

# **EPISCOPAL DIOCESE OF VERMONT**

## **STRATEGIC PLAN MATRIX**

*Goals as unanimously adopted by Diocesan Council  
September 11, 2004*

## The Vision

The Diocesan Council envisions a lively, mission-oriented church that discerns and welcomes God's call to us as a Diocese.

Five interwoven themes emerge from this call:

**FORMATION • LIBERATION • COMMUNICATION • CONNECTION • CELEBRATION**

**Formation** that promotes lifelong Christian learning and growth across all ages; increases and develops existing educational opportunities; and supports the ongoing development of spiritual resources such as the Christian Meditation Center and the training/certification of spiritual directors.

**Liberation** that increases active involvement in identifying and expanding local and statewide social justice programs; maintains ongoing efforts to dismantle racism; supports international social justice programs; increases the number of Jubilee Centers in Vermont; and develops liturgies that celebrate these efforts.

**Communication** that conveys the good news of Jesus Christ and the ministries and mission of Vermont Episcopalians to one another and their communities through a variety of media; takes advantage of current technology to share information and resources; enables all congregations to utilize such technology; and supports other ongoing ministries.

**Connection** that increases Bishop and Ministry Support Team contact with congregations, particularly in geographically isolated areas; establishes a comprehensive strategy for the stewardship of human, financial and physical resources; supports and further develops congregational and diocesan leadership.

**Celebration** that recognizes and give thanks for the abundant gifts and resources we have been given for the mission to which God calls us. In particular, we celebrate the gifts and talents of our people and the institutional resources of our diocese, such as Rock Point, Saint Paul's Cathedral, Mission Farm, the Bishop Booth Conference Center, Rock Point School, the Brookhaven Home and School, and the Rock Point Summer Conferences.

Our action plan is ambitious and exciting. It reflects our commitment to the ministry of the baptized and indicates what we believe God is calling us to do over the next few years. The five themes are threads weaving through and unifying all areas of the action plan.

Diocesan Council is firmly committed to leading the implementation of this plan by working with committee chairs and others responsible for particular ministries. Council will review the strategic plan annually and make adjustments as necessary.

**To God be the glory for these ministries and for what is yet to be.**

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KEY MINISTRY AREA #1: CHRISTIAN EDUCATION AND YOUTH MINISTRY			
GOALS	INTERMEDIATE ACTION STEPS	POTENTIAL BUDGET IMPACT	STATUS <sup>i</sup>
<p><b>Goal 1:</b> To develop a training program for Christian formation in every parish</p> <ul style="list-style-type: none"> <li>- Connect parishes that have a small number of youth for an effective program</li> <li>- Five year program to reinvigorate/recreate Sunday School (<b>OVERLAP NOTE:</b> See Goal 6 in this Key Ministry Area)</li> </ul> <p><b>WHO:</b> Committee on Christian Formation; Canon for Youth Ministry</p>	<ol style="list-style-type: none"> <li>1. Develop diocesan team to be trained in discernment;</li> <li>2. Develop curriculum</li> <li>3. Work with parishes, deaneries or group of parishes to evaluate current Christian education/formation programs and assist them in articulating a learning plan based on their own needs and gifts;</li> </ol>	<p><u>Immediate:</u> Not identified in original plan, however, staffing for identification of diocesan team; training of team; development of curriculum should be considered</p> <p><u>Secondary:</u> Ongoing development of plan</p>	1
<p><b>Goal 2:</b> To develop a leadership training institute that will help congregants (especially teachers and youth leaders) be leaders in the church and society</p> <ul style="list-style-type: none"> <li>- Program for regional teacher training and certification/recognition for catechists and teachers of children, youth and adults</li> </ul> <p><b>WHO:</b> Committee on Christian Formation; Canon for Youth Ministry</p>	<ol style="list-style-type: none"> <li>1. Develop training and certification programs</li> <li>2. Identify and train leadership</li> <li>3. Schedule and offer regional trainings</li> <li>4. Continue re-certification process</li> </ol>	<p><u>Immediate:</u> Not identified in original plan, however, development of training &amp; certification program; identifying and training leadership should be considered.</p> <p><u>Secondary:</u> Ongoing development of Immediate budget issues; offering regional trainings.</p>	1
<p><b>Goal 3:</b> Dissemination of Diocesan Resource Center materials through increased use of technology, web site, storage capacity, and regional access to materials.</p> <ul style="list-style-type: none"> <li>- To staff resource center</li> <li>- To establish space for permanent resource center</li> <li>- To establish a traveling center and/or regional centers</li> </ul> <p><i>(CROSS REFERENCE NOTE: See Key Ministry Area #2 [Communications], Goal 1 and Key Ministry Area #5 [Parish Life and Spiritual Growth Ministry], Goal 3)</i></p> <p><b>WHO:</b> Christian Education Task Force/Resource Center Task Force</p>	<ol style="list-style-type: none"> <li>1. Formation of Resource Center Task Force;</li> <li>2. Define needs for center and create space</li> <li>3. Create annotated bibliography in Christian Education Resource Center, include sample core curricula and existing diocesan initiatives as well as links to resource people in particular programs.</li> <li>4. Establish clear process to access materials and make process available, especially downloadable materials;</li> <li>5. Define needs for resource person; create position description; initiate search process; hire resource person</li> <li>6. Set up communications systems to link parishes</li> <li>7. Create traveling or regional center</li> <li>8. Develop evaluation process for resources, acquisition, communications.</li> </ol>	<p><u>Immediate:</u></p> <p>a) PT diocesan staff to coordinate resource center (<b>NEW POSITION</b>); additional budget considerations: time spent cataloguing materials; identifying needs and acquiring new materials; maintaining updated list</p> <p>b) Communications Minister: linkage with website; update and maintain site</p> <p><u>Secondary:</u> acquiring new materials; space for permanent resource center; traveling center and/or regional centers</p>	2 (resource center & web site currently exist)

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<p><b>Goal 4:</b> To have a dynamic youth ministry which ministers to whole state which includes:</p> <ul style="list-style-type: none"> <li>- Leadership development for young people and adults; Regular retreats (some youth-led and some led by outside resources); Spiritual development retreats/ pilgrimages for youth; Mission and service trips; Congregationally sponsored events (ex. Vermont Watch)</li> <li>- Development of network of regional youth leaders who provide support, ideas and experiences &amp; develop spiritual bonds that help nurture individuals who serve young people.</li> <li>- Create efficient and effective communication tools</li> </ul> <p><b>WHO:</b> Diocesan Youth Committee; Canon for Youth Ministry; Congregational Youth Leaders</p>	<ol style="list-style-type: none"> <li>1. Explore the role of Diocesan Youth Committee and expand participation, meetings, and events to include a Diocesan Youth Ministry Network;</li> <li>2. Regular meetings to plan, expand, evaluate comprehensive diocesan youth program</li> <li>3. Define leadership development resources</li> <li>4. Connect to diocesan commission to develop programming</li> <li>5. Explore attendance patterns in Diocesan Youth Committee events and congregational life</li> <li>6. Establish network of youth leaders &amp; gather regional groups</li> <li>7. Develop mailing lists and listserves of young people and youth leaders <i>(CROSS REFERENCE NOTE: See Key Ministry Area #2 [Communications], Goal 3)</i></li> <li>8. Develop link on diocesan website for youth <i>(CROSS REFERENCE NOTE: See Key Ministry Area #2 [Communications], Goal 1 &amp; Goal 3)</i></li> </ol>	<p><u>Immediate:</u> a) Time for Canon for Youth Ministry; b) Time for Communications Minister</p>	<p>2/3 (DYC &amp; website currently exist)</p>
<p><b>Goal 5:</b> Increase participation in the Rock Point Summer Conferences</p> <p><b>WHO:</b> Rock Point Summer Conference Committee; Canon for Youth Ministry</p>	<ol style="list-style-type: none"> <li>1. Develop connections between summer conferences and congregations.</li> <li>2. Explore attendance patterns in summer conferences and congregational life</li> <li>3. Increase diocesan participation in volunteering</li> <li>4. Offer liturgies for congregations to use as campers return home from camp</li> <li>5. Obtain American Camping Assoc certification</li> <li>6. Explore possibility of producing newsletter to be used in congregations/or at home</li> <li>7. Evaluate camp facility</li> <li>8. Increase camp capacity</li> <li>9. Add web link</li> </ol>	<p><u>Immediate:</u> Staffing impact for immediate budget needs is unclear.</p> <p><u>Secondary:</u> Applying for and coming into compliance for ACA certification; newsletter production, printing and distribution; increasing camp capacity - building campaign?</p>	<p>3</p>
<p><b>Goal 6:</b> To create a five year intentional program to reinvigorate/recreate Sunday School Spiritual retreats to spiritually nurture those who serve children and families.</p> <ol style="list-style-type: none"> <li>1. Assess need for and hire a resource person for children's ministry</li> </ol> <p><i>(OVERLAP NOTE: See Goal 1 in this Key Ministry Area)</i> <b>WHO:</b> CCF and Children's Ministry Task Force (currently non-existing)</p>	<ol style="list-style-type: none"> <li>1. Identify children's ministers throughout diocese</li> <li>2. Develop and implement events</li> <li>3. Develop regional networks</li> <li>4. Define congregational and diocesan needs</li> <li>5. Examine existing committee and staff structures</li> <li>6. Appoint Children's Ministry Task Force</li> </ol>	<p><u>Immediate:</u> Staffing for leadership in first five Intermediate goals; costs for events; child care related to events</p> <p><u>Secondary:</u> Addition of Staff (<b>NEW POSITION</b>) for children's ministry</p>	<p>1</p>

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KEY MINISTRY AREA #2: PARISH LIFE AND SPIRITUAL GROWTH MINISTRY			
GOALS	INTERMEDIATE STEPS	POTENTIAL BUDGET IMPACT	STATUS
<p><b>Goal 1:</b> To increase participation in the Diocesan Study Program (DSP) and Education for Ministry Program (EFM)</p> <ul style="list-style-type: none"> <li>- Increase number of programs</li> <li>- Increase funding for faculty and students</li> <li>- Train new leaders</li> </ul> <p><b>WHO:</b> Committee on Christian Formation; Diocesan EFM Coordinator</p>	<ol style="list-style-type: none"> <li>1. Diocesan Study Program (DSP) <ul style="list-style-type: none"> <li>- Increase publicity and promotion;</li> <li>- Increase funding for faculty and students;</li> <li>- Train new leaders</li> </ul> </li> <li>2. Education for Ministry (EFM) <ul style="list-style-type: none"> <li>- Increase publicity and promotion</li> <li>- Support mentor training</li> <li>- Add line item for EFM to fund: <ul style="list-style-type: none"> <li>• Scholarships for participants</li> <li>• Support for Diocesan Coordinator</li> <li>• Costs for VT to be sponsoring diocese</li> </ul> </li> </ul> </li> </ol>	<p><u>Immediate:</u>  <b>DSP:</b> Requested 100% increase by 2009 (2004 budget is \$9,000).  <b>EFM:</b> Scholarships; beginning of system for annual incremental increases to increase funding for DSP and to add funding for EFM.</p> <p><u>Secondary:</u> Ongoing budget increments until total reached; costs related to diocesan sponsorship of EFM (\$2,500 by 2009 will result in lower tuition for participants)</p>	<p>2</p> <p>DSP and EFM programs active in diocese.</p>
<p><b>Goal 2:</b> 10 Spiritual Directors will be identified, trained and available to the Diocese for a variety of approaches</p> <p><b>WHO:</b> Pastoral Enrichment Coordinator; 2-3 person committee</p>	<ol style="list-style-type: none"> <li>1. Report to Diocesan Council about Spiritual Direction grant</li> <li>2. Development of spiritual direction resources with SSJE consultant and Pastoral Enrichment Project over the next three years (NOTE: Grant has been received and program is under development with EDS).</li> <li>3. Ongoing communication with Diocesan Council re: recommendations for structure of program, training, supervision and liability.</li> <li>4. Diocesan Council to establish framework for administering program</li> <li>5. Diocesan Council to obtain legal opinion from Chancellor on liability issues</li> </ol>	<p><u>Immediate:</u> Cost of SSJE consultant (grant money available)</p> <p><u>Secondary:</u> projected 2007 budget line item to support training and supervision of spiritual directors estimated to be \$10,000</p>	<p>2</p> <p>Grant has now been received. Program under development with EDS</p>
<p><b>Goal 3:</b> Increase parish participation in the above and other formation programs to 75%</p> <p><b>WHO:</b> Committee on Christian Formation</p>	<p>Formulation of programs to:</p> <ol style="list-style-type: none"> <li>1. Assist individual churches with resources and curriculum development (<b>CROSS REFERENCE NOTE:</b> See Key Ministry Area #1 [Christian Education &amp; Youth Ministry], Goals #1 and #3)</li> <li>2. Link with Spiritual Life Committee, Cathedral Without Walls, Pastoral Excellence Program, etc</li> <li>3. Promote continuing education for lay and ordained</li> <li>4. Equip baptismal vocations</li> <li>5. Recognize, commission and affirm individual ministries (<b>CROSS REFERENCE NOTE:</b> See Key Ministry Area #1 [Christian Education &amp; Youth Ministry], Goals #1 and #2)</li> <li>6. Identify areas of opportunity for lay ministries and training individuals for work in those areas.</li> </ol>	<p><u>Immediate:</u> No budget costs indicated</p> <p><u>Secondary:</u> No budget costs indicated</p>	<p>2</p> <p>(Related initiatives are underway in a number of existing venues)</p>

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<p><b>Goal 4:</b> The Christian Meditation Center will be actively fulfilling its mission  <b>WHO:</b> Christian Meditation Center of Cathedral Chapter</p>	<ol style="list-style-type: none"> <li>1. Christian Meditation Center of Cathedral Chapter will develop implementation strategy for Christian Meditation Center mission.</li> <li>2. Possible upgrade of existing facilities such as Bishop Booth Conference Center, Mission Farm and the Cathedral</li> </ol>	<p><u>Immediate:</u> \$2,500 to support the program around the diocese   <u>Secondary:</u> No budget costs indicated</p>	<p>2 Center actively developing</p>
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KEY MINISTRY AREA #3: OUTREACH AND SOCIAL JUSTICE			
GOALS	INTERMEDIATE STEPS	POTENTIAL BUDGET IMPACT	STATUS
<p><b>Goal 1: SOCIAL JUSTICE</b> In five years, there will be a new level of Social Justice commitment throughout the Episcopal Diocese of VT.</p> <ul style="list-style-type: none"> <li>- 40 parishes will be members of Vermont Interfaith Action (VIA)</li> <li>- Parish participation will include: congregational development; one-to-one conversations; social justice issue identification; leadership development; community power analysis; agenda development; action on at least one social justice issue</li> </ul> <p><b>WHO:</b> Outreach &amp; Social Justice Committee; Peter Galbraith</p>	<ol style="list-style-type: none"> <li>1. By December 2005, 20 additional parishes will have joined VIA</li> <li>2. By December 2009, 40 parishes will have joined VIA</li> </ol>	<p><u>Immediate:</u> \$9,000 per year (2004 budget allocates \$6,700)</p> <p><u>Secondary:</u> Ongoing support of \$9,000 per year</p>	<p>2</p> <p>(VIA started at the Cathedral Church of St. Paul and is supported by the Diocese)</p>
<p><b>Goal 2: OUTREACH</b> Identify existing parish programs statewide</p> <p><b>WHO:</b> Outreach &amp; Social Justice Committee; Catherine Cooke; Bob Halverson</p>	<ol style="list-style-type: none"> <li>1. Develop survey tool</li> <li>2. Survey distributed to all parishes and returned to committee</li> <li>3. Follow up with parishes that have not responded</li> <li>4. Data compiled, assessed and report generated</li> <li>5. Report submitted to council and distributed to parishes</li> </ol>	<p><u>Immediate:</u> Estimated cost of \$200. Details not available (Note: potential additional costs might also include: Personnel time to develop survey tool; copying and distribution of survey; follow up contact; data compilation (data base?), report production).</p> <p><u>Secondary:</u> completion of work</p>	<p>1</p>
<p><b>Goal 3: OUTREACH</b> Each parish has at least one outreach program and implements multi-parish and interfaith outreach programs.</p> <p><b>WHO:</b> Outreach &amp; Social Justice Committee; Catherine Cooke; Bob Halverson; Consultants</p>	<ol style="list-style-type: none"> <li>1. Committee reviews report (above) and targets 6 parishes for encouragement to attain goal</li> <li>2. Target parishes develop action plan for goal attainment (with committee assistance)</li> <li>3. Develop methodology for updating survey info Survey information</li> <li>4. Action plan incarnated; survey information updated</li> <li>5. Second set of parishes identified using updated info and process described above</li> <li>6. Comprehensive review of results once every parish has attained the goal or until January 1 2009</li> </ol>	<p><u>Immediate:</u> Consultants: \$400/parish. Estimated to be \$2,400/year.</p> <p><u>Secondary:</u> Ongoing annual cost of \$2,400/year</p>	<p>1</p>
<p><b>Goal 4: OUTREACH</b> Five parishes have become, or are in process of becoming, Jubilee Parishes</p> <p><b>WHO:</b> Outreach &amp; Social Justice Committee; Catherine Cooke; Bob Halverson</p>	<ol style="list-style-type: none"> <li>1. Based on report above, 5 parishes selected to apply for Jubilee status. (Technical assistance offered for application)</li> <li>2. Committee members or designees visit selected parishes to discuss becoming a Jubilee parish</li> <li>3. Selected parishes apply for Jubilee status</li> </ol>	<p><u>Immediate:</u> No cost indicated</p> <p><u>Secondary:</u> No cost indicated</p>	<p>2</p> <p>(Cathedral currently is only designated Jubilee parish)</p>

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<p><b>Goal 5: <u>RACISM</u></b> The Dismantling Racism Commission (DRC) will sponsor three (3) one day trainings in Anti-Racism for diocesan clergy and identified lay leadership  <b>WHO:</b> Rt. Rev. Stewart Wood, Margy Zabriske, Naima Wade</p>	<p>1. Training to be led by team of clergy and lay leaders from Diocese along with certified trainer provided by the Social Justice office at the Episcopal Church Center. Leaders to include: Standing Committee, Diocesan Council, Ministry Support Team, Commission on Ministry, Deputies to General Convention, Trustees, Diocesan Youth Council, Clergy, Postulants, and Candidates for Holy Orders. 90% of diocesan leadership will have received basic anti-racism training by December 2005.</p>	<p><u>Immediate:</u> \$1500  <u>Secondary:</u> None indicated</p>	<p style="text-align: center;">3 (conducted in 2004)</p>
<p><b>Goal 6: <u>RACISM</u></b> To provide "An Introductory Workshop on White Privilege" for every congregation in diocese  <b>WHO:</b> Dismantling Racism Commission &amp; Nancy Vogele</p>	<p>1. The Dismantling Racism Commission will advocate for each parish to implement the curriculum during 2005</p>	<p><u>Immediate:</u> \$1,000  <u>Secondary:</u> Unclear about ongoing costs</p>	<p style="text-align: center;">2</p>
<p><b>Goal 7: <u>INTERNATIONAL MINISTRIES</u></b> That every active church in diocese be aware of international social justice issues and minister to at least one area of need through personal action or financial support  <b>WHO:</b> Outreach &amp; Social Justice Committee; Margy Zabriskie; Marcia Stone</p>	<p>1. Assessment process established for use by all parishes to measure parish relationship to goal                  2. Communication with all parishes re: above process document and explanatory material                  3. Committee receives findings from parishes and responds to same offering consultations                  4. Establishment of lead person in each parish who will be responsible for overseeing attainment of goal.</p>	<p><u>Immediate:</u> Estimated cost of \$200. Details not available. <i>(Note: potential additional costs might also include: Consultation; development of assessment tool; duplication of document and accompanying material)</i>  <u>Secondary:</u> ongoing progress on initiative</p>	<p style="text-align: center;">1</p>
<p><b>Goal 8: <u>INTERNATIONAL MINISTRIES</u></b> Every parish will be involved in supporting at least one international relief project and be able to articulate theological basis for that support  <b>WHO:</b> Outreach &amp; Social Justice Committee; Margy Zabriskie; Marcia Stone</p>	<p>1. By Jan 2006, all active parishes have achieved at least one of the two goals                  2. By Jan 2007 50% of all active parishes have achieved both goals                  3. By Jan 2008 75% of all active parishes have achieved both goals                  4. By Jan 2009 100% of all active parishes have achieved</p>	<p><u>Immediate:</u> Estimated cost of \$10,000 for all parishes. Unclear as to spread of cost across multiple years.  <u>Secondary:</u> Ongoing distribution related to above Immediate budget impact.</p>	<p style="text-align: center;">1</p>
<p><b>Goal 9: <u>LITURGY</u></b> To collect and determine need for liturgies that address social justice and environmental concerns  <b>WHO:</b> Outreach &amp; Social Justice Committee; Stewart Pierson; Ron Corkins; Environmental Ministry Team</p>	<p>1. Compile existing liturgies that deal with environmental and social justice issues by focus areas (i.e. celebrating creation; peace in time of war; dignity of labor; the place of "the least among us")                  2. A series of "Round Tables" will be held in each deanery around the need for such liturgies. Additional considerations in main Strategic Plan document                  3. Based on collection of liturgies and needs assessment new liturgies may be developed.</p>	<p><u>Immediate:</u> No budget costs listed  <u>Secondary:</u> No budget costs listed</p>	<p style="text-align: center;">1</p>

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KEY MINISTRY AREA #4: COMMUNICATIONS			
GOALS	INTERMEDIATE STEPS	POTENTIAL BUDGET IMPACT	STATUS
<p><b>Goal 1:</b> Continue development of user-friendly web site for diocese</p> <p><b>WHO:</b> Communications Minister</p>	<ol style="list-style-type: none"> <li>1. Keep up-to-date calendars of events, news and worship resources on web site</li> <li>2. Make available for download key resources (diocesan canons, treasurer's manual, event registration, Mountain Echo, Simple Gifts)</li> <li>3. Create pages for locating churches in Vermont; for learning about the diocese and for seekers interested in learning about the Episcopal Church</li> <li>4. Create information page for each congregation and provide links to congregation websites</li> <li>5. Increase web site capacity</li> <li>6. Create catalogue of materials available at Diocesan Resource Center with help from Resource Center Director</li> </ol> <p><i>(CROSS REFERENCE NOTE: See Key Ministry Area #1 [Christian Education and Youth Ministry], Goal 3)</i></p>	<p><u>Immediate:</u> Increased staffing time for Communications Minister (\$4,000); increased annual cost for web/internet service (\$500); web site consultation/design course (\$1,000)</p> <p><u>Secondary:</u> Ongoing increased staff time; annual web/internet service fee</p>	3
<p><b>Goal 2:</b> Utilize television and radio to communicate to the wider community</p> <p><b>WHO:</b> Communications Minister &amp; Committee of 3-4 people</p>	<ol style="list-style-type: none"> <li>1. Participate in coordinated national ad campaign scheduled for Lent 2005;</li> <li>2. Improve use of special events/issues as means for publicizing ministry of diocese.</li> <li>3. Offer workshops to aid congregations in their own publicity.</li> </ol>	<p><u>Immediate:</u> Increased staffing time for Communications Minister (\$3,000); Buying TV time (\$20,000 - rough estimate)</p> <p><u>Secondary:</u> Increased staffing time; annual purchase of television time.</p>	1
<p><b>Goal 3:</b> Offer all congregations opportunity for adequate access to the Internet</p> <p><b>WHO:</b> Communications Minister &amp; Committee of 3-4 people</p>	<ol style="list-style-type: none"> <li>1. Survey congregations to determine current capabilities &amp; develop email directory</li> <li>2. Create computer exchange page for web site</li> <li>3. Distribute Simple Gifts electronically</li> <li>4. Create resource package for all congregations that includes advice, instruction, funding sources and a list of volunteers willing to offer assistance w/ set up, software &amp; web site design</li> <li>5. Offer workshops on a regular basis</li> </ol> <p><i>(CROSS REFERENCE NOTE: See this Key Ministry Area, Goal 1, Intermediate Step #2)</i></p>	<p><u>Immediate:</u> Increased staffing time for Communications Minister (\$2,000); Resource package (\$500); Annual workshop (\$1,500 for honorarium, materials, set up)</p> <p><u>Secondary:</u> Ongoing increased staff time; annual workshop</p>	1
<p><b>Goal 4:</b> Create email lists and listserves to enhance interactive communication</p> <p><b>WHO:</b> Communications Minister and Ministry Support Team</p>	<ol style="list-style-type: none"> <li>1. Create email lists; interactive discussion lists; and lists to discuss specific issues or areas of interest for specialized groups such as clergy, youth leaders, wardens, treasurers, various diocesan bodies</li> <li>2. Work with web hosting and internet service provider to add list-serve capability to diocesan internet service account;</li> </ol> <p><i>(CROSS REFERENCE NOTE: See Key Ministry Area #1 [Christian Education &amp; Youth Ministry], Goal 4)</i></p>	<p><u>Immediate:</u> Increased staffing time for Communications Minister (\$1,000)</p> <p><u>Secondary:</u> Ongoing increased staff time (?)</p>	1/3 (email lists nearly completed; other work undeveloped)
<p><b>Goal 5:</b> Episcopal Diocese of Vermont brochure available for welcome centers and deanery use.</p> <p><b>WHO:</b> Communications Minister &amp; Committee of 2-3 people</p>	<ol style="list-style-type: none"> <li>1. Create brochure with info about the Episcopal Church in Vermont including congregations and worship times - for welcome centers and other dissemination points.</li> </ol>	<p><u>Immediate:</u> Staffing time to create brochure (gathering material; layout; proofing; distribution); printing of brochure.</p> <p><u>Secondary:</u> re-issues and additional printings</p>	1

KEY MINISTRY AREA #5: ORGANIZATIONAL, STRUCTURAL AND FINANCIAL			
GOALS	INTERMEDIATE STEPS	POTENTIAL BUDGET IMPACT	STATUS
<p><b>Goal 1:</b> The Diocese will establish a financial stewardship strategy</p> <ul style="list-style-type: none"> <li>- To support baptismal ministry and mission</li> <li>- To support the development of a strong planned giving program in all interested parishes;</li> <li>- To examine the potential for a capital campaign in order to strengthen churches, help develop strong leadership and obtain abundant resources</li> </ul> <p><b>WHO:</b> Stewardship &amp; Finance Committees; Staff Development Officer (currently non-existent)</p>	<ol style="list-style-type: none"> <li>1. Diocese and parishes will continue to use Episcopal Church Foundation as a consultant for planned giving.</li> <li>2. Diocese will hire a Development Officer by 2006.</li> <li>3. In Planned Giving Program, Consultant and Development Officer will:               <ul style="list-style-type: none"> <li>- Assist Diocese and parishes in preparing a plan of action for planned giving programs</li> <li>- Train committee members and other resource persons for work with parishes</li> <li>- Work with parishes to define the vision, policies, marketing strategy, management, operational structures and educational programs for their planned giving initiatives</li> <li>- Provide assistance in marketing planned giving</li> <li>- Identify other resources available to assist in the planned giving program.</li> </ul> </li> <li>4. Development Officer will: work with parishes and Diocese on:               <ul style="list-style-type: none"> <li>- Stewardship campaigns (detailed time line in original Strategic Plan document)</li> <li>- Capital campaign rationale and vision (detailed time line in original Strategic Plan document)</li> <li>- Determine how fund raising efforts will be developed within framework of Total Common Ministry.</li> </ul> </li> </ol>	<p><u>Immediate:</u> Addition of FT Development Officer (<b>NEW POSITION</b>) \$100,000 includes position and related expenses; Consultant (\$5,000); consultant expenses (\$1,500); fees (?)</p> <p><u>Secondary:</u> Continuation of staffing position and possible consultation</p>	1
<p><b>Goal 2:</b> Review parish assessment policies, effectiveness and consistency of implementation</p> <p><b>WHO:</b> Financial Administrator, Treasurer, ad hoc subcommittee of Council</p>	<ol style="list-style-type: none"> <li>1. Review of current system for assessing parishes</li> <li>2. Make appropriate revisions to assure equity as well as appropriate support for work of Episcopal Church in the community, state, nation, world</li> <li>3. Examine assessment alternatives in other dioceses (ex: Wyoming, Newark)</li> </ol>	<p><u>Immediate:</u> \$1,000 (details not available)</p> <p><u>Secondary:</u> Possible ongoing completion of work</p>	1
<p><b>Goal 3:</b> Implement the Strategy for Deepening Baptismal Ministry</p> <ul style="list-style-type: none"> <li>- Alleviate sense of isolation throughout diocese, especially in some parishes in southern Vermont.</li> <li>- Increase interdependency and interconnectedness using Baptismal Ministry Principles that are currently under development</li> </ul> <p><b>WHO:</b> Diocesan Council &amp; Diocesan Ministry Support Team (DMST)</p>	<ol style="list-style-type: none"> <li>1. Complete &amp; distribute Diocesan Baptismal Ministry Document by September 2005</li> <li>2. Conduct six Baptismal Ministry workshops at various locations in the diocese by December 2005</li> <li>3. Baptismal Ministry parish consultations by DMST to 30 parishes by December 2006</li> <li>4. 12 presentations to Diocesan Council, Standing Committee, deaneries &amp; Commission on Ministry by December 2005 in order to develop a greater understanding of the DMST support systems currently in place.</li> </ol>	<p><u>Immediate:</u> Currently in budget</p> <p><u>Secondary:</u> Currently in budget</p>	3

KEY MINISTRY AREA #6: PARISH TO PARISH AND PARISH TO DIOCESE MINISTRY			
GOALS	INTERMEDIATE STEPS	POTENTIAL BUDGET IMPACT	STATUS
<p><b>Goal 1:</b> Visitations</p> <p><b>WHO:</b> Bishop; Members of the Diocesan Ministry Support Team (DMST); Communications Minister; Canon to the Ordinary; Administrative Assistant</p>	<ol style="list-style-type: none"> <li>1. Bishop overnight visitations               <ul style="list-style-type: none"> <li>- Increase number of overnight visits by Bishop (four to six in 2005; eight to ten in 2006)</li> </ul> </li> <li>2. Ministry Development Team (MDT) visitations               <ul style="list-style-type: none"> <li>- Member(s) accompany Bishop on overnight visits (Jan 2005, MDT establish overnight visitation that corresponds with Bishop's visitation; Jan 2006, MDT will accompany Bishop on overnight visits)</li> <li>- MDT meeting calendar published monthly in Mountain Echo, Simple Gifts and Diocesan List-serve</li> <li>- MDT will meet with area congregational leaders and members in parish where MDT meeting was held that day (two to four times in 2005)</li> </ul> </li> </ol>	<p><u>Immediate:</u> Mileage and meals = \$100/team member who visits; impact will be incremental as schedule increases.</p> <p><u>Secondary:</u> Continued financial increase as schedule increases estimated to be \$3,000/year by 2006.</p>	2
<p><b>Goal 2:</b> Diocesan presence in Southern Tier</p> <p><b>WHO:</b> Members of Diocesan Ministry Support Team (DMST); Ministry Developers; Pastoral Enrichment Coordinator; Pastoral Excellence Project at EDS</p>	<ol style="list-style-type: none"> <li>1. Increase meetings of MDT in Southern Tier</li> <li>2. By 2005, meetings five to six times per year will be in Southern section of VT (south of Randolph)</li> </ol>	<p><u>Immediate:</u> Mileage and overnight accommodations (some paid by Pastoral Enrichment Project)</p> <p><u>Secondary:</u> Mileage and overnight accommodations anticipated to be total of \$6,000 (some paid by Pastoral Enrichment Project)</p>	2
<p><b>Goal 3:</b> Mutuality of Decision Making</p> <p><b>WHO:</b> Bishop; members of Council; Deans; retired clergy of VT; consultant in group behavior; parish clergy and lay leaders</p>	<ol style="list-style-type: none"> <li>1. By June 2005, members of council and committee leaders seeking budgetary support will organize presentations of goals at Deanery meetings and display on diocesan website. Delegates will be expected to attend.</li> <li>2. During 2005, Diocesan Council will emphasize the need for and important value of input from all voices.</li> <li>3. Training in how to safely speak out and how to step back will be offered in order to emphasize the need and importance of ideas from gentler personalities</li> <li>4. By the end of 2005, clergy gatherings will have focused on leadership challenges and opportunities for mutual support and opportunities to cross-fertilize. Retired clergy will offer cost-free supply service so clergy may worship restfully and in learning as they sample life at other parishes.</li> <li>5. Decision making by clergy peers in Diocesan bodies will be expected and respected because of "elbow rubbing" described above.</li> </ol>	<p><u>Immediate:</u> Consultant: \$500</p> <p><u>Secondary:</u> unknown</p>	1

KEY MINISTRY AREA #7: ROCK POINT			
GOALS	INTERMEDIATE STEPS	POTENTIAL BUDGET IMPACT	STATUS
<p><b>Goal 1:</b> Develop land use management plan that identifies best uses for various parts of the property and outlines procedures for management of sensitive ecological systems</p> <p><b>WHO:</b> Rock Point Board/Long Range Planning Committee</p>	<ol style="list-style-type: none"> <li>1. Identify various ecological communities and human communities that make up the property and map these.</li> <li>2. Identify the values the diocese wishes to govern the use of the property as articulated in the Rock Point Board vision statement of May 14, 2004.</li> <li>3. Clarify deed restrictions and boundaries. Determine need for and feasibility of a property assessment.</li> <li>4. Use information from above processes to develop a land use plan for the property that protects significant natural communities; enhances the connections with adjacent and nearby properties; supports the conservation goals of area community groups (City of Burlington, VT Biodiversity Project; Nature Conservancy)</li> </ol>	<p><u>Immediate:</u> \$20,000 - \$25,000 Cost to be spread across several years.</p> <p><u>Secondary:</u></p>	2
<p><b>Goal 2:</b> Expand Rock Point's ministry as a spiritual life center</p> <p><b>WHO:</b> Rock Point Board/Mission and Program Committee</p>	<ol style="list-style-type: none"> <li>1. Explore possibility of resident spiritual director or monastic community.</li> <li>2. Develop the potential for personal retreats.</li> <li>3. Explore opportunities for collaboration with Cathedral's center for meditation.</li> <li>4. Research possible models including Society of St. John the Evangelist, Aylesford Priory and Canterbury's International Education Center.</li> <li>5. Development of plan based on research</li> <li>6. Identify funding source</li> <li>7. Modify conference center for individual use (ex. some private baths)</li> </ol>	<p><u>Immediate:</u> Not yet determined</p> <p><u>Secondary:</u> Not yet determined</p>	1
<p><b>Goal 3:</b> Develop pilot program for ecological education for Burlington's Old and New North End children</p> <p><b>WHO:</b> Rock Point Board/Mission and Program Committee</p>	<ol style="list-style-type: none"> <li>1. Rock Point Board (RPB) Mission and Program committee develops preliminary plan, including the identification of strategic partners (Burlington school system, Cathedral Church of St. Paul, Shelburne Farms, VT Institute of Natural Science, Burlington Conservation Board and Dept of Parks and Recreation)</li> <li>2. Rock Point (RP) Board identifies funding sources.</li> </ol>	<p><u>Immediate:</u> \$25,000 Cost to be spread across several years.</p> <p><u>Secondary:</u></p>	2
<p><b>Goal 4:</b> Develop a plan for constructively sharing the natural resource of Rock Point with the larger community through controlled public access.</p> <p><b>WHO:</b> Rock Point Board</p>	<ol style="list-style-type: none"> <li>1. Build permanent funding into diocesan budget for current security program. (Funding details in support documents).</li> <li>2. Develop plan for appropriate public access in cooperation with City of Burlington, Vermont Land Trust and other strategic partners.</li> </ol>	<p><u>Immediate:</u> \$10,000 Cost to be spread across several years.</p> <p><u>Secondary:</u></p>	2
<p><b>Goal 5:</b> Build youth program/educational facility to house Rock Point Summer Conference, DYC activities and other current and future programs, and to complement BBCC.</p> <p><b>WHO:</b> Rock Point Board/Mission and Program Committee/Director of BBCC, Canon for Youth Ministry, RP Summer Conferences Committee, DYC,</p>	<ol style="list-style-type: none"> <li>1. Would follow the necessary steps involved in creating a new building, including defining a program, hiring an architect, designing the structure and constructing the building.</li> </ol>	<p><u>Immediate:</u> \$1,000,000+ Cost to be spread across several years and involves Capital Campaign funding development.</p> <p><u>Secondary:</u></p>	1

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Rock Point School.			
<b>Goal 6:</b> Maintain current facilities in good working order.  <b>WHO:</b> Rock Point Board/Buildings and Grounds Committee	<ol style="list-style-type: none"> <li>1. The Buildings and Grounds Committee of the Rock Point Board develops building inventory and sets priorities for maintenance needs including new roofs for all buildings at BBCC (see work plan progress in Rock Point documentation).</li> <li>2. Identify funding source.</li> <li>3. Establish capital maintenance fund.</li> </ol>	<p><u>Immediate:</u> \$500,000 Cost to be spread across several years. See proposed workplan for further detail.</p> <p><u>Secondary:</u></p>	3

<sup>i</sup> Status: This column contains a status identifier that ranks the development level of the goals (1=initiatives not yet started or in initial developmental stages; 2=initiatives that have begun and are in active developmental stages; 3=initiatives that are well developed; fine tuning underway).