

Bethel Lutheran Church

2021-2025 Strategic Plan Initiatives Task Planner for 2021

GOAL	INITIATIVE	TEAM OWNER	INITIATIVE OWNER	GOAL KPI	STATUS
1.0 Strategic Position - Need/Demand: 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 service to marginalized populations.					
1.1 Worship - Bethel's average weekly church attendance will grow by a net of 5% per year.		Worship, Community Outreach, (Media)		+5% /yr	
	1.1.1 Develop and implement growth strategies around friendship evangelism and new member welcome which support integration and engagement.	Community Outreach	Outreach Pastor	√	
	1.1.2 Programs and services will be developed which promote continuous engagement with worship regardless of age, ability, or circumstance.	Worship	M. Brown; A. Hartsough	√	
1.2 Faith Formation – 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. (To be coordinated with Goal 3.1 – Small Group Ministries.)		Lifelong Learning		+5%/yr	
	1.2.1 Staff will map the education and formation programs of the congregation and identify gaps in those periods of transition experienced by families to ensure continued engagement and connectedness.	Nurturing, Lifelong Learning	P. Shellberg	√	
1.3 Social Advocacy – The number of individuals served and supported by Bethel's care ministries will increase by a net of 5% per year.		Serving	Dave Coe	+5%/yr	
	1.3.1 Collaborate with agencies in the Dane County homeless services consortium to develop a more comprehensive, holistic program of services, determine the best possible role for Bethel in such a collaboration, and as appropriate, investigate alternative sites and facilities to support such programs.	Serving, (Homeless, Food Pantry)	D. Ulteig	√	

2.0 Strategic Position – Population: – 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.					
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 exhibit uncommon quality in content and execution.		Worship		√	
	2.1.1 Sustain a consistent and uncommon level of quality in all forms and styles of worship.	Worship	M. Brown	√	
	2.1.2 Position Bethel as a sought-out destination for outstanding musical experiences.	Music/Outreach	A. Hartsough		
2.2 Youth and Young Adult Participation -Bethel will increase participation by youth and young adults by 5% per year.		Lifelong Learning		+5%/yr	
	2.2.1 Call an outreach pastor with strong relational skills, especially among young adults.	Joint Council (Call Committee)	M. Brown	√	
	2.2.2 Grow Youth Ministry (grades 9-12) participation by 5% per year.	Lifelong Learning	R. Brown	+5%/yr	
	2.2.3 Increase the number of young people confirmed each year by 5% through 2025.	Lifelong Learning	R. Brown, P. Shellberg	+5%/yr	
2.3 Diversity and Inclusiveness – Bethel will be known as a community that welcomes the wide variety of populations in Madison including people of color, varying abilities, age, political persuasion, socio-economic status, and sexual orientation.		Lifelong Learning		10% by 2025	
	2.3.1 Attain RIC status with the ELCA as a welcoming congregation to individuals of diverse sexual orientations and expressions.	Lifelong Learning	P. Shellberg	√	
	2.3.2 Engage the Bethel congregation to prepare for and do anti-racist work alongside and with partner churches and organizations so economic, health, education and justice outcomes are changed to become equitable for everyone.	Lifelong Learning, Serving	Ann Leon	√	
3.0 Strategic Position – Geography: Bethel will maintain and enhance its location in downtown Madison as the 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 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.		Nurturing		+5/yr	
	3.1.1 Recruit, train, equip and support volunteers to host small group ministries in their homes or other locations.	Nurturing	J. Swanson	+5/yr	
3.2 Media Outreach – Bethel will expand its outreach through diverse media formats to reach more people locally and throughout the world, develop relevant metrics for measuring media “touches,” and increase program viewership/conversion by 25% per year.		Community Outreach (Media)		+25%/yr.	
	3.2.1 Develop an overarching media strategy and plan which provides coherent and coordinated direction to Bethel’s efforts to distribute spiritual resources, worship services, small groups ministries, Bible Studies and other interactive experiences through diverse digital platforms.	Ministry Council	C. Swiggert		
3.3 Market Penetration – Bethel will increase its active involvement of young adults aged 25-40 by 300% by 2025.		Community Outreach		+300% by 2025	
	3.3.1 Develop and launch an intentional marketing plan, grounded in quality and relevant services and experiences, to reach those young adults living within a two-mile radius of the church.	Community Outreach, (Call Committee)	Outreach Pastor	√	
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.		Community Outreach			
	3.4.1 Plan at least one international support project which includes direct member engagement in the targeted country.	Community Outreach			
4.0 Strategic Position - Competition/Collaboration: Bethel 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 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.		All Ministry and Resource Teams		√	
	4.1.1 Develop and monitor key performance indicators for all ministry areas including participation levels,	Ministry Council	M. Brown	√	

	behavioral outcomes and perceived program and ministry impact.				
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.		Ministry Council		√	
	4.2.1 Develop and implement a communication strategy which conveys the worship, social advocacy, Biblical teaching and youth and children’s programs in a winsome way.	Ministry Council (Media)	M. Brown	√	
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.		Joint Council		√	
	4.3.1 Host a leadership summit to develop collaborative supportive and constructive working relationships with the South-Central Synod of the ELCA and other ELCA churches in the area around issues of mutual interest and concern.	Joint Council	M. Brown	√	
	4.3.2 Identify one or more declining ELCA congregations in Madison and actively seek to support them for turnaround, collaboration or merger.	Joint Council	M. Brown	√	
	4.3.3 Build on existing and historic relations with Bethel Horizons to extend the faith formation provided by Bethel to campers, children and youth.	Joint Council	R. Brown	√	
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 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).		Financial Resource, (Stewardship)		% change in ave. pledge amount	
	5.1.1 Educate the congregation on the integrated and unified approach to budgeting and develop access and reporting systems for staff and leadership to obtain financial data in real time.	Financial Resource	Director of Finance	√	
	5.1.2 Develop and launch a year-round stewardship program aimed at increasing commitments of time, talent and treasure.	Financial Resource (Stewardship)	M. Brown	√	

	5.1.3 Expand the use of online giving by 10%	Financial Resource (Stewardship)		% change over time	
5.2 Bethel Endowment Foundation – The partnership between the congregation and the Foundation will be affirmed and strengthened in shared mission and vision.		BLC Joint Council, BEF Trustees		Monitor	
	5.2.1 Enrich the relationship between Bethel Lutheran Church, Bethel Endowment Foundation, and other affiliated legal entities.	BLC Joint Council, BEF Trustees	M. Brown, A. Mowbray	√	
5.3 Outside Income – Revenues from outside agencies, individuals, corporations, foundations and other sources to support Bethel ministries and programs will increase to 10% of Bethel’s total revenues by 2025.		Property Resource, Financial Resource		10% of total budget	
	5.3.1 Facility availability, event support, services and rental rates will be published and distributed to promote greater use by non-Bethel related groups. (To be coordinated with Initiative 7.1.1)	Property Resource, Community Outreach	A. Hartsough	√	
	5.3.2 Develop funding sources outside of Bethel to support its work among the homeless, hungry and other marginalized populations. (To be coordinated with 1.3.1)	Financial Resource, Serving	A. Mowbray	\$ raised	
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 Volunteers – At least twenty-five new lay volunteers will be integrated into Bethel’s ministry and resource teams each year.		Stewardship		+25/yr	
	6.1.1 Develop and coordinate a program of volunteer recruitment. (To be coordinated with 6.3.1 and 6.3.2)	Stewardship	J. Armelin	√	
	6.1.2 Develop and implement a training curriculum for all lay volunteers to equip them for service and future leadership roles.	Stewardship	J. Armelin	+25/yr	
6.2 Staff Retention – Bethel will maintain an annual staff retention rate above 85%.		Human Resources		>85%	
	6.2.1 Develop a staff retention plan, including incentives, recognition and	Human Resources	M. Brown	√	

	professional development opportunities.				
	6.2.2 Develop and implement an annually updated staff succession planning process for exempt employees.	Human Resources	M. Brown	√	
6.3 Member Engagement – By 2025, 100% of worshipping adult members will have been invited to become involved in some form of volunteer ministry or activity.		Stewardship		85% by 2025	
	6.3.1 Continue to implement a talent management system in REALM for member volunteers to identify and utilize their practical and spiritual gifts and/or transition them into new or changing roles.	Stewardship	J. Armelin	√	
	6.3.2 Develop and offer educational opportunities for spiritual gift discernment and offerings of time and talents to the church’s mission.	Stewardship	J. Armelin	√	
	6.3.3 Identify and train REALM coordinators in each Ministry and Resource team to monitor team and Joint Council rosters and identify potential future and alternate members for cultivation and recruitment.	Stewardship	J. Armelin	√	
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.					
7.1 Physical Plant – Bethel will increase its weekly space utilization of occupied square feet by 20% by 2025.		Property Resource		\$ of Sq. Ft. used per week	
	7.1.1 Inventory all unused rooms and spaces in the campus facilities, evaluate their potential for use.	Property Resource, Community Outreach	S. Lawrence; Tom Derr	√	
	7.1.2 Repair, remodel, furnish, or otherwise upgrade their functionality in order to make them available for use by internal and external groups.	Property Resource	S. Lawrence; Tom Derr		
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.		Property Resource		-20% by 2025	
	7.2.1 Install and integrate a solar array to reduce electricity cost.	Property Resource	S. Lawrence	√	

	7.2.2 Continue to implement all strategies recommended by the Edison Energy Audit.	Property Resource	S. Lawrence	√	
7.3 Campus Master Plan – Bethel will develop a campus master plan which includes the current facilities, Steensland House, parking, and adjacent and remote properties in order to address future ministry needs.		Serving, Worship, Property Resource		√	
	7.3.1 Enhance the public appearance, signage, patio and overall presentation of the campus buildings to the community.	Property Resource	S. Lawrence	√	
	7.3.2 Engage planning consultants to develop a campus master plan that includes possible redesign, repurposing, and building addition or modification, and which maps anticipated facility and systems obsolescence.	Property Resource	D. Vogel	√	
	7.3.3 As part of the campus master planning process, qualified consultants, architects and design specialists will be engaged to propose plans for the updating of the main sanctuary to respond to changing worship needs.	Worship, Property Resource	M. Brown	√	
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.		Worship (Media)	M. Brown		
	7.4.1 – Based upon media/technology consultant recommendations, develop an overall digital media strategy to focus and enhance Bethel’s digital program and service offerings.	Worship; Lifelong Learning (Media)	C. Swiggert	√	
	7.4.2 – A technology capacity and functionality assessment will be conducted to determine areas in need of upgrading in order to support high quality computing and security.	Property Resource; (Media)	S. Lawrence; J. Drews	√	