

# Executive Council Committee on Strategic Planning

## Membership effective

The Rt. Rev. David Alvarez, <i>Co-Chair</i>	Puerto Rico, IX
Mr. Richard Briscoe, <i>Co-Chair</i>	Tennessee, IV
The Rev. Canon Timothy Anderson	Nebraska, VI
Ms. Betsy Creedon	Michigan, V
The Rt. Rev. C. Andrew Doyle	Texas, VII
The Rev. Won-Jae Hur	Northern California, VIII
The Rt. Rev. James Mathes	San Diego, VIII
Canon Jill Mathis	Pennsylvania, III
Mr. Bob Stice	New Mexico, VIII
Ms. Irene Tanabe	Olympia, VIII
The Rev. Daniel Velez-Rivera	Massachusetts, I
Ms. Anne Watkins	Connecticut, I
Ms. Linda Watt, <i>Staff</i>	Utah, VIII
The Rev. Robert Honeychurch, <i>Staff</i>	Los Angeles, VIII
The Rev. Susan McCone, <i>Staff</i>	Connecticut, I

## Changes in Membership

The Rev. Susan McCone resigned; the Rev. Irene Tanabe resigned upon change in Holy Orders but continued to serve as a consultant; Ms. Linda Watt, resigned and was replaced by the Rt. Rev. Stacy Sauls. Mr. Christopher Barajas was added as a staff liaison. The Hon. Byron Rushing also served as a representative for the President of the House of Deputies.

## Meetings

- October 14-15, 2010 – Episcopal Church Center, New York, NY
- November 4-5, 2010 – Crowne Plaza – O’Hare, Chicago, IL
- May 30-31, 2011 – GAM 009 Consultation, Maritime Institute, Linthicum Heights, MD (attended by 4 members as Strategic Planning representation)
- September 26-27, 2011 – Fogelman Conference Center, Memphis, TN

## Summary of Work

As a reminder of the origins of Strategic Planning, on January 31, 2009, the Executive Council of The Episcopal Church adopted Resolution CIM-040 to create a Strategic Planning Committee to assist the Executive Council and The Episcopal Church Center in their capacities as entities charged with implementing the vision and priorities of General Convention.

At the first Strategic Planning Committee meeting, the group met with the Presiding Bishop, the President of the House of Deputies and the Chief Operating Officer of the Episcopal Church Center, and several key Church Center staff to begin a situational analysis, to identify key sources of information and to develop a timeline. When asked to share their hopes and desires with the Committee, the Presiding Officers and Chief Operating Officer, the stated priorities from these leaders included:

- Continued growth as a multicultural church, worshipping and serving in a variety of contexts, including encouragement at the congregational level to expand the gambit of “comfortable worship” experiences and to develop new modes of evangelism
- Continued growth in understanding ourselves as a people of mission, both globally and locally, including our continued role as voice and advocate for those on the margins and on behalf of non-human creation
- The Episcopal Church identity initiative
- Organizing for mission
- Growing the church, including “getting all on board,” innovation, children, youth, and young people, new audiences, integrating multiculturalism, leadership formation, reconciliation, focus on mission, outreach, and communication

The committee also conducted a survey, asking for input from clergy and laity as to their priorities for the future of the Episcopal Church. Church Center researcher Dr. Adair Lummis worked with the committee to develop a survey available in four languages that was distributed both online and in hardcopy. Over 6,700 completed surveys were received. A full report is available on the Episcopal Church Center website <http://www.episcopalchurch.org/strategicplan>.

A clear majority of survey respondents identified the five most important goal areas as being (in descending order of importance):

- Reaching Children, Youth, and Young Adults
- Evangelism/Proclaiming the Good News of Christ
- Worship, Music, and Liturgy
- Leadership
- Strengthening Congregations

When asked “how much effort” should be given to each of a list of various strategies to reach these goals, the majority of respondents indicated two strategies deserved “great effort”:

- Focusing on God’s Mission as the Centerpiece of Our Church
- Expanding Efforts to Reach Younger People

Other materials informing the committee included: a preliminary diocesan assessment report produced by Terry Parsons through the Episcopal Church Center; a report produced by Nielsen Buzz, which was shared with the committee by the Episcopal Church Center Office of Communication; and the ongoing Public Narrative Project.

After reviewing these sources of information, the Strategic Planning Committee identified twelve broad goals, which were eventually narrowed to ten. The committee then divided itself into drafting groups to identify related strategies and activities that could be accomplished in the 2010-2012 triennium. It also determined that the Strategic Plan should support the mission priorities that had just been established at the 2009 General Convention:

- Networking the Body of Christ
- Alleviating Poverty and Injustice
- Claiming Our Identity
- Growing Congregations and Next Generations of Faith
- Strengthening Governance and Foundations for Ministry

Subsequently, through conference calls and e-mail, the committee continued to revise the Strategic Plan. In an attempt to tighten its focus, the committee combined several goals, and each member prioritized the remaining goals based on the information received from the survey and from ongoing communication with the Presiding Officers and Chief Operating Officer of the Episcopal Church Center.

After completing the draft plan, the committee submitted it for review by the Presiding Officers and Chief Operating Officer of the Episcopal Church Center. The committee presented the draft plan to Executive Council at its October 2009 meeting for review and input. The plan was then shared with CCAB members at their November 2009 meeting. The CCABs embraced the draft plan and gave the Strategic Planning Committee extensive feedback to guide further revisions and develop the final plan.

Following a final drafting session in January 2010, during which the input from the CCABs and others was incorporated, the Strategic Planning Committee submitted the plan for approval by the Executive Council. It was recommended that the Executive Council and the Episcopal Church Center track progress per the timeline included in the plan. That completed the work of CIM-004 with implementation by the Executive Council and the Episcopal Church Center.

The subsequent and current Committee for Strategic Planning was mandated by General Convention resolution 2009-A061, and formed by Executive Council’s Joint Standing Committee on Governance and Mission (GAM) resolution GAM004 at the February 2010 meeting of the Executive Council. Its mandate was to annually review and revise the plan, making indicated changes and extending in order that the Strategic Plan remains a living document.

The first committee’s work was limited to one portion of GC2009-A061: Resolved, the House of Deputies concurring, That the 76th General Convention direct the Executive Council to create a Committee on Strategic Planning to guide the Executive Council and the Church Center in their capacities as leaders of the Episcopal Church. While reviewing

the previous work, the current committee recognized and affirmed frustration expressed by returning members that the 2nd and subsequent portions of General Convention Resolution 2009-A061:

*Resolved*, That the Committee on Strategic Planning be charged with using its best appropriate planning methods available to develop a ten-year plan, updated annually, that identifies and tracks the missional, financial, societal, cultural and other challenges and opportunities facing the Episcopal Church; considers alternative paths of action; recommends a path; defines measurable indicators of success of the selected direction and a specific timeline; details resources needed and proposes how these resources will be gathered; and be it further

*Resolved*, That the Committee on Strategic Planning report annually to the Executive Council except in years when the General Convention meets, during which year it reports to the General Convention; and be it further

*Resolved*, That the plan receive a revision every year and a major revision every three years in anticipation of the triennial priorities and budget process that is finalized at General Convention...

The final portion was of critical concern and should be reflected in any strategic plan going forward. While the Strategic Plan presented to the General Convention in 2009, reviewed by CCAB's and others in November 2009 and received by the Executive Council in January 2010 appropriately set goals for the whole Church, it was confined to identify only those activities of the Executive Council and Church Center Staff. This severely limited effectiveness and ability to implement a Strategic Plan for the Episcopal Church. Thus, the current committee approached its work with a broader view, adopting a mission statement as articulated in the Catechism on the Church and developing a Vision statement.

Strategic issues, other observations, and recommendations were identified and presented in intermediary reports to the Executive Council and included in the newest iteration of the Strategic Plan. Key among these is the recognition that that the task of planning, implementation, and review are ongoing and require significant expenditure of resources in order to be effective. Additionally, mission strategy is contextual and while broad areas of focus can and should be identified, it is equally important and appropriate that specific plans for implementation be identified and executed at the most local level possible. Finally, in order for any strategic plan to be effective, adequate oversight with clear measurements and adequate systems of accountability need to be present. These issues, observations and recommendations form the basis for the following resolution:

### **Resolution A155 Continuous Cycle of Strategic Planning & Oversight**

*Resolved*, the House of \_\_\_\_\_ concurring, That the 77th General Convention, meeting in Indianapolis, Indiana, affirm the Strategic Plan as a working document; and be it further

*Resolved*, that the 77th General Convention establish a Standing Commission on Strategic Planning to support a three-year rolling strategic planning process for The Episcopal Church; and be it further

*Resolved*, that the Strategic Plan be used as a model for The Episcopal Church as a whole, not solely for the Executive Council or the Church Center staff; and be it further

*Resolved*, that planning activities of Commissions, Committees, Agencies, and Boards (CCABs) and the General Convention be aligned with The Episcopal Church's strategic planning process, and that the CCAB's provide the Standing Commission on Strategic Planning with their own strategic plans and updates on an annual basis; and be it further

*Resolved*, that the General Convention urge provinces, dioceses and congregations to use the Episcopal Church Strategic Planning Process as a model for developing their own strategic plans, and provide plans and annual updates to the Standing Commission on Strategic Planning; and be it further

*Resolved*, that the General Convention direct the Executive Council and Joint Standing Committee on Program, Budget and Finance to follow the Strategic Plan for future financial and budgetary planning of The Episcopal Church; and be it further

*Resolved*, that the General Convention request the Joint Standing Committee on Program, Budget and Finance to consider a budget allocation of \$70,000 per year for the implementation of this resolution in the next triennium.

## Strategic Plan for the Executive Council and the General Convention—Final Draft Executive Summary

In the pages which follow, you will find the Plan recommended by the Executive Council Committee on Strategic Planning. This Plan contains the following sections:

- Background – this section provides a review of the work of the first strategic planning committee established by Resolution CIM-040 to assist the Executive Council and the Episcopal Church Center as entities charged with implementation the vision and priorities of the General Convention. A draft plan received input from CCABs and was submitted for approval by the Executive Council. A recommendation was made that the Executive Council and Church Center track progress.
- Introduction – this section outlines the work of the second strategic planning committee mandated by General Convention resolution 2009-A061 and GAM 004. The work of this committee was defined as using best appropriate planning methods to develop a ten-year plan, update annually, track a wide range of challenges and opportunities facing the Episcopal Church; consider alternative paths of action; recommend paths; and define measurable indicators of success; define timelines and resources needed and propose how these resources should be gathered. The Plan that follows is the result of the work of this committee, and as a basis for continued long term planning for The Episcopal Church.
- Vision Statement as developed by the committee – The Episcopal Church is a community gathering God’s people for grace-filled worship, thoughtful engagement, decisive action and diving transformation. We are a gathering, thinking, acting and transforming community..
- Mission- the Mission statement is from the Book of Common Prayer, page 855: The Mission of the Church is to restore all people to unity with God and each other in Christ. The Church pursues its Mission as it prays and worships, proclaims the Gospel, and promotes justice, peace and love. The Church carries out its Mission through the ministry of all its members..
- Strategic Issues were identified as a result of the May, 2011 meeting called by GAM and attended by representatives of CCABs and other bodies working on long term planning. The issues include reviewing structure; reviewing roles and responsibilities of key personnel and other bodies of the Church; reviewing election processes, terms of office, frequency of meetings and succession planning; reducing overlap/maximizing Mission opportunities; anticipating and managing change in support of Mission; increasing diversity; recognizing non-traditional worship groups; separating fiduciary and mission decision-making; strategic planning driving financial planning; and developing common measures for all our activities – quantitative and qualitative.
- Observations – the need to identify primary stakeholders/partners to implement in areas of focus; aligning goals and budgets as fundamental to effective strategic planning; a 10 year horizon is no longer practical; long term planning is taking place in many areas of the Church but with limited coordination, reporting and accountability; significant structural change will be required for significant progress to be made; there’s a proliferation of bodies without common vision, strategic direction or adequate communication; roles and responsibilities of the Church Center staff are not clear; and the committee is now charged with generating resources to support strategic planning.
- Recommendations – affirm the Vision Statement and Mission; recognize Mission is primarily implemented at provincial, diocesan and parish levels with support from the Church Center staff; a central function should be charged with collecting all long term planning and providing direction; a body should be designated to examine and propose structural changes to support the areas of focus for mission; the plan should have a three-year rolling horizon; the Church Center is a resource, not an initiator of action; direct all CCABs and others that their long-term planning activities be in accordance with the goals of the Strategic Plan; allocate funding for on-going work of strategic planning and charge another body with generating those funds; and recognize the on-going nature of strategic planning by establishing a Standing Committee of the General Convention for Strategic Planning
- Areas of Focus for Mission – Formation, Evangelism, Stewardship, Compassion and Justice, Reconciliation and Restoration, Governance and Structure, Communications and Measurements supported by those primarily responsible and actions to be made. Timelines could not be defined, but are included to guide the work of the next committee (or Standing Commission).
- Qualitative/Quantitative Measures – while this section is not completed, it is included to emphasize the importance the Committee gives to the budgeting process being driven by the Strategic Plan. It is hoped that the next committee (or Standing Commission) will be able to incorporate financial and qualitative measures in the plan).

## Background

On January 31, 2009, the Executive Council of The Episcopal Church adopted Resolution CIM-040 to create a Strategic Planning Committee to assist the Executive Council and The Episcopal Church Center in their capacities as entities charged with implementing the vision and priorities of General Convention.

In response to this resolution, the Presiding Bishop and the President of the House of Deputies jointly appointed the following individuals to this committee:

The Rt. Rev. David Alvarez  
The Rev. Canon Timothy Anderson  
The Rev. Paige Blair  
Richard Briscoe  
Jack Finlaw  
The Rev. Canon Anthony Guillen  
The Rev. Christopher Johnson  
Bryan Kislock  
Sarah Lawton  
The Rev. Suzanne Watson

Additionally, Albert Mollegan, Jr. was appointed to serve through July, 2009, and the Committee expresses its thanks for his inspiration and initial input. Sarah Johnson from the Church Center served as editor, and both Presiding Officers served as ex-officio members.

At the first Strategic Planning Committee meeting, held in New York May 2009, the group met with the Presiding Bishop, the President of the House of Deputies and the Chief Operating Officer of the Episcopal Church Center, and several key Church Center staff to begin a situational analysis, to identify key sources of information and to develop a timeline.

When asked to share their hopes and desires with the Committee, the Presiding Officers and Chief Operating Officer, the stated priorities from these leaders included:

- Continued growth as a multicultural church, worshipping and serving in a variety of contexts, including encouragement at the congregational level to expand the gambit of “comfortable worship” experiences and to develop new modes of evangelism
- Continued growth in understanding ourselves as a people of mission, both globally and locally, including our continued role as voice and advocate for those on the margins and on behalf of non-human creation
- The Episcopal Church identity initiative
- Organizing for mission
- Growing the church, including “getting all on board,” innovation, children, youth, and young people, new audiences, integrating multiculturalism, leadership formation, reconciliation, focus on mission, outreach, and communication

The committee also conducted a survey, asking for input from clergy and laity as to their priorities for the future of the Episcopal Church. Church Center researcher Dr. Adair Lummis worked with the committee to develop a survey available in four languages that was distributed both online and in hardcopy. Over 6,700 completed surveys were received. A full report is available on the Episcopal Church Center website (<http://www.episcopalchurch.org/strategicplan>).

A clear majority of survey respondents identified the five most important goal areas as being (in descending order of importance):

- Reaching Children, Youth, and Young Adults
- Evangelism/Proclaiming the Good News of Christ
- Worship, Music, and Liturgy
- Leadership
- Strengthening Congregations

When asked “how much effort” should be given to each of a list of various strategies to reach these goals, the majority of respondents indicated two strategies deserved “great effort”:

- Focusing on God’s Mission as the Centerpiece of Our Church
- Expanding Efforts to Reach Younger People

Other materials informing the committee included: a preliminary diocesan assessment report produced by Terry Parsons through the Episcopal Church Center; a report produced by Nielsen Buzz, which was shared with the committee by the Episcopal Church Center Office of Communication; and the ongoing Public Narrative Project (Resolution GC 2006-D043).

After reviewing these sources of information, the Strategic Planning Committee met again in August 2009. At that meeting the committee identified twelve broad goals, which were eventually narrowed to ten. The committee then divided itself into drafting groups to identify related strategies and activities that could be accomplished in the 2010-2012 triennium.

It was also decided in August that the Strategic Plan should support the mission priorities that had just been established at the 2009 General Convention:

- Networking the Body of Christ
- Alleviating Poverty and Injustice
- Claiming Our Identity
- Growing Congregations and Next Generations of Faith
- Strengthening Governance and Foundations for Ministry

Subsequently, through conference calls and e-mail, the committee continued to revise the Strategic Plan. In an attempt to tighten its focus, the committee combined several goals, and each member prioritized the remaining goals based on the information received from the survey and from ongoing communication with the Presiding Officers and Chief Operating Officer of the Episcopal Church Center.

After completing the draft plan, the committee submitted it for review by the Presiding Officers and Chief Operating Officer of the Episcopal Church Center. The committee presented the draft plan to Executive Council at its October 2009 meeting for review and input. The plan was then shared with CCAB members at their November 2009 meeting. The CCABs embraced the draft plan and gave the Strategic Planning Committee extensive feedback to guide further revisions and develop the final plan.

Following a final drafting session in January 2010, during which the input from the CCABs and others was incorporated, the Strategic Planning Committee submitted the plan for approval by the Executive Council. That completed the work of CIM-04 with implementation by the Executive Council and the Episcopal Church Center. It was recommended that the Executive Council and the Episcopal Church Center track progress per the timeline included in the plan.

A new Committee for Strategic Planning was mandated by General Convention resolution 2009-A061, and that new group was tasked with annually reviewing, making indicated changes and extending the plan so that it remains a living document.

## Introduction

- Formed by Resolution GAM 004 which accepted the first committee's work on the strategic plan
- In compliance with GC2009-A061: Continuous Cycle of Strategic Planning, a new Committee (2010) was formed to oversee strategic planning, make recommendations and report to EC and GC on the status of the Strategic Plan

### Members:

The Rt Rev'd David Alvarez, Co-Chair; Bishop of Puerto Rico  
The Rev'd Canon Tim Anderson, Diocese of NE  
Mr Richard Briscoe, Co-Chair, Dioceses of WTN and SWFL  
Ms Betsy Creedon, Diocese of MI  
The Rt Rev'd Andy Doyle, Bishop of Texas  
The Rev'd Bob Honeychurch, Missioner for Congregational Vitality  
The Rev'd Won-Jae Hur, Diocese of N CA  
The Rt Rev'd Jim Mathes, Bishop of San Diego  
Canon Jill Mathis, Diocese of Philadelphia  
Mr. Bob Stice, Diocese of New Mexico  
The Rev'd Irene Tanabe, Diocese of WA  
The Rev'd Daniel Velez-Rivera, Iglesia San Pedro, MA  
Ms Anne Watkins, Diocese of CT (member of Executive Council)

### Ex Officio Members:

The Most Rev'd Katherine Jefferts-Schori, Presiding Bishop  
Canon Bonnie Anderson, DD, President, House of Deputies

NOTE: The Rev'd Susan McCone, Director of Mission Funding and Ms. Linda Watt, COO, DFMS contributed as members of the Committee before leaving their positions. Christopher Barajas provided great help with minutes and technical liaison. The Hon. Byron Rushing attended the last meeting of the Committee as a representative of Canon Anderson. Bishop Sauls attended the last meeting of the Committee in his new position as COO of the Church Center. Irene Tanabe was a lay person when appointed, but was ordained in July, 2011; she was asked to attend the last meeting of the Committee as a consultant.

- The first committee's charge was limited to one portion of GC2009-A061: Resolved, the House of Deputies concurring, That the 76th General Convention direct the Executive Council to create a Committee on Strategic Planning to guide the Executive Council and the Church Center in their capacities as leaders of the Episcopal Church
- The current committee's charge is with the next portion of GC2009-A061: Resolved, That the Committee on Strategic Planning be charged with using its best appropriate planning methods available to develop a ten-year plan, updated annually, that identifies and tracks the missional, financial, societal, cultural and other challenges and opportunities facing the Episcopal Church; considers alternative paths of action; recommends a path; defines measurable indicators of success of the selected direction and a specific timeline; details resources needed and proposes how these resources will be gathered; and be it further
- Resolved, That the Committee on Strategic Planning report annually to the Executive Council except in years when the General Convention meets, during which year it reports to the General Convention; and be it further
- Resolved, That the plan receive a revision every year and a major revision every three years in anticipation of the triennial priorities and budget process that is finalized at General Convention...
- The first committee's Plan set goals for the whole Church, but was confined to activities only of the Executive Council and Church Center Staff.
- This severely limited effectiveness and ability to implement a Strategic Plan for the Episcopal Church
- In this context, the present committee approached its work

## Vision Statement

The Committee developed the following Vision Statement:

The Episcopal Church is a community gathering God's people for grace-filled worship, thoughtful engagement, decisive action and divine transformation.

- We are a **gathering** community where all are welcome at Jesus' table and are taught to be receivers and givers of God's boundless love.
- We are a **thinking** community of faith guided by the Holy Spirit that engages diverse voices to bring wisdom from the Bible and other sources into sacred conversations about holy living.
- We are an **acting** community decisively working to heal broken relationships and repair a marred creation by striving for justice and peace and respecting the dignity of every human being
- We are a **transforming** community, believing in and working for a sustainable society where all are fed, housed, clothed, educated, healed, have access to meaningful work, and live in peace and justice.

## Mission

The Committee took the Mission statement from the BCP, page 855:

The Mission of the Church is to restore all people to unity with God and each other in Christ. The Church pursues its Mission as it prays and worships, proclaims the Gospel, and promotes justice, peace and love. The Church carries out its Mission through the ministry of all its members.

## Strategic Issues

- Structure: Honoring the over-riding principle that the most effective ministry happens at the level closest to where the need is appropriately met: CCAB's (75), provinces (9), dioceses (110) and congregations (about 7,000)
- Reviewing and recommending revisions to the Constitutions and Canons as they define the roles and responsibilities for General Convention, House of Deputies, House of Bishops, DFMS, Executive Council, Church Center, CCAB's, Provinces, Dioceses, Congregations and others, in addition to Presiding Bishop, President of the House of Deputies, Bishops, Priests, Deacons and others as appropriate.
- Reviewing and revising if appropriate election processes, terms of office, frequency of meetings (interim meetings of the House of Bishops /College for Bishops and House of Deputies) and succession planning (Vice President of the House of Deputies and Presiding Bishop)
- Reducing overlap; clarify roles and responsibilities; create more effective and efficient organizations and processes; ensure transparency; increase trust; maximize Mission opportunities and others
- Anticipating change in support of Mission
- Managing change for greater agility and flexibility
- Increasing diversity in all the Church's activities.
- Recognizing non-traditional worship groups at the appropriate level
- Separating fiduciary and mission decision-making, recognizing the difference between the two areas
- Strategic planning should drive financial planning
- Developing and adopting common measures for all our activities,- quantitative (geography, parochial reports data, etc.) and quantitative (number of lives touched, impact, etc.).

## Observations

- The Plan identifies key issues of the Church at large, and therefore needs to identify primary stakeholders/partners for effective implementation
- The alignment between goals and budgets is fundamental to effective strategic planning
- A 10 year planning horizon is no longer practical
- Long term planning is taking place in many areas of the Church today; progress is being made; however, there's a gap in reporting and accountability; and there is limited coordination in planning activities
- The Committee believes that significant progress will require significant structural changes to the Episcopal Church as a whole. (This does not reflect the opinion of GAM or the Executive Council)
- There has been a proliferation of governing bodies without common vision or strategic direction, made more complicated by a lack of communication between those bodies
- The Church Center is not staffed to provide all the services that CCAB's and other groups have been asking them to provide
- There is confusion about the roles and responsibilities of the Church Center staff

- The Committee is now charged with generating resources to support the strategic planning process

#### **Recommendations**

- Affirm the Vision Statement and Mission
- Recognize that Mission is primarily implemented at provincial, diocesan and parish levels with support from DFMS staff
- Recognize the Presiding Bishop's role, like DFMS staff, in orienting Mission
- There should be a central function that collects and sorts all long term planning going on throughout the Church and provides direction for planning at every level of the Church
- A body should be designated to examine and propose structural changes based on the areas of focus of the Strategic Plan
- The Strategic Plan should have a three-year rolling horizon
- Recognize the Church Center as a resource, not a center or initiator of activities
- Articulate and communicate to all CCAB's and EC liaisons the expectation that their long-term planning work proceed in alignment with the goals of the Strategic Plan
- Allocate funding for on-going work of the Strategic Planning Committee (2-3 meetings plus 3-4 subcommittee meetings annually)
- Charge a more appropriate body to provide resources for the strategic planning process
- Recognize the on-going nature of strategic planning for The Episcopal Church, and in support make the Committee on Strategic Planning a Standing Committee of the General Convention

#### **Areas of Focus for Mission**

- Formation
- Evangelism
- Stewardship
- Compassion and Justice
- Reconciliation and Restoration
- Governance and Structure
- Communications
- Measurements

Executive Council Committee on Strategic Planning

<b>FORMATION</b>			
<b>F.1: Develop formation materials that are age appropriate and linguistically and culturally relevant.</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff, Ethnic Ministries; SCLFE; Episcopal Church Foundation; CREDO	Work with publishing companies and consultants to develop curricula		
<b>F2: Support intentionality of Episcopal formation in the context of interfaith relationships</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
SC on Ecumenical and Interreligious Relations; DFMS Staff, Ecumenical Office	Provide board members to National Council of Churches, Anglican-Roman Catholic International Commission		
<b>F.3: Equip effective 21st century leaders to advance God's mission as revealed in Jesus Christ</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
SCMD; SCLCFE; GBEC; Office of Transitional Ministry; seminaries	Set canonical requirements to be met by seminaries		
<b>F.4: Develop and sustain age diverse involvement in the life, ministry and Mission of the Church</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
SCLCFE; campus ministries; diocesan total formation ministries; Task Force on Older Adult Ministries			

<b>EVANGELISM</b>			
<b>E1: Redefine and uphold inclusive language and definition of evangelism to transform and be transformed by the Gospel</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
SCMETEC; DFMS Staff (Honeychurch, Brackett); EC Committee/Anti-Racism; EC Committee/Indigenous Ministries			
<b>E2: Seek and share best practices in models of worshipping communities</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
Standing Commission on Small Congregations	Communicate successful non-traditional worship groups/the emerging or emergent Church		
DFMS Staff (Hadaway); Standing Commission on Ministry Development	Researching how to build and sustain smaller worshipping communities		
	Support non-traditional seminary/formation paths (locally trained ministry)		
<b>E3: Support development of new church starts and worshipping communities</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>

Executive Council Committee on Strategic Planning

<b>STEWARDSHIP</b>			
<b>S1: Create and sustain a culture of gratitude</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
Standing Commission on Stewardship & Development	Implement funding policies, e.g. tithing, stewardship of time, environmental responsibility		
Mission Funding Office	Raise substantial funds to support Areas of Focus and for Archives Strategy		
<b>S2: Improve sustainability/renewability of facilities and environmental responsibility</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff (COO, Economic & Environmental Affairs Officer); EC Committee/Science, Technology & Faith			
Standing Commission on Anglican & International Peace with Justice Concerns			
<b>S3: Continue intentional strategic development of faithful giving through acts of gratitude and generosity</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
<b>COMPASSION AND JUSTICE</b>			
<b>CJ1: Develop and employ language that upholds Christ's compassion for the marginalized; and respond to unjust structures in society.</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
Standing Commission on Social Justice and Public Policy			
DFMS Staff (COO, Officer for Social and Economic Justice, Ethnic Ministries, Office of Government Relations); EC Committee on Social Responsibility; Episcopal Relief & Development			
<b>CJ2: Increase awareness to alleviate poverty</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
SCAIPJC; EC Standing Committee on Advocacy and Networking for Mission			
Standing Committee on Social Justice and Public Policy; Jubilee Advisory Committee; Episcopal Relief & Development			
<b>CJ3: Speak and act as advocates of enacting God's reign in our time</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
EC Committee on Corporate Social Responsibility; DFMS Staff (Office for Government Relations)			

<b>RECONCILIATION AND RESTORATION</b>			
<b>RR1:</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
<b>RR2:</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
<b>RR2:</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>

<b>GOVERNANCE AND STRUCTURE</b>			
<b>GS1: Review governance and structure improvements to support more effective implementation of Vision, Mission and to address Strategic Issues.</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
EC Joint Standing Committee on Governance and Administration for Mission; Standing Committee on Constitution and Canons			
Standing Committee on the Structure of the Church; Officers of the DFMS (President/Vice Presidents)			
<b>GS2: Increase transparency of decision-making processes</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff (General Convention Office, Executive Oversight Group); GAM; Task Force on Hiring Practices	Post appropriate job positions online for search		
DFMS Staff (General Convention Office)	Post meeting details		

Note: It is neither the recommendation of the A&F-096 Task Force, nor legal counsel, to post all job descriptions. The COO position, for example, was not posted.

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<b>COMMUNICATIONS</b>			
<b>C1: Improve internal Communications across and throughout the Church (vertical/horizontal)</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff (General Convention Office)	Among/between interim bodies (CCABs, others); communication of actions/resolutions		
Provincial Leadership Conference	Among/between conferences		
Diocesan Communicators	Within dioceses		
Provincial structure; Provincial Leadership Conference	From provinces to dioceses		
DFMS Staff (General Convention Office)	From General Convention to dioceses		
DFMS Staff (Communications, Public Affairs)	From Presiding Bishop's Office to dioceses		
<b>C2: Expand external communications efforts</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff (Communications, Public Affairs, Episcopal News Service)	To partner churches, the world at large		
DFMS Staff (General Convention Office)	Post meeting details		
<b>C3: Invite discourse on the Vision and Mission Statements and Strategic Issues</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
Executive Council	Assure the Vision and Mission Statements included in the Plan are a comfortable fit for the Church		
Executive Council Joint Standing Committee on Governance and Administration for Mission	Include Strategic Issues in Plan; Annual Reports to EC, General Convnetion		
<b>C4: Develop and employ a language of inclusivity, internally and externally</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff	Employ language of inclusivity		
DFMS Staff (Human Resources)	Collect and submit information of diversity		

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<b>MEASUREMENTS</b>			
<b>M1: Review all current measures—quantitative and qualitative, determine appropriate changes to current measures and recommend changes</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
House of Deputies Study Committee on the State of the Church; DFMS Staff (Director of Research)			
<b>M2: Determine appropriate changes to current measures and recommend changes</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
<b>M3: Review budget development process and recommend methodology for bringing financial palnning in line with strategic planning</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
EC Joint Standing Committee on Finances for Mission			
Joint Standing Committee on Program, Budget and Finance			
<b>M4: Include quantitative and qualitative measures and budgets and forecasts in the three-year Strategic Plans</b>			
<b>Primary Responsibility &amp; Potential Partners</b>	<b>Activities</b>	<b>Target Date</b>	<b>Current Status/Comments</b>
DFMS Staff (COO, Treasurer); Committee on Strategic Planning			
DFMS Staff (Treasurer); EC Joint Standing Committee on Finances for Mission; Executive Council; PB&F; General Convention	Current budget development and approval process; Executive Council uses the numebrs for annual budget purposes		

Note: Measurements should include last triennium annual budget/actual; hopefully next triennium budget forecasts with qualitative measures of success.