



## Strategic Vision Approved by Diocesan Council October 2021

In January of this year, Bishop Deon Johnson and the Diocesan Council tasked us with developing a strategic vision for the Diocese of Missouri to implement over the next one to five years. At that time, we reimagined our mission and vision statements, interviewed people across the Diocese, examined the information gathered through the Bishop's Search process in 2019, and reviewed the work from the Re-imagining the Church Task Force in 2020.

As explained in the following report, we proffered a new mission and vision statement that distills what we do as followers of Jesus. We took this renewed mission and examined it within several areas that our research indicated people across the Diocese believed to be important as we move into the future.

The goals and initiatives have an outward focus and address ways to connect with our neighbors and each other throughout the Diocese. Our ideas about how to use our resources focus significantly on building relationships with our neighbors, especially those marginalized in the wider community. We believe this is the essence of following Jesus.

In this report, we have used the four elements of our new mission statement (see on page 1) as the way to frame each goal and its corresponding initiatives. For each initiative, we have included:

- A timeline with priorities for implementation and estimated cost
- The entity within the Diocese that is responsible for each initiative
- Suggested metrics to measure implementation and effectiveness

We are grateful for Bishop Deon Johnson's charge to us to dream, dare and do in this visioning process, and we hope that you find these goals and initiatives useful -- and even inspiring. We look forward to partnering with Diocesan Council to make these many initiatives a reality.

In Christ,

Dick Entenmann, the Rev. Annette Joseph, Vicki Myers, the Rev. Clive Ponnuraj/Samson, the Rev. Jon Stratton, Janet Thompson, the Rev. Sally Weaver, Mabelle West, Parker Williams (with assistance from Janis Greenbaum, Director of Communications, and Katie Ong, consultant)

## The Visioning Process

We started our work by revisiting the mission and vision statements from 1994 and examining in what ways we as a Diocese wanted to grow in ministry. The committee then crafted statements to reflect who we are as a diocese in 2021 and what we want our diocese to be as we move forward together.

In developing the new mission statement, we took inspiration from Micah 6:8:

*He has told you, O mortal, what is good;  
and what does the Lord require of you  
but to do justice, and to love kindness,  
and to walk humbly with your God?*

We also considered the uses of the mission statement both internally, as a touchstone for where we focus our energy and resources; and externally, as an invitation to others to be a part of what we are doing. We wanted the language to be inviting and not a barrier to people, especially to those who mistrust or have been hurt by the Church. We also wanted the mission statement to be broad enough to give us flexibility in how we live out our mission.

With that Bible verse as inspiration and our desire for inclusiveness, we created the following statements:

**Mission:** Walking humbly with God and our neighbors, we seek justice, act with love, and live the Good News of Jesus.

**Vision:** A world transformed by God's love, justice, and peace.

With the mission and vision statements as our touchstones, we then turned to consider how we might explore the ways we could live out our mission, using the many ideas and imperatives that members across the Diocese expressed through the work in 2019 and 2020. In addition, we interviewed 46 members of the Diocese with experience in various ministries who also reflect our diversity (see Appendix A).

After analyzing these sources of information regarding priorities, we established five areas of focus, confirming most of the areas identified by the Re-imagining the Church Task Force:

- Communication and Technology
- Community building and Structure
- Evangelism and Justice
- Formation and Worship
- Pastoral Care and Stewardship

In April, we formed working groups to address those specific areas. Members of those groups represented expertise in those areas, a broad demographic, and commitment to the future of the Diocese (see Appendix B). The conversations started with some strategic questions, and the groups then explored ideas, researched what was happening elsewhere in the Church and in secular settings. From there they developed goals for each area and initiatives that would allow us to reach those goals. By the end of June, the working groups had reported their recommendations to the full visioning team, who then reviewed the initiatives, addressed some overlap, and compiled a list of 11 goals and 29 initiatives.

In late July and early August, we hosted five Zoom listening sessions open to all members of the Diocese, as well as one with diocesan staff, to receive feedback on the ideas that the groups had developed. Each session was targeted to specific congregations, but people were encouraged to attend whichever one fit their schedules best.

Providing generally positive feedback, the attendees offered excellent suggestions regarding how to improve our ideas, and we incorporated many of them in the recommendations sent to and then approved by Diocesan Council.

Both the full Strategic Visioning Committee, as well as the members of the five working groups are excited and ready to step up and form the teams that the Diocese will need to work out the numerous details of each initiative. The plan we have prepared leaves room for the next set of working groups to design what will work best for the Diocese and allow them to take ownership of the process.

Following the report, we have included a timeline for implementation for all of the initiatives with estimated costs and next steps to take for each one. Diocesan Council will use this document as a map for moving forward.

## Mission Area: Walking humbly with God and our neighbors

**Goal for Formation:** Make intergenerational and other formation programs available to all congregations

Initiative	Priority	Assignment	Metric
<b>One:</b> Offer formation resources, including recorded and live streamed formation programs from congregations able to create content, to all congregations.	Year One Priority One	New diocesan Formation team w/Youth Advisory Council	<b>Implementation:</b> Measure number of congregations offering and using offered formation programming through iSeek and grant applications question.
<b>Two:</b> Appoint a Canon for Children & Youth Formation who will develop diocesan-wide children, youth, young adult, and intergenerational formation programming.	Year Three Priority One	Diocesan Council and Bishop	<b>Implementation:</b> Hire new staff member. <b>Effectiveness:</b> Perform annual mutual ministry review w/Youth Advisory Council.
<b>Three:</b> Develop lay-led college chaplaincy programs in congregations that are near college and university campuses.	Year Two Priority Two	New college chaplaincy resource team	<b>Implementation:</b> Measure number of congregations starting active programs and receiving formal training. <b>Effectiveness:</b> Perform Mutual Ministry review w/students

**Goal for Worship:** Offer diverse and inclusive liturgy that reflects the diversity of people within our communities

Initiative	Priority	Assignment	Metric
<p><b>One:</b> Establish a digital clearinghouse of approved liturgies, music, prayers and other worship-related resources.</p>	<p>Year One Priority One</p>	<p>Diocesan Liturgy Committee</p>	<p><b>Implementation:</b> Get the clearinghouse up and running smoothly. <b>Effectiveness:</b> Track how often the clearinghouse is used and the new materials uploaded onto it.</p>
<p><b>Two:</b> Offer Adaptive Change facilitation to help leadership work with their congregations to experiment with diverse liturgies, music, and prayers.</p>	<p>Year Two Priority Two</p>	<p>Diocesan Liturgy Committee working w/ Congregational Development Resource Team</p>	<p><b>Implementation:</b> Train members of the Diocese as facilitators and track the number of congregations who are learning Adaptive Change techniques and employing them for liturgical purposes. <b>Effectiveness:</b> 1) Periodically survey congregations on whether they are using different liturgies; 2) Include this topic as a question on grant applications.</p>

**Goal for Evangelism:** Create missional communities<sup>1</sup>, both within existing congregations and in new areas, that can be worshipping or non-worshipping.

Initiative	Priority	Assignment	Metric
<b>One:</b> Offer Community Listening workshops/coaching to help congregations build relationships with their neighbors, especially those who are marginalized.	Year One Priority One	Bishop's Advisory Council for Missional Communities	<b>Implementation:</b> Measure number of congregations attending workshops and receiving coaching. <b>Effectiveness:</b> Track congregations who are connecting with neighbors.
<b>Two:</b> If appropriate, based on results of Community Listening, identify and develop up to 10 new missional communities that serve their neighborhoods.	Year Three Priority One	Bishop's Advisory Council for Missional Communities	<b>Implementation:</b> Measure the number of new Missional Communities established. <b>Effectiveness:</b> Perform annual mutual ministry review between Missional Community and its sponsoring congregation and/or its neighbors.

**Goal for Community building:** Build relationships between the diocese and local organizations that align with the Diocese's mission while increasing the Diocese's profile in North St. Louis.

Initiative	Priority	Assignment	Metric
<b>One:</b> Develop a missional community in Old North St. Louis with convening space in the Grace Hill buildings.	Year Three Priority One	New diocesan Property Committee that appoints an Old North St. Louis working group	<b>Implementation:</b> 1) Form working group; 2) Establish a missional community. <b>Effectiveness:</b> Perform annual mutual ministry review between the missional community and its neighbors in Old North St. Louis.

<sup>1</sup> "A Missional Community is a committed group of Jesus followers, the size of an extended family (12-25), empowered by the Spirit, to participate in God's mission of redemption in a particular neighborhood and/or network." from Brisco, Brad, "What is a Missional Community?" Missional Church Network Blog, May 9, 2019, Missional Church Network, <https://www.missionalchurchnetwork.com/blog/what-is-a-missional-community>

## Mission Area: We seek justice

**Goal One for Justice:** Engage all members in understanding how institutionalized and structural racism works and make personal commitments to confront injustice.

Initiative	Priority	Assignment	Metric
<b>One:</b> Issue one diocesan policy statement on dismantling racism and affirm the statement by congregational leadership.	Year One Priority One	Dismantling Racism Commission	<b>Implementation:</b> Issue the diocesan policy statement and measure the number of congregations that affirm it. <b>Effectiveness:</b> Include racial issues in diocesan and congregational mutual ministry reviews.
<b>Two:</b> Perform a racial justice audit (from The Episcopal Church's Becoming Beloved Community) of diocesan structures and systems to understand what we need to change and why.	Year One Priority Two	Dismantling Racism Commission	<b>Implementation:</b> Complete the audit and implement the recommendations. <b>Effectiveness:</b> Perform annual mutual ministry review w/Diocesan Council.
<b>Three:</b> With ongoing support from the national church and working with our Dismantling Racism Commission, facilitate conversations with congregations about institutional and structural racism.	Year Two Priority Two	Dismantling Racism Commission	<b>Implementation:</b> Identify the congregations that have not yet received anti-racism training and track the number that start this facilitated work. <b>Effectiveness:</b> Include racial issues in congregational mutual ministry reviews.
<b>Four:</b> Incorporate a second level curriculum for congregations that have worked beyond the current anti-racism training.	Year Two Priority Three	Dismantling Racism Commission	<b>Implementation:</b> Track the number of congregations that receive this level of training. <b>Effectiveness:</b> Include racial issues in congregational mutual ministry reviews.

## Goal Two for Justice: Take a leadership role and dedicate resources to two issues where we can make a critical impact.

Initiative	Priority	Assignment	Metric
<b>One:</b> Partner with state and regional coalitions to address health care access disparities, especially along racial lines, starting with St. Luke's hospital, where we have a seat on the Board.	Year One Priority Two	New diocesan Justice team or Diocesan Council subgroup	<b>Implementation:</b> 1) Identify existing coalitions and develop a formal partnership with at least one of them, and if none exist, form one; 2) Meet with St. Luke's Board and form a task force; 3) Advocate for any policy initiatives that the state legislature is pursuing.
<b>Two:</b> Develop a pilot ministry with local partners (in up to 4 sites) to assist people involved in the criminal justice system in reentering the community.	Year Three Priority Two	New diocesan Justice team or Diocesan Council subgroup	<b>Implementation:</b> Measure the number of sites established. <b>Effectiveness:</b> Perform annual mutual ministry review between sponsoring congregations and partners.

## Goal Three for Justice: Support LGBTQIA+ people across the Diocese

Initiative	Priority	Assignment	Metric
<b>One:</b> Create a LGBTQIA+ Missioner to resource and support people and ministries.	Year Three Priority Three	Diocesan Council	<b>Implementation:</b> Hire a new staff person for this role. <b>Effectiveness:</b> Perform annual mutual ministry review w/Diocesan Council.

## Goal Four for Justice: Support the initiatives coming from the Creation Care Ministry team.

## Mission Area: Act with love

**Goal for Pastoral Care:** Develop congregational-based pastoral care connected to support services in our communities.

Initiative	Priority	Assignment	Metric
<b>One:</b> Provide pastoral care in congregations by offering training and guidance to lay pastoral care teams.	Year One Priority One	New diocesan Pastoral Care support team	<b>Implementation:</b> 1) Determine the number of existing pastoral care teams and then measure the number of teams that we add; 2) Determine which clergy members would like this model for their congregation, and measure which congregations develop lay-led care. <b>Effectiveness:</b> Define what pastoral care means now and what we want it to be, then track the areas of pastoral care that the teams offer.
<b>Two:</b> Create a digital clearinghouse of pastoral care resources and best practices.	Year Three Priority Two	New diocesan Pastoral Care support team	<b>Implementation:</b> 1) Develop a list of resources that exist within the community (congregation and the broader community) and measure its expansion; 2) Measure how well we upkeep the list. <b>Effectiveness:</b> Track the number of people who use the site--especially those outside the Church.
<b>Three:</b> Establish a diocesan-wide pastoral care network to provide assistance to members of the Diocese and their family and friends from other congregations across the Diocese.	Year Two Priority Two	New diocesan Pastoral Care support team	<b>Implementation:</b> 1) Identify a point person in each congregation; 2) Track assistance requested/provided; 3) Measure whether use of the service has increased--not just numbers but also connectivity. <b>Effectiveness:</b> Follow up (survey or phone call) to determine if the service was helpful.

**Goals for Communication:** Build relationships across the Diocese and between congregations, and provide support and mentoring for ongoing communication needs of all congregations.

Initiative	Priority	Assignment	Metric
<b>One:</b> Grow our diocesan communications team by adding a full-time technology manager and create a new ministry to advise and support our congregations' technology needs.	Year One Priority One	Diocesan Council and Bishop	<b>Implementation:</b> Hire the new staff person. <b>Effectiveness:</b> Perform annual Mutual Ministry Review.
<b>Two:</b> Establish a "toolkit" of information and resources that will support our parishes with their communications and technology.	Year Two Priority One	New diocesan Communications support team and new technology manager	<b>Implementation:</b> 1) Determine the minimum standard for virtual activities for a parish; 2) Measure each congregation against the virtual toolkit standard. <b>Effectiveness:</b> Track support requirements after parishes are at their individual virtual level.
<b>Three:</b> Create clergy cohesion throughout the Diocese by sponsoring clergy specific gatherings and communication tools.	Year One Priority Three	Bishop and Canon to the Ordinary	<b>Implementation:</b> Count number of events and clergy participation at each event. <b>Effectiveness:</b> 1) Develop survey for each event to measure satisfaction; 2) Count clergy events where two or more work on an issue for problem solving.

<p><b>Four:</b> Establish (at least) four communications hubs to serve as central resources that support collaboration and communication throughout the Diocese. The Diocese would provide the hardware, maintenance, and oversight.</p>	<p>Year Two Priority One</p>	<p>New diocesan Communications support team and new technology manager</p>	<p><b>Implementation:</b> Set up at least four hubs. <b>Effectiveness:</b> 1) Count number of times hubs are utilized; 2) Record number of times hubs are used for groups outside the church to further the Mission of the Diocese.</p>
<p><b>Five:</b> Use Facebook groups and social media to connect congregations.</p>	<p>Year One Priority Three</p>	<p>New diocesan Communications support team</p>	<p><b>Implementation:</b> Record number of groups and number of group members. <b>Effectiveness:</b> Record number of activities involving Group members from different congregations.</p>

## Mission Area: And live the Good News of Jesus

**Goal for Stewardship:** Support congregations in maximizing stewardship of resources better to serve the parish and community.

Initiative	Priority	Assignment	Metric
<p><b>One:</b> To ensure congregational vitality, provide congregational development resources to congregations to assess strengths, challenges, and opportunities, then help them to track results/analyze data.</p>	<p>Year Three Priority Two</p>	<p>Congregational Development Resource Team</p>	<p><b>Implementation:</b> 1) Define CD resources; 2) Identify congregations already doing this work and how, including their metrics; 3) Measure how many congregations are involved moving forward. <b>Effectiveness:</b> Perform annual Mutual Ministry Review.</p>
<p><b>Two:</b> Provide facilitation and other support to congregations as they discern their future ministry in times of financial pressure due to the cost of maintaining their facilities.</p>	<p>Year One Priority One (Requiem or Renaissance program)</p>	<p>Congregational Development Resource Team and new diocesan Property Committee</p>	<p><b>Implementation:</b> Measure how many congregations become actively involved in this work. <b>Effectiveness:</b> 1) Perform annual Mutual Ministry Review to measure the impact of this work; 2) Track how congregations are using their facilities, especially whether other groups are using or sharing the space.</p>
<p><b>Three:</b> Provide facility assessment services to congregations to help them periodically assess the condition of their buildings.</p>	<p>Year One Priority One</p>	<p>New diocesan Property Committee</p>	<p><b>Implementation:</b> 1) Identify which congregations have completed a building assessment, then schedule the remaining congregations; 2) Create a master calendar for assessments every three years. <b>Effectiveness:</b> Monitor how congregations implement the recommendations in the assessments.</p>

## Goal for Community building: Strengthen connections between congregations.

Initiative	Priority	Assignment	Metric
<p><b>One:</b> Determine 3-5 missions for the Diocese (e.g. hunger, creation care, mental health, housing and homelessness) to provide opportunities between parishes and individuals in common ministry, and partner with groups across the region who are also working on those issues to collaborate.</p>	<p>Year Two Priority Three</p>	<p>Diocesan Council forming a Missions task force</p>	<p><b>Implementation:</b> Form task force, identify missions. <b>Effectiveness:</b> 1) Count number of individuals, congregations, and outside groups involved in the missions; 2) Perform annual mutual ministry reviews for each mission.</p>
<p><b>Two:</b> Hold a second diocesan gathering annually centered around mission, ministry, formation and justice.</p>	<p>Year Three Priority One</p>	<p>Diocesan Council</p>	<p><b>Implementation:</b> 1) Identify leadership and resources; 2) Choose a location. <b>Effectiveness:</b> 1) Measure number of ministries represented, number of parishes and individuals involved; 2) Send out surveys for feedback.</p>
<p><b>Three:</b> Create a convocation structure that fosters unity among our parishes, centered around mission and ministry</p>	<p>Year One Priority One</p>	<p>Diocesan Council and Bishop</p>	<p><b>Implementation:</b> 1) Identify resources; 2) Establish timeline. <b>Effectiveness:</b> 1) Count number of meetings and mission/ministries involved; 2) Perform annual mutual ministry review.</p>

**Note on Christ Church Cathedral:** We also want to acknowledge the role that our Cathedral plays in the life of the Diocese. They are currently embarking on their own visioning process to define their role in supporting the other congregations in the Diocese, the Bishop's priorities, and the needs of the downtown St. Louis community. We anticipate seeing the results of their efforts in 2022.

## Timeline for Implementation

### YEAR ONE:

#### Priority One:

- Initiative: Offer formation resources, including recorded and live streamed formation programs from congregations able to create content, to all congregations.
  - **Cost:** \$0 - New technology investments and a new Canon for Children and Youth Formation who can help to manage the process make this no additional cost.
  - **Assignment:** New diocesan Formation team w/Youth Advisory Council
  - **Next Steps:** Determine which congregations have good formation programming and if they might be willing to record or do live streams.
  - Identify additional good intergenerational formation programs.
  - Determine what technology is necessary to access videos and live streams.
  - Determine what technology training and formation support is needed.
  - Identify will manage this initiative and continue to vet good resources to share.
  
- Initiative: Establish a digital clearinghouse of approved liturgies, music, prayers and other worship-related resources
  - **Cost:** \$0 - a new Technology Manager can set up the resource section on the diocesan website at no additional cost.
  - **Assignment:** Diocesan Liturgy Committee
  - **Next Steps:** Find the existing guidelines for approving liturgies.
  - Determine whether the diocesan website can accommodate a Clearinghouse.
  - Decide whether anyone should be able to upload resources.
  - Determine how to maintain and manage the clearinghouse.
  - Identify any possible costs associated with setting up the clearinghouse.
  
- Initiative: Offer Community Listening workshops/coaching to help congregations build relationships with their neighbors, especially those who are marginalized
  - **Cost:** \$11,250\* - We are already offering workshops, and coaching is at no cost for our 16 rural parishes. Estimated cost covers coaching for the other 25 congregations. If we train members of the Diocese to act as facilitators, the cost will be reduced.
  - **Assignment:** Bishop's Advisory Council for Missional Communities
  - **Next Steps:** Use available demographic data to learn more about where our marginalized neighbors are located.
  - Identify the congregations that have led Community Listening training and are applying those techniques.
  - Identify members of the Diocese or others who are trained as coaches and can work with congregations.
  - Determine whether we should offer compensation for coaching or facilitation.
  - Develop a tool to track what congregations are doing following their efforts at community listening.

- Initiative: Provide pastoral care in congregations by offering training and guidance to lay pastoral care teams
  - **Cost:** \$31,500 over three years - Training for up to three pastoral care leaders for 42 congregations could run about \$250 per person. The cost would increase as more people receive training. Some training may be free.
  - **Assignment:** New diocesan Pastoral Care support team
  - **Next Steps:** Form a new diocesan Pastoral Care support team.
  - Identify existing training programs and which congregations have already used them.
  - Determine the desired outcome of this training, and how we assess how well pastoral care teams function.
  - Assess what other resources are needed for this initiative.
  - Develop a resource guide for the pastoral care teams to access. It should include both internal and external resources.
  - Identify potential partners for this initiative.
  
- Initiative: Provide facilitation and other support to congregations as they discern their future ministry in times of financial pressure due to the cost of maintaining their facilities.
  - **Cost:** \$6,750\* over three years - Coaching is no cost for our rural parishes. Estimated cost covers coaching for 15 additional congregations. If we train more people in the Diocese to do this work, the cost could be reduced.
  - **Assignment:** Congregational Development Resource Team and new diocesan Property Committee
  - **Next Steps:** Identify resources currently available to help congregations with discernment about whether to stay in their buildings.
  - Identify people in the Diocese, or coaches in Province V, with the skillset and who are available to work with congregations, especially those that have made the decision to stop using their buildings.
  - Identify any barriers to congregations in doing this work.
  - Identify other potential costs for this initiative.
  
- Initiative: Provide facility assessment services to congregations to help them periodically assess the condition of their buildings.
  - **Cost:** \$21,000 every three years - With an average stipend of \$500 to do an assessment with an engineer, there is an annual cost of \$7,000.
  - **Assignment:** New diocesan Property Committee
  - **Next Steps:** Ensure that all congregations have completed the building survey developed by Rick Kuhn.
  - Identify training we can offer to people in the Diocese interested in helping with this initiative.
  - Confirm the frequency of evaluations (every three years) and develop a schedule for assessing all of the buildings in the Diocese.
  - Assess the ability of the current diocesan grant program to assist congregations with capital improvement expenses.

- Initiative: Create a convocation structure that fosters unity among our parishes, centered on mission and ministry.
  - **Cost:** \$20,000 - Four convocations with a \$5,000 stipend for each leader
  - **Assignment:** Diocesan Council appointing a Convocation task force
  - **Next Steps:** Figure out the missions and ministries that currently unite our congregations--perhaps, as the basis for the Mission initiative in Year Two.
  - Identify leadership for the new structure.
  - Determine other resources possibly needed to develop and support it.
  - Identify which technology tools are needed to facilitate meeting and communication.
  
- Initiative: Issue one diocesan policy statement on dismantling racism and affirm the statement by congregational leadership.
  - **Cost:** \$0
  - **Assignment:** Dismantling Racism Commission
  - **Next Steps:** Determine who will draft this policy statement.
  - Figure out the existing channels of approval for policies.
  - Determine how to engage congregational leadership in adopting the policy for their congregations.
  - Determine when to use Adaptive Leadership techniques to move some of these conversations forward, and who is trained to help us with those conversations.
  - Establish a timeline for developing this policy statement.
  
- Initiative: Grow our diocesan communications team by adding a full-time technology manager and create a new ministry to advise and support our congregations' technology needs
  - **Cost:** \$75,000-\$85,000 per year - salary and benefits
  - **Assignment:** Diocesan Council and Bishop
  - **Next Steps:** Define the scope of the technology manager's duties.
  - Define the responsibilities of the new diocesan communications support group.
  - Determine how best to support the technology needs of our parishes and our diocesan staff.
  - Identify the right person for this position.

### Priority Two:

- Initiative: Perform a racial justice audit (from The Episcopal Church's Becoming Beloved Community) of diocesan structures and systems to understand what we need to change and why.
  - **Cost:** \$10,000-\$20,000\* - May need consulting help to set up surveys and analyze responses.
  - **Assignment:** Dismantling Racism Commission
  - **Next Steps:** Determine who at the national church level is leading this effort and whether we can engage them to work with us.
  - Determine resources needed to perform this audit.
  - Determine who will perform the audit.
  - Determine how to present the audit to the diocesan community.

- Initiative: Partner with state and regional coalitions to address health care access disparities, especially along racial lines, starting with St. Luke's hospital, where we have a seat on the Board.
  - **Cost:** \$0 - This work will be done by a new Justice Commission working with the Bishop.
  - **Assignment:** New diocesan Justice team or Diocesan Council subgroup
  - **Next Steps:** Form a Justice Commission that will oversee this effort and coordinate all justice-related work in the Diocese.
  - Determine if there are existing partnerships that we can join to help us with this initiative.
  - Determine if there is anyone in the Diocese who is already working with other groups on this issue and can work with us.
  - Define what success looks like in this initiative.

### Priority Three:

- Initiative: Create clergy cohesion throughout the Diocese by sponsoring clergy specific gatherings and communication tools.
  - **Cost:** \$5,000 per year - For in-person meetings and other gatherings
  - **Assignment:** Bishop and Canon to the Ordinary
  - **Next Steps:** Determine additional personnel needed to accomplish this initiative.
  - Determine if existing and future Diocese investment in inter-congregational communication technology will support this initiative.
- Initiative: Use Facebook groups and social media to connect congregations.
  - **Cost:** \$1,000 - We need a few funds to boost posts, etc., but by using new technology investments and a new Technology Manager to set up the groups, this should have no additional cost.
  - **Assignment:** New diocesan Communications support team
  - **Next Steps:** Spread the word and ask small groups to form Facebook groups.
  - Identify a small group of volunteers to serve as advisors/mentors to assist with the formation of groups.
  - Create a "How To" document or video to help people as they create groups.
  - Reach out to groups who might want to connect with other congregations. (Example: Trinity Lunch.)

## YEAR TWO:

### Priority One:

- Initiative: Establish a “toolkit” of information and resources that will support our congregations with their communications and technology.
  - **Cost:** \$40,000-\$50,000\* - We are estimating each congregation without technology currently will need \$2,000 for equipment (estimated at 20 to 25 congregations); however, once we do the survey of what equipment congregations already have, we will have a better cost estimate.
  - **Assignment:** New diocesan Communications support team and new technology manager
  - **Next Steps:** Create a new communications team and include working group members.
  - Assess the current technological and communications capabilities of each parish with research and surveys. We have created a mock-up of a diocese-wide survey, which can be viewed here: <https://forms.gle/nJAriTBqGFD6iUTn6>.
  - Determine what equipment and resources parishes need to improve.
  - Create the “toolkit” and make it available to congregations in the diocese through the diocesan website.
  
- Initiative: Establish (at least) four communication hubs to serve as central resources that support collaboration and communication throughout the Diocese. The Diocese would provide the hardware, maintenance, and oversight of each hub.
  - **Cost:** \$18,700 - \$1300 per hub for equipment (\$5,200\* total), \$3,000\* for internet service, \$1,000 per hub for tech support (\$4,000 total), \$6,500 per year for Hub Manager, but the new Technology Manager could take on this responsibility.
  - **Assignment:** New diocesan Communications support team and new technology manager
  - **Next Steps:** Identify the locations of the hubs.
  - Determine the equipment needed and confirm how much it will cost.
  - Determine who will manage the hubs.
  - Figure out how to provide IT/tech support so that the hubs do not become a burden for any individual parish.
  - Consider how the hubs might change and grow with the needs of our diocese and the growth of new technology.

### Priority Two:

- Initiative: Develop lay-led college chaplaincy programs in congregations that are near college and university campuses
  - **Cost:** \$TBD - Training for two lay chaplains in each of 10 congregations.
  - **Assignment:** New college chaplaincy resource team
  - **Next Steps:** Identify any existing lay college chaplaincy programs that we could use for training.
  - Determine how to identify lay people who are a good fit for this role.
  - Identify all of the colleges and universities within the Diocese.
  - Determine whether to offer stipends to lay chaplains.

- Initiative: Offer Adaptive Change facilitation to help leadership work with their congregations to experiment with diverse liturgies, music, and prayers
  - **Cost:** \$0 - Acumen Academy offers a free online training course that we can use to train a team of facilitators and coaches to work with congregations.
  - **Assignment:** New Diocesan Liturgy Committee working w/Congregational Development Resource Team
  - **Next Steps:** Identify existing Adaptive Change/Leadership training and its cost.
  - Identify who in the Diocese is already trained and available to work with congregations.
  - Determine the roles of the liturgy committee and the new resource team.
  
- Initiative: With ongoing support from the national church and working with our Dismantling Racism Commission, facilitate conversations with congregations about institutional and structural racism.
  - **Cost:** \$0 - Should be no additional cost.
  - **Assignment:** Dismantling Racism Commission
  - **Next Steps:** Contact the national church staff to identify professional trainers who can work with us.
  - Identify other resources at the national level or elsewhere.
  - Determine whether an Adaptive Change approach would be appropriate.
  - Identify other resources needed for this initiative.
  - Determine how to measure success.
  
- Initiative: Develop a pilot ministry with local partners (in up to 4 sites) to assist people involved in the criminal justice system in reentering the community.
  - **Cost:** TBD - Once we have developed the scope of the ministry, we can estimate a cost.
  - **Assignment:** New diocesan Justice team or Diocesan Council subgroup
  - **Next Steps:** Determine what organizations and agencies are already working with this population.
  - Identify the locations of the community service (re-entry) centers and which congregations are closest to them.
  - Engage those congregations to determine which ones have an interest in this initiative.
  - Determine the scope of assistance needed that we are able to provide
  - Assess the resources needed to deliver those services.
  - Develop metrics for measuring success of this initiative.

- Initiative: Establish a diocesan-wide pastoral care network to provide assistance to members of the Diocese and their family and friends from other congregations across the Diocese.
  - **Cost:** \$0 - As this is an extension of the lay-led pastoral care initiative, there is no additional cost.
  - **Assignment:** New diocesan Pastoral Care support team
  - **Next Steps:** Determine who will manage the network and assess its functionality and success.
  - Determine who can set up and administer the Facebook groups that we establish to help lay pastoral care teams and individuals in the Diocese communicate with each other.
  - Determine how people will access this network (Messenger or other feature).
  - Figure out how to ensure that someone responds to each message for assistance.
  - Establish the timeline for setting this up.

### Priority Three:

- Initiative: Incorporate a second level curriculum for congregations that have worked beyond the current anti-racism training.
  - **Cost:** \$0 - This training curriculum should be at no cost.
  - **Assignment:** Dismantling Racism Commission
  - **Next Steps:** Identify the congregations that want this next level of training.
  - Identify who at the national level can help us to identify good training curriculum.
  - Determine what additional resources are needed for training.
  - Determine who will oversee the training.
  
- Initiative: Determine 3-5 missions for the Diocese (e.g. hunger, creation care, mental health, housing and homelessness) to provide opportunities between congregations and individuals in common ministry, and partner with groups across the region who are also working on those issues to collaborate.
  - **Cost:** \$0
  - **Assignment:** Diocesan Council appointing a Missions task force
  - **Next Steps:** Coordinate the mapping process
  - Determine whether we can use our website as a separate coordination tool.
  - Determine whether we can develop toolkits and best practices for congregations and individuals to engage with diocesan missions.
  - Determine what resources are needed to make this happen.

## YEAR THREE:

### Priority One:

- Initiative: Appoint a Canon for Children & Youth Formation who will develop diocesan-wide children, youth, young adult, and intergenerational formation programming.
  - **Cost:** \$100,000 - salary and benefits
  - **Assignment:** Diocesan Council and Bishop
  - **Next Steps:** Develop a position description.
  - Determine who is involved in formation ministry that might step into this role.
  
- Initiative: If appropriate, based on results of Community Listening, identify and develop up to 10 new missional communities that serve their neighborhoods.
  - **Cost:** \$30,000-\$300,000\* - start-up support for each missional community is at \$30,000, based on support for the new African congregation at the Cathedral.
  - **Assignment:** Bishop's Advisory Council on Missional Communities
  - **Next Steps:** Based on our ongoing Community Listening, identify areas in the Diocese where congregations want to develop a missional community.
  - Identify any financial resources available for the development of missional communities.
  - Determine how to track and support the new missional communities.
  - Develop a support system for missional communities not sponsored by existing congregations.
  - Confirm the amount of resources needed to support the development of these communities.
  
- Initiative: Develop a missional community in Old North St. Louis with convening space in the Grace Hill buildings.
  - **Cost:** \$40,000\* - for Phase I - consulting and property assessment (see Attachment C)
  - **Assignment:** Bishop's Advisory Council on Missional Communities
  - **Next Steps:** Form the working group to lead this project.
  - Define the relationship between the Deaconess Anne House and Grace Hill
  - Find organizations that are in need of a convening space in and around this neighborhood.
  - Discern how the space at Grace Hill could be used to support parishes and clergy within the diocese, especially those outside the STL metro area .
  - Estimate the cost of renovating the Grace Hill property.
  - Determine the neighborhood's capacity to sustain a church/worshipping community.
  - Determine what staffing would be required.
  
- Initiative: Hold a second diocesan gathering annually centered around mission, ministry, formation and justice.
  - **Cost:** \$35,000 per year - estimate based on Diocese of Ohio winter convocation
  - **Assignment:** Diocesan Council
  - **Next Steps:** Research shared interests for gatherings.

- Determine who would coordinate this event.
- Determine location and potential cost.
- Identify resources needed to make this happen.

### Priority Two:

- Initiative: Create a digital clearinghouse of pastoral care resources and best practices.
  - **Cost:** \$0 - a new Technology Manager can set up the resource section on the diocesan website at no additional cost; Pastoral Care team will update.
  - **Assignment:** New diocesan Pastoral Care support team
  - **Next Steps:** Determine who can do an asset mapping for the Diocese.
  - Figure out how to do a mapping process that identifies existing community resources, barriers and challenges.
  - Assess the cost of developing and maintaining a digital clearinghouse.
  - Determine who will be responsible for maintaining and updating it.
- Initiative: To ensure congregational vitality, provide congregational development resources to congregations to assess strengths, challenges, and opportunities, then help them to track results and analyze data
  - **Cost:** \$60,000\* - Training for 30 people at the College of Congregational Development over two years (\$48K) plus other program support expenses and stipends.
  - **Assignment:** Congregational Development Resource Team
  - **Next Steps:** Identify people in the Diocese already experienced in congregational development who can work with our congregations.
  - Identify other congregational development resources and training programs available to us.
  - Identify existing evaluation tools that measure success in other ways--not just in membership and money--that we can use as a model.
  - Determine the cost to provide any of these resources to our congregations.
  - Determine how soon we can implement this initiative.

### Priority Three:

- Initiative: Create a LGBTQIA+ Missioner to resource and support people and ministries
  - **Cost:** \$150,000 per year - salary and benefits (\$100,000) plus ministry expenses
  - **Assignment:** Diocesan Council and Bishop
  - **Next Steps:** Identify who might fit this role within the Diocese.
  - Identify organizations that can be effective partners in helping the Diocese develop queer ministries.
  - Identify congregations, particularly in rural areas, that are ready to develop ministries for the LGBTQ+ community.
  - Assess what those congregations are already doing and why those ministries are effective.
  - Determine what resources are needed for the Diocese to sustain this ministry.

\*one time costs

## Cost Summary

The costs per year listed below reflect the amount of funds needed in each year to implement the initiatives. Some of the costs will be recurring, particularly for funding staff positions, but others are a one time cost, marked with an asterisk in the Timeline section.

### Year One:

One-time costs:	\$ 23,500 to \$ 33,500
Recurring costs:	<u>\$128,500 to \$148,500</u> - includes one new staff position
Total:	\$152,000 to \$172,000

### Year Two:

One-time costs:	\$ 50,450 to \$ 60,450
Recurring costs:	<u>\$129,000 to \$139,000</u> - includes one new staff position
Total:	\$179,450 to \$199,450 - but costs for two initiatives TBD

### Year Three:

One-time costs:	\$132,250 to \$402,250
Recurring costs:	<u>\$414,000 to \$424,000</u> - includes three new staff positions
Total:	\$546,250 to \$826,250

### Appendix:

- A. People interviewed by Strategic Visioning Committee members
- B. Working Group members with congregational affiliation
- C. List of existing diocesan groups and new groups to form for implementation
- D. Support information on each initiative

## Appendix A: People Interviewed

The Very Rev. Kathie Adams-Shepherd	Christ Church Cathedral, St. Louis
Jeanie Bryant	St. Michael & St George, Clayton
Page Andersen	St. Martin's, Ellisville
Kathryn Anzilotti	St. Michael & St George, Clayton
Marion Byrd	Calvary, Columbia
Kay Crecelius	St. Vincent in the Vineyard, Ste. Genevieve
Senator Jack Danforth	
The Rev. Teresa Danieleley	St. Mark's, St. Louis
Isaiah Davis-Stober	Calvary, Columbia
Brenda Butler	Camp Phoenix
John Eads	St. John's, Tower Grove
The Rev. Maria Evans	(formerly) Christ Church, Rolla
The Rev. Amy Fallon	Rector, Trinity, Kirksville/Chaplain, Truman State
The Rev. Renee Fenner	Rector, All Saints & Ascension, Northwoods, St. Louis
The Rev. Pat Glenn retired	Calvary, Louisiana
Susan Goen	Communications Chair for ECW
William (Bill) Haggerty	St. Barnabas, Florissant
Susan Hart	Calvary, Columbia
Tom Hedrick	Former Diocesan Treasurer; St. Peters, Ladue
The Rev. Chester Hines	Chair, Dismantling Racism Commission; Deacon, Holy Communion, University City
Jane Klieve	St. Timothy's, Creve Coeur
Ted Krause	Grace, Jefferson City
Jeanee Lucas King	UTO coordinator; St. Martin's, Ellisville
Riley Luebbers	St. Martin's, Ellisville
Jane Mayfield	Christ Church Cathedral; Task Force for Hunger Co-Chair
The Rev. Todd McDowell	Grace, Kirkwood
The Rev. Dawn Victoria Mitchell	(formerly) Trinity, Hannibal
Deborah Nelson-Link	Chair, Bishop's Search Com., CC Cathedral, St. Louis

The Rev. Bill Nesbit	Grace, Jefferson City
Wes Ragland	St. Paul's, Carondelet
Suzanne Richter	Grace, Jefferson City
Alice Stanley	Christ Church Cathedral, St. Louis
The Rev. Tamsen Whistler	Trinity, St. Charles
The Ven. Rebecca Barger	Former Archdeacon
Rita Benson	Finance Assistant & Benefits Administration
Canon Desirée Brattin	Canon for Finance & Administration
Janis Greenbaum	Director of Communications
Tracy Grigsby	Receptionist and Administrative Assistant
The Rt. Rev. Deon Johnson	Bishop of Missouri
The Rev. Michaelene Miller	Director, Deaconess Anne House
Sue Rehkopf	Diocesan Archivist & Registrar
The Rev. Canon Whitney Rice	Canon for Evangelism & Discipleship Development
The Rev. Beth Scriven	(now former) Chaplain, Rockwell House
Jillian Smith	Exec. Ass't to the Bishop & the Canon to the Ordinary
The Rev. Canon Doris Westfall	Canon to the Ordinary

## Appendix B: Working Group members

### Communication and Technology:

Dianne Casey	Grace, Kirkwood
Bernard Collier	Grace, Jefferson City
Sanford Hamilton	All Saints and Ascension, Northwoods, St. Louis
Kate McCormick	Transfiguration, Lake St. Louis
Rev. Valori Mulvey-Sherer	(formerly) Calvary, Columbia
Debby Pidgeon	Grace, Kirkwood
Joshua Smith	Christ, Church Cape Girardeau
Tyler Schwartz	Holy Communion, University City
Janis Greenbaum	Diocesan staff
Tracy Grigsby	Diocesan staff
Dick Entenmann, team leader	Grace, Kirkwood

### Community building and Structure:

Maddy Bishop	(formerly) Deaconess Anne House
Lorraine Key	Christ Church Cathedral, St. Louis
The Ven. Harry Leip	Archdeacon; Trinity, Central West End, St. Louis
The Rev. Dawn Victoria Mitchell	(formerly) Trinity, Hannibal
Debbie Nelson-Linck	Christ Church Cathedral, St. Louis
Sally Reid	Grace, Jefferson City
The Rev. Aaron Rogers	Trinity, Central West End, St. Louis
Katherine "Muffin" Rowylk	Christ Church Cathedral, St. Louis
Julie Nyguen Sturgeon	St. Luke's, Manchester
The Rev. Clive Ponnuraj-Sampson, co-leader	Faith Christian Church of India, Ballwin
The Rev. Jon Stratton, co-leader	Trinity, Central West End, St. Louis
Dick Entenmann, co-leader	Grace, Kirkwood

## Evangelism and Justice

Debra Greene	Grace, Jefferson City
The Rev. Chester Hines	Holy Communion, University City
Deborah Holmes	CC Cathedral, STL
Lissa Johnson	Emmanuel, Webster Grove
Bren O'Connor	Christ Church Cathedral, St. Louis
The Rev. Aaron Rogers	Trinity, Central West End, St. Louis
The Rev. Dr. Marc Smith	Holy Communion, University City
Diane Stirling	Good Shepherd, Town & Country
Vicki Myers, team leader	Grace, Jefferson City

## Formation and Worship

John Emery	Christ Church Cathedral, St. Louis
The Rev. Amy Fallon	Trinity, Kirksville
The Rev. Shug Goodlow	St. Martin's, Ellisville
Randyn Heisserer-Miller	Christ Church, Cape Girardeau
Chris Masters	Christ Church, Cape Girardeau
The Rev. Dawn Victoria Mitchell	(formerly) Trinity, Hannibal
David Sinden	St. Peter's, Ladue
Carter Whitson	Trinity, Central West End, St. Louis
The Rev. Annette Joseph, co-leader	Christ Church, Cape Girardeau/St. Paul's Sikeston
The Rev. Sally Weaver, co-leader	(formerly) Emmanuel, Webster Groves

## Pastoral Care and Stewardship

The Rev. Maria Evans	(formerly) Christ Church, Rolla
Lisa Gould	Christ Church Cathedral, St. Louis
The Rev. Paula Hartsfield	Grace, Jefferson City
Chris Masters	Christ Church, Cape Girardeau
The Rev. Dawn Victoria Mitchell	(formerly) Trinity, Hannibal
Kerry Quinlisk	Transfiguration, Lake St. Louis
Dr. Harry Richter	Grace, Jefferson City
Laura Rose	Christ Church Cathedral, St. Louis
Alice Stanley	Christ Church Cathedral, St. Louis
Mark Waight	Christ Church Cathedral, St. Louis
Janet Thompson, co-leader	Calvary, Columbia
Machelle West, co-leader	All Saints and Ascension, Northwoods, St. Louis
Parker Williams, co-leader	Holy Cross, Poplar Bluff
<i>Assisting the working group</i>	
Dan Hanneken	Exec. Director, In2Action re-entry program
Verna LaBoy	Dir. Live Well By Faith program, Boone Co.
Charles Stephenson	Lead Pastor, PowerHouse Ministries

## Appendix C: Groups for Implementation

### Diocesan groups already established:

#### Staff Liaison

- |   |                         |
|---|-------------------------|
| ● Bishop's Advisory Council for Missional Communities | Canon for Evang.& DD    |
| ● Diocesan Liturgy Committee                          | Bishop                  |
| ● Dismantling Racism Commission                       |                         |
| ● Youth Advisory Council (to be reformed)             | Canon for C&Y Formation |

### New diocesan groups to form in order of priority:

#### Staff Liaison

- |   |                         |
|---|-------------------------|
| 1. Formation team   |                         |
| 2. Pastoral Care support team   |                         |
| 3. Congregational Development Resource Team   | Canon to the Ordinary   |
| 4. Property Committee<br>[or the Diocesan Council property<br>and facilities sub committee] | Canon for Fin. & Admin. |
| 5. Convocation task force   | Canon to the Ordinary   |
| 6. Justice team or Diocesan Council subgroup  |                         |
| 7. Communications support team  | Dir. of Communications  |
| 8. College chaplaincy resource team   | Canon for C&Y Formation |
| 9. Missions task force  |                         |

## Appendix D: Support information for Initiatives

### YEAR ONE:

#### Priority One:

- Initiative: Offer formation resources, including recorded and live streamed formation programs from congregations able to create content, to all congregations.
  - *Why Is This Important and What Problems Does it Solve?*
    - Many congregations do not have enough people to offer separate formation programming for children, youth and adults and want to offer intergenerational formation opportunities
    - Many clergy and lay leaders do not have the bandwidth to find or develop their own programs.
    - Because of the pandemic, congregations now have the technology to access online programming in their buildings or at home through Zoom.
    - The Diocese is making resources available for congregations to install additional technology in their buildings.
    - Some congregations do have excellent formation programming that they may want to share with a wider audience and can do so by recording or using livestream.
  
- Initiative: Establish a digital clearinghouse of approved liturgies, music, prayers and other worship-related resources.
  - *Why Is This Important and What Problems Does it Solve?*
    - The goal of the clearinghouse is to enable clergy and lay worship leaders easy access to approved liturgical resources, as well as giving them clear guidelines for when they need to get approval from the Bishop when developing their own liturgies and prayers.
    - Because clergy are so busy, they often do not have the bandwidth to find different and diverse liturgies. The clearinghouse will include a variety of approved offerings that they can easily access.
    - The site will also offer a subscription service for seasonal bulletins that churches can order in digital or print form, saving them time and money in pulling together their own service bulletins each week or each liturgical season.
    - Other liturgical resources developed by clergy and worship leaders, which the Bishop has approved, can be uploaded for sharing with other churches.
  
- Initiative: Offer Community Listening workshops/coaching to help congregations build relationships with their neighbors, especially those who are marginalized.
  - Cost analysis: 25 congregations (not considered rural) would need about 6 hour-long sessions of coaching at an average rate of \$75.00 per hour. Total \$11,250.
  - *Why Is This Important and What Problems Does it Solve?*
    - Marginalized communities reside in areas across the Diocese, but we do not often

encounter them in the Church; some groups are marginalized because of differences in communication.

- We have access to demographic data that can identify where identifiable groups of people live and work.
  - We are called to be in relationship with our neighbors, and we can employ Community Listening and Adaptive Leadership techniques to build those relationships and learn how to serve those marginalized communities.
  - Engaging with our marginalized neighbors makes our congregations even more relevant in the wider community.
  - This may or may not result in developing missional communities, because listening is more open-ended; however, listening is a critical first step in starting anything new.
- Initiative: Provide pastoral care in congregations by offering training and guidance to lay pastoral care teams.
    - *Why Is This Important and What Problems Does it Solve?*
      - People in congregations often expect clergy to deliver most of the pastoral care, but since clergy increasingly play multiple roles in their congregations, empowering lay people to provide more of that care can increase effectiveness of clergy and be a force multiplier with the laity.
      - Integrating Adaptive Change work in congregations can help to shift the expectation that clergy must meet most pastoral care needs and can help to empower the laity.
      - In order for lay people to take on this role, they must be trained and prepared to refer people to needed and available support services.
      - Congregations need support in vetting and accessing good pastoral care training programs (e.g., Community of Hope, Stephen's Ministry, and Mental Health First Aid Training).
      - Some congregations have solid pastoral care ministries and should have a way to share what they do with other congregations.
  - Initiative: Provide facilitation and other support to congregations as they discern their future ministry in times of financial pressure due to the cost of maintaining their facilities.
    - *Why Is This Important and What Problems Does it Solve?*
      - Currently, there is no process for congregations to figure out what is next when they decide to no longer use their existing buildings.
      - The two loops model of living systems shows us that there is often movement on doing something new by people within a congregation before they get to the point of closing, but we don't have a system in place to hold conversation with those people.
      - People who see new opportunities outside the former way of being a church are ripe for community development training and work, and we should make the effort to help them build relationships with their neighbors and the wider community. (For example, Community Development specialists in Extension programs serve this function.)
      - We can offer programs (like Recasting Assets from the Episcopal Church Building Fund) to help congregations figure out what to do with their facilities, which is particularly important for congregations that spend a lot of their time, energy and financial resources on their buildings.

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- Initiative: Provide facility assessment services to congregations to help them periodically assess the condition of their buildings.
  - *Why Is This Important and What Problems Does it Solve?*
    - Deferred maintenance too often leads to larger and more expensive problems to fix.
    - Congregations don't always have the bandwidth or expertise to know what is happening with their buildings or to track regular maintenance.
    - We need to assess how well the current diocesan grant and loan program is keeping up with capital needs for our congregations, and to make those dollars work more effectively by addressing issues before they become prohibitively expensive.
    - The Diocese owns two unused facilities--Grace Hill in Old North St. Louis and St. Matthew's in Mexico, Mo.--and we need to assess the cost to get those buildings operational to use for new ministries.
    - Other buildings may become vacant, and we need a process to determine if we should sell property or if we should keep it.
    - We can include a community assessment--through Community Listening--to determine how the building can be used to support community needs.
  
- Initiative: Create a convocation structure that fosters unity among our parishes, centered around mission and ministry.
  - *Why Is This Important and What Problems Does it Solve?*
    - Currently, we do not have a strong structure which brings parishes together on an ongoing basis.
    - Our current metro/convocation structure needs renaming based on common mission and ministry engagement.
    - Terminology changes will help make it more inclusive rather than exclusive (i.e., since many people do not understand the terms convocation & metro, and thus do not care or participate in them).
    - Development of cooperative ministries for the new structure will help to draw us together.
  
  - *How might we get there?*
    - From our experience, we must create intentional structures which foster community and bring us together in ways that respect our differences (aka, poverty work in rural areas may look different than the metro). How do we create sustainable structures which allow everyone to gather, share their stories, and work together on mission objectives?
    - Develop a central database for Diocesan missions and ministries to share across the Diocese.
    - Social media friendly.
    - Includes websites of Diocese and parishes.
    - User-friendly way to connect a person with a passion/interest to the parish(es) which have that ministry.
    - Direct link from the diocesan search page to that particular ministry (i.e., connect user directly to mission/ministry).
    - Don't land that person at a parish – land them at the information about the ministry (don't make them take additional steps to search for what they want/need.).
    - Significantly revise convocation/metro systems (geographical grouping of several parishes) so they are focused on mission and building community between churches/organizations.

- Ensure the language used is simplified, inclusive and easy to understand.
  - Discern and communicate a purpose for the gatherings.
  - Foster effective leadership to facilitate each gathering.
  - Discern one or more cooperative ministries for the group
  - Research other shared opportunities (i.e., gardening, marches for a particular cause, etc.).
  - Establish a group with the purpose of identifying a space for Diocesan, parish and other gatherings.
  - Increase investment —and the use of —virtual technologies for community building. (Communication technology working group handling this item.)
  
- Initiative: Issue one diocesan policy statement on dismantling racism and affirm the statement by congregational leadership.
  - *Why Is This Important and What Problems Does it Solve?*
    - Dismantling racism was a critical imperative emerging from the Bishop’s search process, and the Diocese should affirm the importance of this issue.
    - Because we are one church in 41 locations, we need a policy that reflects our unity.
    - Although the policy will be the same, each congregation will design how to live into the policy that best serves that community.
  
- Initiative: Grow our diocesan communications team by adding a full-time technology manager and create a new ministry to advise and support our congregations’ technology needs.
  - *Why Is This Important and What Problems Does it Solve?*
    - The goal of our diocesan communications is to share the mission of our diocese with our members and the community at large. Even before the pandemic hit, technology was changing the way we accomplished our goal. And in the past year and a half, technology has been the driving force keeping our churches afloat. But using this technology has put an incredible strain on our communicators, our clergy, and our individual members.
    - The worst of the pandemic may be over, but our communications and our worship will not be going back to the way things were before. Technology is here to stay in our churches. And if we want to stay relevant and to grow, we need to have experts forging new paths for us.
    - Adding another position on the bishop’s staff to focus on technology would allow us to be on the cutting edge instead of playing catch-up. It would allow our communicators to focus on websites, newsletters, photography, social media, worship bulletins, workshops, media relations – actually sharing our mission within the diocese and the community at large instead of going outside our area of expertise to tackle problems we don’t have appropriate experience to handle. Our communications duties can remain our top priority, while the technology manager builds a new ministry to advise and support the technology needs throughout the diocese.

### Priority Two:

- Initiative: Perform a racial justice audit (from The Episcopal Church's Becoming Beloved Community) of diocesan structures and systems to understand what we need to change and why.
  - *Why Is This Important and What Problems Does it Solve?*
    - If dismantling racism is an emerging imperative of the Diocese, we must acknowledge how institutional racism impacts our own relationships and systems.
    - The Episcopal Church, which conducted its own racial justice audit, can use its Becoming Beloved Community ministry to assist us with developing an audit tool that we can use to examine structures and systems within the Diocese of Missouri.
    - This work can engage the entire Diocese, which may impact how our individual congregations also engage in dismantling racism within their own communities.
  
- Initiative: Partner with state and regional coalitions to address health care access disparities, especially along racial lines, starting with St. Luke's hospital, where we have a seat on the Board.
  - *Why Is This Important and What Problems Does it Solve?*
    - The Covid-19 pandemic has revealed blatantly the disparities that people of color, particularly black people, face in accessing adequate health care services.
    - The sitting Bishop is always a member of the board of St. Luke's Hospital in Chesterfield, Missouri, and we can use that seat to influence policies and practices at the hospital.
    - The Diocese is also affiliated with the Episcopal Presbyterian Health Trust, which is dedicated to providing access to health care for underserved populations, and we can use that relationship to address these ongoing health care disparities

### Priority Three:

- Initiative: Create Clergy Cohesion throughout the Diocese by sponsoring clergy specific gatherings and communication tools.
  - *Why Is This Important and What Problems Does it Solve?*
    - The specific goal of this initiative is to strengthen and continue to build a healthy, collaborative, clergy community. The following clergy-centered support mechanisms could impact a reduction of clergy burnout and isolation.
    - Continuing bi-weekly clergy chats, affinity groups, and pre-recorded sermons,
    - Establishing a clergy fellowship event at Annual Convention,
    - Maintaining online gathering options aware of the time and cost savings to clergy who live and work far from each other,
    - Establishing one or more closed online clergy groups for sharing hobbies, recreational interests, questions, prayer needs, resources, curricula for sacramental rite preparation, ideas for formation, mission, and evangelism, TEC theology/lectionary discussion, lay leadership development, tech assistance hotline, etc.,
    - Providing diocesan support in the form of an FAQ page with links for information and resources on formation, sacraments, mission ideas. For reference see: [https://www.churchofengland.org/life events](https://www.churchofengland.org/life%20events).

- Initiative: Use Facebook Groups and Social Media to Connect Congregations
  - *Why Is This Important and What Problems Does it Solve?*
    - Facebook Groups offer a powerful medium to cultivate communities online. We considered other social media, but the research seems to indicate Facebook Groups were the best way to engage and grow community. Other forms of social media may be considered in the future.
    - The specific goal of this initiative is to connect parishioners in different congregations and engage them as these new communities grow. For Example: A Knitting Group, Hiking Group, Trinity Lunch, etc.
    - This will connect parishioners and attract new members to the Diocese.

## YEAR TWO:

### Priority One:

- Initiative: Establish a “toolkit” of information and resources that will support our parishes with their communications and technology.
  - *Why Is This Important and What Problems Does it Solve?*
    - The specific goal is to assist each parish with using modern technology to deliver God’s message to their congregation, visitors, community, and the underserved more effectively. This is important because:
      - Some communities are not taking advantage of all the online, media, and technological opportunities available.
      - Some communities are unable to establish and/or maintain basic services such as websites and social media pages.
      - Some communities are unable to conduct virtual worship services (livestream, Zoom, podcast, or pre-recorded service) the way they would like.
      - Some parishes are limited by costs, expertise to implement, and/or resources to maintain.
- Initiative: Establish (at least) four communications hubs to serve as central resources that support collaboration and communication throughout the diocese. The diocese would provide the hardware, maintenance, and oversight of each hub.
  - *Why Is This Important and What Problems Does it Solve?*
    - The specific goal of the hubs is to provide the necessary tools for people in all areas of our diocese to be able to fully communicate and participate in the life of our church, without having to travel a great distance.

- The current mode of communication between churches is individual Zoom meetings or conference calls. This limits participants to those with the technical capability and disposition required to effectively participate.
- The hubs would offer internet access and the equipment needed for those who do not have access on their own or need a group setting. Church and community members would be invited to use these hubs (free of charge) for business related to the mission of our church.
- The importance of relationship or team building cannot be underestimated in any working group. Physical presence of at least some of the team members would build relationships across churches and energize meeting content. Creativity requires a “safe” environment.

### Priority Two:

- Initiative: Develop lay-led college chaplaincy programs in congregations that are near college and university campuses.
  - *Why Is This Important and What Problems Does it Solve?*
    - Currently, we have two college chaplains in the Diocese, but there are many more colleges and universities within the Diocese that do not have an Episcopal chaplaincy program.
    - Many of the congregations near campuses do not have the resources to hire chaplains, let alone full time clergy.
    - There is a strong desire from the members of the Diocese, based on surveys, listening sessions, and interviews, to make a greater effort to engage young adults and support them in their spiritual journeys.
    - We have youth who go off to college in areas across the Diocese, but they don’t have an easy way to connect with the local Episcopal congregation.
    - Lay people want to engage with the students at the local college or university, but they feel like they don’t have the skills to do so.
    - A Canon for Formation could champion this initiative and work with the existing chaplains to offer training and support to lay leaders.
- Initiative: Offer Adaptive Change facilitation to help leadership work with their congregations to experiment with diverse liturgies, music, and prayers.
  - *Why is This Important and What Problems Does it Solve?*
    - Because some congregations may be reluctant to use different liturgies, although clergy and lay leaders might want to experiment. Those leaders may need to employ Adaptive Change methods to have conversations with the influencers in the congregation about trying something new.
    - Adaptive Leadership training would also help clergy and lay leaders in addressing any conflict, as well as making other changes within a congregation.
- Initiative: With ongoing support from the national church and working with our Dismantling Racism Commission, facilitate conversations with congregations about

institutional and structural racism.

- ***Why Is This Important and What Problems Does it Solve?***
  - When DRC does its training, they engage the congregations, who then set up their own programs to dismantle racism.
  - A number of congregational leaders are reticent about addressing racism issues with their congregations due to cultural and historical differences.
  - Some of this work requires professional trainers, who are equipped to handle difficult conversations.
  - The national church offers many resources, including people, who can work with us and continue to guide us in addressing this issue.
  - We might also employ Adaptive Leadership/Change techniques to start these conversations.
  - This effort will transition us from the status quo to transforming each congregation to represent the larger community in which each one is located.
  
- Initiative: Develop a pilot ministry with local partners (in up to 4 sites) to assist people involved in the criminal justice system in reentering the community.
  - ***Why Is This Important and What Problems Does it Solve?***
    - We have a history of working within the juvenile justice system through the now independent Episcopal City Mission for youth offenders, and several congregations continue to support them.
    - The State has existing community service (re-entry) centers located in communities where we have active congregations.
    - This initiative provides us an opportunity to partner with an agency that delivers direct services to people in need, whom the Church is called to serve.
    - Through a partnership, we may discover a service model that already works.
  
- Initiative: Establish a diocesan-wide pastoral care network to provide assistance to members of the Diocese and their family and friends from other congregations across the Diocese.
  - ***Why Is This Important and What Problems Does it Solve?***
    - The Diocese should function like it's one church with 41 locations, and one of the ways we do that is to help each other when we are in need--no matter where we might be located at any time.
    - This would provide support to people in the Diocese who find themselves in a different part of the Diocese for some reason: hospitalization, work trips, attending college, elderly family members living in a different community, etc. (and could provide support to others, as well).
    - Using technology like Zoom and Facebook groups, people across the Diocese can connect with each other based on common interests or experiences: LGBTQIA+, young singles, caregivers, musicians, etc.
    - This initiative demonstrates our commitment to hospitality in the Episcopal Church.
    - It builds relationships across the Diocese.

### Priority Three:

- Initiative: Incorporate a second level curriculum for congregations that have worked beyond the current anti-racism training.
  - *Why Is This Important and What Problems Does it Solve?*
    - Many of the congregations that have already done the training and are actively engaged in dismantling racism need a higher level of training, so that they can take their efforts to the next level, particularly addressing systemic racism.
    - There are many good sources, both secular and faith-based, that we need to research and vet.
    - We can use new relationships with the national church to help us identify the training program that will best fit our needs.
  
- Initiative: Determine 3-5 missions for the Diocese (e.g. hunger, creation care, mental health, housing and homelessness) to provide opportunities between parishes and individuals in common ministry, and partner with groups across the region who are also working on those issues to collaborate.
  - *Why Is This Important and What Problems Does it Solve?*
    - Many parishes feel disconnected from each other and the diocese (from listening sessions). This initiative will help to bring parishes/individuals together through various means, including shared ministry.
    - Mission mapping and ministry reviews can be completed to determine the health of the ministries and decide on next steps.
    - Parishes can connect to these ministries either at parish or individual level.
    - Redesigning the format of the November convention to allow for mission & ministry reinforcement will help to connect parishes and individuals.
  - Mission and ministries: From our experience, ministries tangibly reflect our mission. Ministries do not appear from nothing. Instead, they usually result from a community's discerned mission.
  - The work of this initiative would be to determine 3-5 missions for the Diocese by:
    - Looking at our current diocesan ministries, map them to possible missions. For example, the Hunger Task Force could map to a hunger mission or justice mission or poverty-reduction mission.
    - Completing a ministry review for all ministries which map to a mission. Some may be healthy and can be further invigorated. Some may be in need of new life, energy or reevaluation.
    - For any ministries that do not map to a mission, this could be a place of ministry review.
    - Discern if there are one or more new missions for which we have no current ministries.
    - This mapping can also be done at the parish/diocesan organization level by identifying each parish's ministries by creating an online survey.
  - Communicate the 3-5 missions to the entire Diocese:
    - Reinforce missions via all methods of communication, such as social media, website and non-digital, such as at the diocesan convention and iSeek. The more the missions are communicated, the better it becomes reinforced, almost like a mantra.
    - Redesign the format of the Diocesan Convention to focus on mission.

- Share our stories: Share how parishes and diocesan organizations are building/sustaining ministries in unique and exciting ways.
- Create toolkits and best practices for communities and individuals to engage with diocesan mission.
- Give people/parishes a starting point.
  - If they want to build up what they already have started
  - If they want to start something new.
- Communicate ways that persons can get involved in diocesan ministries – even if their parish is not involved.
  - For example: A person may have a passion for working with LGBT youth, but their parish has other mission/ministry priorities. How can that person’s passion and gift be brought into the greater diocesan community?

## YEAR THREE:

### Priority One:

- Initiative: Appoint a Canon for Children & Youth Formation who will develop diocesan-wide children, youth, young adult, and intergenerational formation programming.
  - *Why Is This Important and What Problems Does it Solve?*
    - Formation is a critical element of our mission and deserves attention and dedicated resources.
    - At present, Camp Phoenix is the only youth program in the Diocese, and the Youth Advisory Council does not currently have adult leadership, which is critical to making things happen.
    - In order to develop relationships across the Diocese, we need more opportunities year round for diocesan-wide gatherings, especially for our youth and young adults.
    - Attending Camp Phoenix should become an essential formation experience for all children and youth in the Diocese.
    - Offering a family (and perhaps an adult) camp program will generate more support across the Diocese for camp ministry and diocesan formation, in general.
    - This person could also work with the existing college chaplains and congregations near college campuses on the lay-led college chaplaincy initiative.
- Initiative: If appropriate, based on results of Community Listening, identify and develop up to 10 new missional communities that serve their neighborhoods.
  - *Why Is This Important and What Problems Does it Solve?*
    - There are groups of people whom we do not necessarily reach in some places: those defined by language (ex. Spanish or Arab) or neuroatypical ways of communicating (ex. people who are deaf or autistic), 20s-40s singles, LGBTQIA+, etc.
    - Our church facilities should be used as a community resource, and they typically contain good meeting spaces and kitchens.
    - Missional Communities can be worshiping or non-worshiping but they all need a place to gather.

- We have the technology to gather people across the Diocese who represent these groups and learn more about the issues that impact them and support the work of the missional communities.
  - In places where we have no Episcopal presence (ex. Grace Hill, Old North St. Louis and St. Matthew's, Mexico), the new Bishop's Advisory Council for Missional Communities can oversee development of missional communities.
- Initiative: Develop a missional community in Old North St. Louis with convening space in the Grace Hill buildings
  - *Why Is This Important and What Problems Does it Solve?*
    - The Episcopal church has historically had a presence in Old North St. Louis.
    - For seven years, the Deaconess Anne House has raised the profile of the Episcopal Diocese in the Old North and has built relationships of trust between the diocese and local residents making an Episcopal church plant more feasible and Episcopalians more recognizable and less "exotic."
    - The Diocese already owns the property necessary for both a church plant and a neighborhood hub for ministry.
    - The racial demographics of Old North (50.1% Black, 40.9% White, 2.9% Asian, and 0.4% Other Races, Hispanic or Latino of all races 5.7%) create the potential for a dynamic and diverse community that promotes racial reconciliation.
    - Grace Hill would provide a working model for the diocese of what "humbly walking with our neighbor" looks like and help create a space for the Holy Spirit to transform a neighborhood through justice, compassion, and peace.
    - The diocese could build relationships with local organizations needing institutional support (meeting space, training, etc) and further its own self-interest by helping to shape the mission of said organizations.
    - This provides a chance to model a style of evangelism that develops partnerships with the people within communities by sharing power, voice and decision-making in making a common vision a reality.
    - Such evangelism offers the promise of spiritual growth for all involved and allows the Diocese to address systemic inequities that have blocked opportunities for education and employment, impaired health and birth rates, and limited access to fresh foods, safe activity spaces, child care, and family support.
    - The former Grace Episcopal Church buildings on Hadley Street can be used as a physical resource for a "a neighborhood hub for ministry and support."
  - What are we proposing?
    - A neighborhood parish in Old North St. Louis rooted in its geographic context.
    - North was once home to Grace Episcopal Church, and much later, Holy Cross House (a settlement house) in the neighborhood. The settlement house ministered to the area's poor through education programs, health initiatives, and community services.
    - The Diocese's Episcopal Service Corps community is currently located in Old North and is named after Deaconess Anne (Hannah) Pew who was charged with running the settlement house for six years (1906-1912).
    - For many years, Grace Hill, a not-for-profit that grew out of the Diocese of Missouri, was housed in the old Grace Episcopal Church buildings located on Hadley Street.
    - Grace Hill recently vacated these buildings and returned them to the Diocese of Missouri.
    - The Strategic Visioning Committee proposes that the Diocese use the Grace Church building(s) to plant a neighborhood parish that uses contextual and experimental

liturgy, partners with neighborhood residents, institutions and organizations in service, love and justice and integrates itself into the fabric of the neighborhood and the life of the community.

- Grace Hill would use a deep and narrow neighborhood ministry model focused solely within the boundaries of the Old North St. Louis, Carr Square, Columbus Square, St. Louis Place and Hyde Park neighborhoods as defined by the City of St. Louis (<https://www.stlouis-mo.gov/live-work/community/neighborhoods/index.cfm>).
  - This means that all service projects, ministry collaborations, and evangelism campaigns would have connections to one or more of the five neighborhoods within the geographical parish.
  - The church would seek to build mutual and life-affirming relationships with every institution, business, and entity located or working within these neighborhoods and, as far as possible, purchase supplies, labor, and needed provisions from within the parish.
  - Invitational outreach to worship at Grace Hill would be directed specifically toward residents in the neighborhoods.
  - The physical structures would be used for weekly worship, fellowship, special events, and neighborhood ministries.
  - The pastor of the community could live in the house located on the property.
  - Worship would be Eucharistic and recognizably Anglican, but not necessarily straight from the Book of Common Prayer.
  - The liturgy at Grace Hill would truly be a work of the people responsive to the Spirit's movement in the geographical context and to the glory of God through Jesus Christ.
  - Grace Hill would also serve as a "lab" for experimental liturgies that could be adapted and adopted throughout the Diocese.
  - The structures located on GC's property offer ample opportunities for ministries, partnerships and community building, and we suggest that the space be used, at least in part, as a convening space for local organizations that lack institutional support. For example, organizations could use Grace Hill for meetings, retreats, training, workshops, community events and festivals.
  - Each organization using the space would be required to articulate how their values align with the values of the Diocese and mission of Grace Hill.
  - The Diocese, through Grace Hill, could also provide other institutional support, training and networking opportunities to organizations using the space.
- Why are we proposing this initiative?
- We believe that God is doing something new, and it looks kind of old.
  - The Incarnation teaches us that God does not offer generic salvation dissociated from the particularities of place, time, and space. Salvation is responsive and made available to persons living within contextual limitations. As scandalous as this might seem, Jesus walked with Galileans, not with the human race. The particularity of the Incarnation is a threat to Empires that thrive on sameness and hegemony, including the American Capitalistic Empire that seeks to transform diverse persons into generic consumers. Jesus offers salvation to particular persons through death to self and resurrection in the universal Body of Christ.
  - The Empire offers salvation to generic consumers through the commodification of self and resurrection in the global marketplace.
  - The parish model we propose is not new. It is rooted in the Incarnation and the belief that salvation occurs within the changes, chances and particularities of context.
  - The New Testament bears witness to the parish model. As we see in Paul's letters and the Acts of the Apostles, the early church was rooted in particular geographical communities and inextricably linked to the local context.
  - Unfortunately, the church in America has drifted away from the parish model and adopted a capitalistic model of "doing" church that attempts to attract "church

shoppers” by offering pre-packaged programs and products ready for spiritual consumption and guaranteed to promote growth, i.e. the outward sign of the inward grace of capitalism.

- By fully embracing and living into the parish model, Grace Hill would offer an alternative to placeless Christianity. In the face of the Empire’s campaign of McDonaldization, a Eucharistic community rooted in the particularities of a neighborhood context can be salvific. It might seem like a new idea, but it’s actually quite old.
  - The parish model practiced at Grace Hill could be adapted to fit other contexts throughout the Diocese and has the potential of helping other churches reimagine what it means to be a leavening agent in a capitalistic empire.
- How might we get there? A timeline with measurable goals.
    - Late summer 2024: Hire Ministry Consultant to run phase 1.
  - Phase 1
    - Fall 2024: Comprehensive assessment of Grace church buildings
    - Fall 2024 - Spring 2025: Neighborhood listening campaign
  - Phase 2
    - Winter 2024: Building updates and repairs begun
    - Spring 2025: Hire staff (Pastor, Community Organizer, Administrator). Ministry consultant departs.
    - Spring 2025 - Fall 2025: Neighborhood listening campaign and relationship building run by staff
    - Fall 2025: Corps ministry team of 12 persons from neighborhood formed
    - Fall - Winter 2025: 200 transformational conversations completed between staff, neighborhood residents/stakeholders, and ministry team
  - Phase 3
    - Winter 2025: Staff and ministry team develop collaborative ministry and contextual liturgy initiatives based on information gathered and relationships made during listening campaigns. Decisions are made on building use.
    - Winter 2026: Building updates and repairs complete
    - Spring 2026: Public neighborhood worship and collaborative ministry initiatives begin
    - Spring 2027: A Eucharistic community of 150-190 people (approx. 10% of Old North Population) meets weekly to worship and daily lives out the radical Gospel of Jesus Christ within the context of the Old North St. Louis neighborhood. 1-3 contextual neighborhood ministries housed at Grace Hill are up and running.
  - 1-5 actions steps to be completed in 1-5 years
    - Assess the current status of the physical plant.
    - Update and repair buildings and grounds .
    - Hire full time staff.
    - Complete a comprehensive neighborhood listening campaign using the tools and methods of faith based community organizing.
    - Using information gathered and relationships built during the listening campaign, initiate 1-3 contextual neighborhood ministries housed at Grace Hill.
    - Develop and implement a Eucharistic liturgy responsive to the local context.
  - Key stakeholders: Aldermen Brandon Bosley (Ward 3) and James Page (Ward 5); neighborhood stabilization/improvement specialists, Old North St. Louis Restoration Group

- Research
  - Catholic Charities New Home, Vision taking Shape
  - <https://newtribune.pressreader.com/article/281505049137227>
- Tips and wisdom from two church planter interviews:
  - Find a community need and meet it.
  - Build partnerships with local organizations.
  - Openness and inclusion is a must.
  - Become embedded in the life of the community (not what can you do for us, but what can we do for you).
  - Community involvement and participation takes time and does not occur overnight.
  - Intentional evangelistic efforts (such as door-to-door campaigns) is key.
  - Meet and build relationships with community stakeholders and leaders.
  - Have a presence at ALL community events.
  - Make friends with local clergy.
- Initiative: Hold a second diocesan gathering annually centered around mission, ministry, formation and justice.
  - Need to bring parishes and individuals closer together ... "1 church in many locations." Recommend one gathering in the spring.
  - Building communities around shared interests will strengthen our missions and ministries.
  - Open to everyone in the diocese – not just convention delegates.
  - Less formal than annual convention with a focus on the community gathering vs. official business.
  - Gatherings: Opportunities to come together as one body from separate locations. From our experience, many individuals (and their parishes) enjoy gathering together as a large body whether they are regional or diocesan—when there is a balance of work/education and opportunities for fun and fellowship.
  - We recommend:
    - Researching shared interests for gatherings.
      - Mission/ministry interest groups
      - Special interest groups.
    - Create workshops for practical things—children’s education, etc.
    - Build communities around these interests.
    - Involve food, time to talk/share (fellowship).
    - Find ways to make things fun and relational—not just a get in/get out mentality.
    - Further discern ways to use technology to create virtual gatherings which lessen the need to physically travel.
    - Balance of education and fun.
    - Experiences that are both entertaining and rewarding are likely to drive engagement and attendance.
    - Schedule a second gathering in the spring (six months after/before the Diocesan Conversation) which would be open to everyone in the Diocese (not just delegates) for mission exchanges and idea sharing.
    - This would be less formal and would allow time for more socializing. Consider hiring a band, including dinner, dancing, etc.
    - We like eating and music—bring these into diocesan functions (as possible).

### Priority Two:

- Initiative: Create a digital clearinghouse of pastoral care resources and best

practices.

- ***Why Is This Important and What Problems Does it Solve?***
  - Congregational leaders often do not have the bandwidth to find resources and figure out who is doing pastoral care really well, and a diocesan entity could do the research, provide this information, and share it with congregations across the Diocese.
  - Using online technology, congregations can access information more easily and download it for their use.
  - By offering a centralized location for resources, the Diocese can more easily update information about the good programs in the Diocese (like the Shepherd's program) and in the region (like Live Well by Faith in Columbia, Mo.) and across the Church.
  - People involved in congregational pastoral care can also use the centralized clearinghouse to share the work they have done and other resources with the rest of the Diocese.
  - Because resource information changes so frequently, public agencies have difficulty sharing updated information about community support services; however, through an online clearinghouse that includes links to their websites, agencies can simply update the resource information on their own websites and make it instantly accessible on the diocesan clearinghouse.
- Initiative: To ensure congregational vitality, provide congregational development resources to congregations to assess strengths, challenges, and opportunities, then help them to track results and analyze data
  - ***Why Is This Important and What Problems Does it Solve?***
    - Some congregations need training and other assistance in connecting to their neighbors and determining how best to serve the wider community.
    - The Diocese already offers Community Listening and Vital Communities programs that can help congregations, and there are others, like the College of Congregational Development (<https://www.cdcollege.org/>), that we could also explore.
    - We can redefine what success looks like (beyond membership and money) when we apply the congregational development tools that we have learned, and we can develop a system to track how we have improved our ministries and partnerships with the wider community.
    - Congregations that receive diocesan financial support can especially benefit from congregational development resources, because it will provide them with the tools to track and build on their successes and learn from the strategies that did not work as expected.

### Priority Three:

- Initiative: Create a LGBTQIA+ Missioner to resource and support people and ministries.
  - ***Why Is This Important and What Problems Does it Solve?***
    - LGBTQIA+ members of the diocese find it hard to find support in rural communities.
    - In many rural communities the Episcopal Church is the lone bastion of inclusion in a state that is typically hostile toward queer communities.
    - Queer ministries are often under-resourced or nonexistent in rural communities.
    - This context makes it hard for churches to meet the needs of LGBTQIA+ communities especially LGBTQIA+ youth for whom early and consistent support is crucial to their thriving.