning coupled with volunteer recruitment and development should also take place for lay leaders on the Council and on the ministry and resource teams.

In sum, finding a sufficient number and quality of professional staff and lay volunteers is the greatest single human resource challenge currently facing Bethel as it seeks to grow into a bigger and more robust future of ministry.

Strategic Opportunities

Providing directed and coordinated lay volunteer recruitment offers the congregation the opportunity to conduct a talent assessment of existing members to meet the needs of current and future ministries. To manage the data from such an assessment will require greater utilization of technology and the existing REALM data base management system. Notwithstanding current efforts to populate the database with member interest and talent data, much work in this area is still needed.

Because volunteers comprise the largest cohort of labor, the Human Resources Team should expand its role to provide support and coordination for volunteer recruitment and training. The congregation’s REALM coordinator is training REALM volunteers in each ministry and resource team to utilize the database to identify potential team members. However, making this process function effectively requires the oversight and direction of the Human Resources Team.

Developing and implementing a formal succession plan for all key ministry and operations staff positions can help the congregation transition through staff turnover with minimal disruption by identifying transition and interim strategies, contingency plans, recruitment timelines, and communication and budgeting strategies to minimize vacancy time.

Strategic Position 6.0: Bethel Lutheran Church will engage, train and support as many staff and volunteers as are needed to sustain the congregation’s core programs and to align their skills and abilities with strategic directions for growth.

- Goal 6.1 Volunteers - At least twenty-five new lay volunteers will be integrated into Bethel’s ministry and resource teams each year.
- Goal 6.2 Staff Retention - Bethel will maintain an annual staff retention rate above 85%.
- Goal 6.3 Member Engagement - By 2025, 100% of worshipping adult members of Bethel will have been invited to become involved in some form of volunteer ministry or activity.

Environmental Factor #7 – Other Assets

Bethel Lutheran Church is rich in resources. Human and financial resources have been described previously. Physical and technology assets comprise another set of resources that position the congregation for future growth and development. Not to be ignored is the rich and long history of the congregation and the legacy it has created as a significant religious force for good in the Madison area, throughout South-Central Wisconsin, as well as in various places around the world. Stewardship of these physical assets demands that the facilities be maintained to ensure the highest possible efficiency, functionality and aesthetic value. Such stewardship also demands careful

attention to the energy footprint of the campus and strategies to improve energy efficiency should be of ongoing concern.

General Conclusions

Upon these unique assets, Bethel's future will have to be built. Transitioning into new and different modes of ministry and service may require people to change and adapt. As the church defines its preferred future and works together to achieve it, these assets will also need to be maintained, and if necessary, altered and adapted to meet future needs. Utilizing current and emerging technologies to support media ministry and online programming will require careful planning and expert guidance.

In sum, Bethel has a rich foundation of assets upon which to build its future, but must be open-minded with respect to their utilization, adaptation and change in order to meet the requirements of changing ministries and populations.

Strategic Opportunities

Bethel Lutheran Church has many assets which it can bring to bear on challenges it faces in the future. Unused spaces for meetings, social gatherings, education, and social services exist throughout the facility. Although the creation of an inventory of spaces was launched in 2020, evaluation of spaces by program staff and ministry teams for new programs and services will not take place until 2021. Evaluation of spaces for possible use by outside groups has also not occurred and should be considered in order to market such spaces for additional auxiliary income from rent and event support services.

Providing worship and learning opportunities via online applications has provided insight and experience upon which future innovation can be built. Investment in the technology infrastructure, both in terms of hardware and software applications, as well as staff who have skills in relevant areas of media communication may be necessary.

Strategic Position 7.0: Bethel Lutheran Church will maximize the use of its current facilities and infrastructure at its present location by altering, modifying and upgrading them to meet future and emerging ministry needs. Bethel will further develop its use of digital media to expand the reach of its programs and services to global audiences.

- Goal 7.1 Physical Plant - Bethel will increase its weekly space utilization of occupied square feet by 20% by 2025.
- Goal 7.2 Energy Stewardship - Bethel will reduce its energy costs by 20% by 2025 through implementation of alternative energy sources, energy saving strategies, and system efficiencies.
- Goal 7.3 Master Campus Plan - Bethel will develop a master campus plan which includes the current facilities, Steensland House, parking, and adjacent and remote properties in order to address future ministry needs, and to enhance its public appearance and accessibility to the community.

Goal 7.4 Technology – Bethel will develop and implement a technology plan which details the hardware, software and infrastructure support required to create and maintain a preeminent online media presence as well as to ensure data storage and security, information accessibility, administrative computing capacity, and presentation functionality.

Bethel's Preferred Future

Position, Goal and Recommended Initiative Statements

Trusting God to lead and prosper our efforts, we commit ourselves to the goals and initiatives described below. In attempting to define our preferred future and describe the actions required to lean toward it, we have described in very high and general terms the **Strategic Positions** we wish to achieve in each of seven key areas. For each position, we have identified measurable **Strategic Goals** that will direct our activities over the course of the next five years. And for each goal, the staff and teams will develop annual tactical **2021 Initiatives** which they will use to establish action plans and priorities for 2021. While the position statements are unlikely to undergo much change from year to year, strategic goals may be altered annually to reflect new or changing conditions. It is expected that annual initiatives will be recast each year by staff and teams to reflect the realities of a new annual planning cycle.

- 1.0 **Strategic Position – Need/Demand:** Bethel Lutheran Church will be recognized among Madison churches as a prevailing resource for religious and spiritual growth and will serve as one of the region's ecumenical leaders in supporting systems of service to marginalized populations.
 - 1.1 **Strategic Goal – Worship:** Bethel's average weekly church attendance (ACA) will grow by a net of 5% per year.
 - 1.2 **Strategic Goal – Faith Formation, Education and Engagement:** The number of adults involved in Bible study and other forms of spiritual enrichment and growth will increase by a net of 5% per year.
 - 1.3 **Strategic Goal – Social Advocacy and Engagement:** The number of individuals served and supported by Bethel's care ministries will increase by a net of 5% per year.

- 2.0 **Strategic Position – Population:** Bethel Lutheran Church will serve a broad constituency which reflects the diversity and population attributes of the greater Madison area by providing worship, learning, service and fellowship opportunities which address the preferences and interests of all.
 - 2.1 **Strategic Goal - Worship Styles:** Bethel will offer a variety of worship experiences in styles and formats that appeal to diverse interests, ages and tastes, and which will exhibit uncommon quality in content and execution.
 - 2.2 **Strategic Goal – Youth and Young Adult Participation:** Bethel will increase participation of youth and young adults by 5% per year.
 - 2.3 **Strategic Goal - Diversity and Inclusiveness:** Bethel will be known as the community that welcomes people of color, varying abilities, age, political persuasion, socio-economic status, and sexual orientation.

- 3.0 Strategic Position – Geography:** Bethel Lutheran Church will maintain and enhance its location in downtown Madison as a sought-out destination for religious, social and community activity in the greater Madison area while seeking innovative and creative ways to expand its mission outreach into local, national and global communities.
- 3.1 Strategic Goal – Small Group Ministries:** Bethel will invest in creating and supporting five new small group ministries per year which will be hosted by members in their communities.
- 3.2 Strategic Goal – Media Outreach Ministries:** Bethel will expand its outreach through diverse media formats to reach more people locally and throughout the world, develop relevant metrics of measuring media “touches,” and increase program viewership/conversion by 25% per year.
- 3.3 Strategic Goal – Market Penetration:** Bethel will increase its active involvement of young adults aged 25-40 by 300% by 2025.
- 3.4 Strategic Goal - Global Outreach:** Bethel will actively support mission and ministry efforts in Rwanda, Puerto Rico and other foreign countries and encourage direct member engagement.
- 4.0 Strategic Position – Competition/Collaboration:** Bethel Lutheran Church will exhibit exceptional quality in every aspect of its ministry while actively seeking to collaborate with willing partners to advance Bethel’s mission and ministries.
- 4.1 Strategic Goal – Quality:** By 2025 Bethel will have developed relevant measures of quality and effectiveness for all areas of ministry and will show demonstrable improvement in all areas.
- 4.2 Strategic Goal – Reputation:** Bethel will be known in Madison as the epicenter of rich and varied forms of worship, education, spiritual enrichment, and member engagement.
- 4.3 Strategic Goal – Collaboration:** Bethel will establish supportive partnerships with other churches and serve as the principal resource to them for growth, efficiency, quality, and if necessary, for affiliation, consolidation or merger.
- 5.0 Strategic Position – Funding:** Bethel Lutheran Church will become financially able to support ministry growth and program expansion by increasing revenues from all sources.
- 5.1 Strategic Goal – Pledged Income:** The total annual average pledged giving will increase by at least 4% per giving unit per year (total pledged amount/total number of pledges).

- 5.2 Strategic Goal – Bethel Endowment Foundation:** The partnership between the congregation and the Foundation will be affirmed and strengthened in shared mission and vision.
- 5.3 Strategic Goal – Outside Income:** Revenues from outside agencies, individuals, corporations, foundations and other sources to support Bethel ministries and programs will comprise 10% of Bethel’s total revenues by 2025.
- 6.0 Strategic Position – Labor:** Bethel Lutheran Church will engage, train and support as many staff and volunteers as are needed to sustain the congregation’s core programs and to align their skills and abilities with strategic directions for growth.
- 6.1 Strategic Goal – Volunteers:** At least twenty-five new lay volunteers will be integrated into Bethel’s ministry and resource teams each year.
- 6.2 Strategic Goal – Staff Retention:** Bethel will maintain an annual staff retention rate above 85%.
- 6.3 Strategic Goal – Member Engagement:** By 2025, 100% of worshipping adult members will have been invited to become involved in some form of volunteer ministry or activity.
- 7.0 Strategic Position – Other Assets:** Bethel Lutheran Church will maximize the use of its current facilities and infrastructure at its present location by altering, modifying and upgrading them to meet future and emerging ministry needs. Bethel will further develop its use of digital media to expand the reach of its programs and services to global audiences.
- 7.1 Strategic Goal – Physical Plant:** Bethel will increase its weekly space utilization of occupied square feet by 20% by 2025.
- 7.2 Strategic Goal – Energy Stewardship:** Bethel will reduce its energy costs by 20% by 2025 through implementation of alternative energy sources, energy saving strategies and system efficiencies.
- 7.3 Strategic Goal – Campus Master Plan:** Bethel will develop a master campus plan which includes the current facilities, Steensland House, parking, and adjacent and remote properties in order to address future ministry needs, and to enhance its public appearance and accessibility to the community.
- 7.4 Strategic Goal - Technology:** Bethel will develop and implement a technology plan which details the hardware, software and infrastructure support required to create and maintain a preeminent online media presence as well as to ensure data storage and security, information accessibility, administrative computing capacity, and presentation functionality.

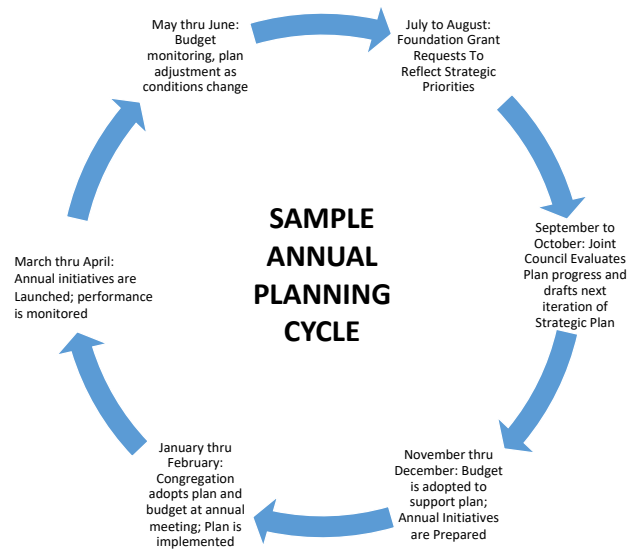
Key Performance Indicators - Annual

Description	Goal	Metric	FY2020 EOY	FY2021 YTD	FY2022 Goal	FY2023 Goal	FY2024 Goal	FY2025 Goal
1.1 Worship ACA	+5%/yr.	Headcount						
1.2 Formation Attendance	+5%/yr.	Headcount						
1.3 Social Ministry	+5%/yr.	Headcount						
2.1 Worship Format/Style	x	Number						
2.2 Youth/Young Adults	+5%	Headcount						
2.3 Diversity/Minority Membership	x	Percent of total						
3.1 No. of small group ministries	+5 /yr.	Number						
3.2 Viewership/Website conversions	+25%/yr.	Number						
3.3 Young adult engagement	+300% by 2025	Number						
3.4 Global Outreach	1 project/yr.	Number						
4.1 Quality Measures	x	TBD						
4.2 Reputational Attributes	x	TBD						
4.3 Partnership MOUs	x	Number						
5.1 Average pledged income	+4%/yr./ Give unit	Dollars						
5.2 BEF/BLC Agreement	x	MOU						
5.3 Outside income – all sources	10% total budget	Percent of budget						
6.1 New team volunteers	+25/yr.	Headcount						
6.2 Staff retention	>85%	Percent						
6.3 Member invitation for engagement	100% by 2025.	Percent of worshipping adults						
7.1 Space Utilization	+20% by 2025	Sq. Ft. per week						
7.2 Energy Expense	-20% by 2025	Dollars						
7.3 Campus Master Plan	x	x						
7.4 Technology	x	x						

Strategic Learning and Acting

This Strategic Plan provides a framework for ongoing evaluation, learning, strategizing and experimentation. Each year, the staff, ministry and resource teams, and the Joint Council or alternatively, the Executive Committee of the Council, will review the Position and Goal statements and their associated Key Performance Indicators and determine if any changes or adjustments to those statements are suggested. At the conclusion of such review, the Joint Council should adopt a new five-year iteration of those position and goal statements along with revised indicators of performance. Staff and teams will use those revised goals to develop a fresh set of annual initiatives and action plans.

The following diagram describes Bethel's annual planning cycle.



In the event of significant changes in the operating environment the Council should have at its disposal tools and methods to respond to such events by evaluating the circumstances through the lens of several filters or screens through which decisions can be made and appropriate strategy responses can be developed and executed.

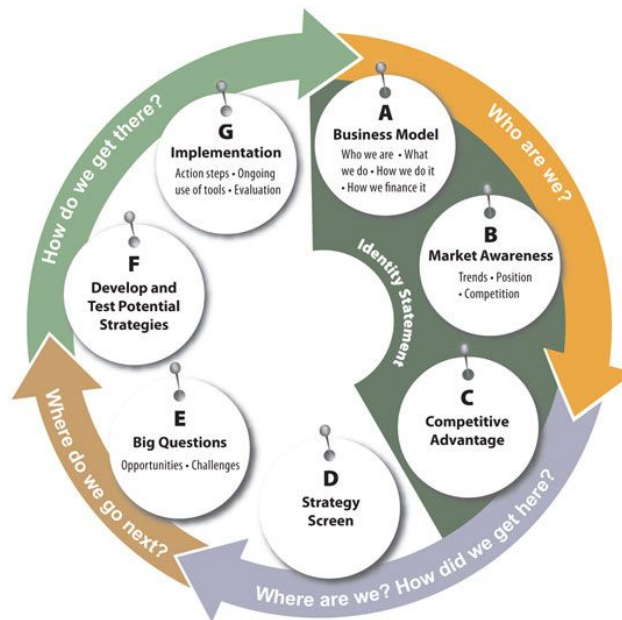
David LaPiana has proposed that nonprofit organizations who wish to be nimble and responsive to changing conditions or emerging opportunities should adopt a small set of critical screening criteria to focus analysis and decision making. Bethel's Joint Council has adopted four screening criteria as being most relevant and useful for Bethel's purposes. These screening criteria might also be used to evaluate Foundation grant requests, thereby ensuring that the planning priorities suggested by the strategic plan be reflected in the nature and ranking of grant requests.

Bethel will only undertake strategies that:

1. Are consistent with Bethel's mission
2. Enhance the overall quality of services and experiences
3. Increase participation in targeted population groups
4. Will help Bethel to achieve greater efficiency of operation.

The process of strategy development and implementation described by La Piana is shown in the diagram below. It should be pointed out that the processes described in steps A, B and C have been thoroughly evaluated and conclusions drawn in the body of this strategic plan through the environment scan using McLaughlin's seven environmental factors. Realistically, however, as time goes on and strategic actions are undertaken, how the organization perceives itself and its strategic position will undergo change. In other words, utilization of a model of decision-making such as that described below will help the organization learn about itself and its environment and will change as its environment changes and as it acts to respond to those environmental changes – all from within the context of the overall mission and strategic vision of the church as described in the five-year strategic plan.

David LaPiana: *The Strategy Revolution: Real Time Strategic Planning in a Rapid Response World* (2008)



The usefulness of this model will be maximized when key leaders of the church make sure that it is universally understood and is actually used. If the operating environment is faced with a serious threat or opportunity, outside counsel which is adept at facilitating decision-making using the model will be considered.