

A Strategic Plan for Growth and Ministry

The Episcopal Diocese of Vermont
2005 – 2010

Action Plan

Formation

Liberation

Communication

Connection

Celebration

The Episcopal Diocese of Vermont
5 Rock Point Road
Burlington, VT 05401-2735
Telephone: 802-863-3431
Toll free in Vermont: 800-286-3437
Fax: 802-860-1562
Website: www.dioceseofvermont.org

Members of Diocesan Council 2003-2004

Leslie Black, Esq. – Three Rivers Deanery
Robert Brower – Southwest Deanery
The Rev. Christina Brannock-Wanter – Member at Large
Blanche Cooper – Member at Large
The Rev. Steve Fuller, Sr. – Southeast Deanery
*The Rev. David Hall – Central Vermont Deanery
*Robert Halverson – Member at Large
The Rev. Dennis Hayward – Northwest Deanery
*Barbara Hoar – Member at Large
Carol Knauss – Otter Creek Deanery
The Rev. Robert Lee – Northeast Deanery
*Gina Logan – Central Vermont Deanery
*Dale Meehan – Northeast Deanery
Stephanie Phillips – Youth Representative
Genie Rayner – Three Rivers Deanery
The Rev. Canon Diane Root – Member at Large
*Pat Saul – Southeast Deanery
Don Scott – Member at Large
David Shuffleburg – Member at Large
The Rev. Craig F. Smith – Champlain Deanery
The Rev. Canon Tanya Wallace – Champlain Deanery
Dorothy Wootton – Northwest Deanery
*The Rt. Rev. Thomas C. Ely – *ex officio* member
*Lynn Bates – Canon to the Ordinary, *ex officio* member
*Thomas Little, Esq. — Chancellor, *ex officio* member

* Member of the Executive Committee

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Dear Companions in Ministry:

On September 11, 2004, the Diocesan Council unanimously approved *A Strategic Plan for Growth and Ministry: The Episcopal Diocese of Vermont, 2005-2010*. This vision and plan will help guide the mission and ministry of our Diocese for the next five years in response to our diocesan mission statement to “Pray the Prayer of Christ, Learn the Mind of Christ and Do the Deeds of Christ.”

The development of this strategic plan involved over 340 individuals and 46 congregations, and my deepest appreciation goes out to all who were part of this effort. What the Diocesan Council offers here is a vision for our future in response to the thinking, hopes and dreams of Episcopalians throughout Vermont. We affirm the many ways the spirit of God is already at work in the ministries of the congregations, related organizations, clergy, laity, and leadership of the Diocese of Vermont. Excellent ministries that are currently part of our common life will continue. The plan will enhance, and in some cases add new elements, to those ministries.

As your bishop, I invite all Vermont Episcopalians to share in this vision and strategic plan for our common life and mission as the Episcopal Diocese of Vermont. This is an invitation to make this OUR vision and plan for the future. This is an invitation for you to stake your claim in the ownership and stewardship of this vision and plan for a lively, mission-oriented diocese.

Fully living into the Baptismal Covenant and our various baptismal ministries, both as the church gathered and as the church dispersed in our daily life, is the guiding principle of this vision and plan. This is a living document. It grows out of the conversations we had and it anticipates new and emerging possibilities that have yet to be articulated. The last chapter of this strategic plan has yet to be written. It will come about as we live with and into these hopes, dreams and possibilities. I commend it to you and look forward to the work before us in shaping and bringing this vision and plan to fuller bloom.

Faithfully,

+Thomas C. Ely

Tenth Bishop of Vermont



The Vision

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

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 gives 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.



The key ministry areas:

- **Christian Education and Youth Ministry** page 6
- **Parish Life and Spiritual Growth Ministry** page 13
- **Outreach and Social Justice Ministry** page 17
- **Communication Ministry** page 26
- **Organizational/Structural/Financial Ministry** page 31
- **Parish to Parish & Parish to Diocese Ministry** page 38
- **Rock Point** page 41



The Action Plan Reports for the Key Ministry Areas

Christian Education and Youth Ministry

The six goals that appear in the next seven pages reflect a broad understanding of education within the context of the church and beyond. The vision presented in these goals embraces the church as an instrument of life-long learning for all of God’s children.

Training, curriculum, human resources, creative avenues of communication and the wise use of current staff and the committee structure are all part of the implementation of these goals.

Goal 1: The Diocese will develop a training program that educates congregants as to what it means to be an Episcopalian – “incarnationally and sacramentally;” education program for Christian formation in every parish.

- **Connect parishes that don’t have enough youth for an effective program; the Diocese encourages the full inclusion of youth in the life of parishes and the diocese.**
- **There will be a five-year intentional program to reinvigorate/recreate Sunday School (resources and training for teachers and administrators).**

End Result: A diocesan team comprised of trained leaders in discernment will exist to work with parishes in evaluating their current education and Christian formation programs and in articulating the needs of each parish in this area. The team will be available to facilitate a formal discernment process for each parish, deanery, or group of parishes. Such process will be intentional about including discernment for adult, youth and children’s programs, as well as the relationship among them. Each congregation will have articulated a learning plan based on its own needs and gifts. All learning plans will be made available as learning tools throughout the diocese. See appendix for questions to be engaged.

Implementers: Committee on Christian Formation, Canon for Youth Ministry

<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Comprise team 2. Develop leader training 3. Train leaders	4. Develop curriculum 5. Implement in parishes 6. Gather & make available articulated plans	7. Refine		

Goal 2: Leadership training institute will help congregants to be leaders in the church and society; training teachers and youth leaders.				
End Result: The Committee on Christian Formation will have in place a program that offers regional teacher training and certification/recognition for catechists and teachers of children, youth, and adults.				
Implementers: Committee on Christian Formation and Canon for Youth Ministry				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Develop training and certification programs 2. Select and train leadership	3. Schedule and offer regional trainings 4. Schedule and offer annual certification events	5. Continue process for re-certification		
Goal 3: Sharing of resources for these ministries available through the Diocesan web site				
End Result: An annotated bibliography of all materials from the diocesan Christian Education Resource Center will be available on the diocesan website. A clear process for accessing these materials will also be posted and made readily available, and whenever possible materials will be able to be downloaded. The resources will include materials for adults as well as children and youth, and sample curricula for core formation programs (EFM, DOCC, Alpha, Living the Good News, Kerygma) and existing diocesan initiatives (dismantling racism, environmental stewardship) will be available. The web site will include links to existing programs, as well as links to specific people who are conversant in and helpful with particular programs.				
Implementers: Christian Education Task Force (Chicago Team)				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Compile list of resources and links to existing programs 2. Develop process for accessing existing materials and identifying additional needs 3. Make compilation and process available to Communications Officer for posting on website	4. Identify needs and acquire new materials 5. Resources and website list updated and maintained by resource director			



<p>End Result: There will be a part-time (at least) diocesan staff person to coordinate the resource center; space will be provided for a permanent resource center, and resources will enable a traveling center and/or regional centers. Materials and information on Social Services, community grants, Episcopal Relief and Development, federal grants, examples of congregations who are doing arts, homework, sexuality, after-school, day camps, etc. are available.</p> <p>Implementers: Resource Center Task Force</p>				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Form Resource Center Task Force 2. Define needs for resource center and create space	3. Define needs for resource person and create position description 4. Initiate search process 5. Hire resource person	6. Set up resource center 7. Set up communications systems to link parishes/ individuals and center 8. Create traveling or regional center	9. Develop process for evaluating resources, acquisitions and communications	
<p>Goal 4: The Diocese will have a dynamic youth ministry which ministers to the whole state.</p> <p>End Result: Diocesan Youth Ministries will be expanded to include: leadership development for young people and adults; regular retreats that are youth led and others that are led by outside leaders (age appropriate); spiritual development retreats/pilgrimages for young people; mission and service trips; events sponsored by individual congregations (such as VermontWatch).</p> <p>Implementers: Diocesan Youth Committee, Canon for Youth Ministry</p>				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Change name from Diocesan Youth Committee to Diocesan Youth Ministries Team to reflect expanded role 2. DYMT meets regularly to plan, expand, and evaluate comprehensive diocesan youth program	3. Define leadership development resources 4. Connect to diocesan commissions to develop programming 5. Explore attendance patterns in DYMT events and congregational life			

<p>End Result: There will be developed a network of youth leaders who meet in regional groups on a regular basis to provide support, share ideas and experiences, and develop spiritual bonds that help nurture the individuals who serve young people. All the regional groups would meet as a whole on a regular basis, but not as frequently as the regional groups.</p> <p>Implementers: Canon for Youth Ministry</p>				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Create regional networks of youth leaders 2. Gather regional networks				
<p>End Result: Tools will be created to provide efficient and effective communication (such as youth ministry list serve, a youth ministry web page).</p> <p>Implementers: Communications subcommittee of Diocesan Youth Committee</p>				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Develop mailing lists and list serves of young people and youth leaders 2. Develop link on diocesan website for youth				
<p>Goal 5: There will be a 30% increase of youth participation in the Rock Point Summer Conferences.</p>				
<p>End Result: There will be a 30% increase of youth participation in the Rock Point Summer Conferences.</p> <p>Implementers: Rock Point Summer Conference Committee & Canon for Youth Ministry</p>				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Develop connections between Summer Conferences and congregations 2. Explore attendance patterns in summer conferences and congregational life	3. Increase diocesan participation in volunteering 4. Offer liturgies for congregations to use as campers and volunteers leave for and return from camp	5. Obtain American Camping Association certification 6. Explore possibility of producing newsletter to be used in congregations and/or at home	7. Evaluate camp facility	8. Increase camp capacity to reflect needs of growing camp

Goal 6: There will be a five-year intentional program to reinvigorate/recreate Sunday School (interpreted as Children’s Ministry).				
End Result: Spiritual Retreats (not training) will be offered regularly. The retreats will be held for a day, weekend, and longer and will nurture spiritually those who serve children and families. Child care will be considered for each event.				
Implementers: Committee on Christian Formation				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Identify children’s ministers throughout the diocese	2. Develop and implement events 3. Develop regional networks from diocesan events			
End Result: Complete a needs analysis for hiring a resource person for children’s ministry and hire a diocesan staff person.				
Implementers: Committee on Christian Formation and Children’s Ministry Task Force				
<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
1. Define congregational and diocesan needs 2. Examine existing committee and staff structures	3. Appoint Children’s Ministry Task Force	4. Determine next steps based on proven needs and resources		

Appendix: Questions to be engaged in Strategic Priority A

The adult component of this process should engage such questions as:

- What is the difference between education and formation, and what is the role of each?
- How might a catechumenal process supplement existing confirmation classes?
- How do Christian formation programs become opportunities for mission and evangelism?
- What will our comprehensive formation program look like?
- How might we engage in distance learning as a way to overcome geographical obstacles (EFM online, using technology, deanery models)?
- How do we plan to invite, engage, recruit and publicize our programs?
- What types of resources are needed to engage in our congregational/regional learning plan?



Appendix: Questions to be engaged in Strategic Priority A (continued)

What are the action steps from here to engage such a plan?

What are the intentional connections and relationships among youth, children’s and adult ministries?

The youth component of this process should engage such questions as:

Where and how is this congregation being called into youth ministry?

How are young people welcomed and integrated into the life of the congregation, liturgy, and the Eucharist?

How does each committee, vestry, and group within the congregation consider young people and their participation?

Does each group consider how they invite young people to participate?

Do young people feel connected to the congregation and feel comfortable participating?

How does the parish select and train formation leaders?

What are the most appropriate and helpful formation programs and curricula?

What is the intentional connection between family and youth ministries?

How are the needs of young people identified in the local community?

What are the possibilities for outreach, advocacy, and evangelism?

Does the congregation have a youth ministry line item in its budget?

The children’s component of this process should engage such questions as:

How are children welcomed and integrated into the life congregation, liturgy, and the Eucharist?

What are the appropriate and most helpful formation programs and curricula?

How are these programs and curricula obtained and implemented?

How does the parish select and train formation leaders?

What is the intentional connection between family and children’s ministries?



Parish Life and Spiritual Growth

The four goals that appear on the next four pages are designed to assist the local parish to be the core mission center and creative expression of baptismal ministry. These goals highlight the Diocesan Study Program, the value of spiritual directors, and the Christian Meditation Center as well as the importance of reaching local parishes with these resources.

The Local Parish Will Be The Core Mission Center and Creative Expression of Baptismal Ministry

Goal 1: Increase the participation in the Diocesan Study Program and Education for Ministry Program		
Current Status	Timeline and Action Steps	Measurable End-Result
Diocesan Study Program (DSP) – two diocesan wide groups in place at present meeting in White River Junction and Killington.	Increase the number of programs Increase funding for faculty and students. Train new leaders. 100% budget increase (2004 budget is \$9,000) by 2009 New Commission on Ministry Committee on Christian Formation (COM/CCF) to be responsible	Double the individual participation in DSP by 2009.
Education for Ministry (EFM) in two parishes, Slate Valley and St. Paul’s Cathedral and some Vermont participation in group in Hanover, NH Diocesan coordinator appointed – Tanya Wallace	Increase publicity and promotion of program Train Mentors Add to Diocesan budget a line item for EFM to fund: <ul style="list-style-type: none"> • Scholarships for participants • Support for Diocesan coordinator • By 2009 include funds for Vermont to be a sponsoring diocese (cost approximately \$2,500) that will result in lower tuitions for participants. COM/CCF to be responsible groups for implementation Diocesan coordinator to be supported by COM/CCF	By 2009 Vermont will be a sponsoring diocese for EFM By 2009 there will be a minimum of 6 congregations offering EFM groups.

Goal 2: 10 Spiritual Directors will be identified, trained, and available to the Diocese		
Current Status	Timeline and Action Steps	Measurable End-Result
Spiritual Development Project – grant money available Susan Ohlidal, the Pastoral Enrichment Coordinator is identifying 2-3 people with broad interest in and charisma for spiritual direction who will work for 3 years with consultant from SSJE	<ul style="list-style-type: none"> • Susan Ohlidal and her committee will work for three years with SSJE consultant to develop spiritual direction resources for the diocese. • Within three months, the committee will report to Diocesan Council (DC) about the grant, its objectives and plans for implementation • There will be on-going communication to DC with recommendations for structures of on-going program including training, supervision, and liability. • DC to establish a framework for administering the program • DC to request legal opinion from chancellor on liability issues. • In 2007 budget line item to support training and supervision of spiritual directors \$10,000. 	10 spiritual directors trained, identified and available in the Diocese for a variety of approaches



Goal 3: 75% of all parishes will have active participation in all the above mentioned programs		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Commission on Ministry Committee on Christian Formation (COM/CCF) is now organizing.</p> <p>The COM/CCF has its initial meeting March 13 and the entire COM will meet jointly in early September.</p>	<p>COM/CCF will formulate and develop programs in response to its mandate to:</p> <ul style="list-style-type: none"> • assist individual churches with resources and curriculum development • link with Spiritual Life Committee, Cathedral Without Walls, Lilly Pastoral Excellence Program • promote continuing education for lay and ordained ministers • equip baptismal vocations • recognize, commission, and affirm individual ministries • support Diocesan Study Program and Fresh Start • identify areas of opportunity for lay ministries and training individuals for work in those areas 	<p>Programs, including all of the above and other formation programs, have active participation in 75% of parishes</p>

The Following Program reflects this Core Mission Area but is not under the direction of Diocesan Council.

Goal 4: The Christian Meditation Center will be actively fulfilling its mission		
Current Status	Timeline and Action Steps	Measurable End-Result
Meditation groups with trained leader have been offered in two parishes by The Christian Meditation Center organized under the Cathedral Chapter. New group leaders have been trained, and new groups are forming around the diocese	Christian Meditation Center of Cathedral Chapter to be responsible for the strategy and implementation of the Christian Meditation Center	In five years the Christian Meditation Center is active and fulfilling its mission

Note: The sub-committee is not recommending any building acquisition or construction at this time. We believe that it is important to establish programs first and to utilize and upgrade existing facilities such as BBCC, Mission Farm, and the Cathedral.



Outreach and Social Justice

The nine goals that appear in the next nine pages are subdivided into six dimensions of outreach and social justice: 1) social justice, 2) outreach, 3) racism, 4) international ministries, and 5) liturgy. Each of these dimensions is addressed through at least one goal.

The approach taken in these goals is comprehensive, local and global, rooted in the local church, stresses the value of education and urges interfaith possibilities.

Goal 1 (Social Justice): In five years, there will be a new level of Social Justice¹ commitment throughout the Episcopal Diocese of Vermont. 40 parishes will be members of Vermont Interfaith Action (VIA)², an emerging statewide social justice advocacy group that started at the Cathedral Church of St. Paul and is supported by the Diocese		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>VIA has created a Champlain Valley Regional Coalition with 13 denominations participating;</p> <hr/> <p>Has financial support from the Diocese & the Cathedral; raised \$90,000; is hiring a full time community organizer & will be reaching out to additional communities across Vermont</p>	<p>By December 2005, 20 additional parishes will have joined VIA and be participating in social justice congregational development & One-to-One conversations³; social justice issue identification; leadership development; community power analysis; agenda development and action on at least one social justice issue.</p>	<p>(1) 20 parishes committed to membership in VIA (2) each parish will have participated in at least one VIA orientation & leadership training session (3) 1:1 conversations completed and issues agenda initiated with each vestry and 20% of the congregation and 3 other faith groups in the region (3) power analysis completed</p>

	By December 2009, 40 parishes will have joined VIA and be participating in social justice congregational development & One-to-One conversations ² ; social justice issue identification; leadership development; community power analysis; agenda development and action on at least one social justice issue.	(1)40 parishes committed to membership in VIA (2) each parish will have participated in at least one VIA orientation & leadership training session (3) 1:1 conversations completed and issues agenda initiated with each vestry and 20% of the congregation and 3 other faith groups in the region (3) power analysis completed
Responsible Group/Person	Outreach & Social Justice Committee & Peter Galbraith	
	Estimated Cost:	\$9000 per year (2004 budget allocates \$6700)

1. Definition: A Social Justice ministry addresses the fundamental or structural, causes of social problems through such actions as community organizing to include empowering local citizens, advocacy, legislation etc.
2. Vermont Interfaith Action strives to strengthen the voice and role of interfaith communities in establishing social justice. VIA will work for structural change that fosters recognition and respect for the dignity and equality of every human being.

3. A one-on-one is a focused conversation between two people. It is an intentional way for two people to get to know each other better.

Why are one-on-ones important? Faith communities are reclaiming their roles as leaders in social justice. One-on-ones have long been used as an effective means of organizing communities around social justice issues. They are effective because they build relationships—relationships that help us to understand why certain issues are important, relationships that are maintained even as issues change.

Why do we do one-on-ones? The Cathedral Church of St. Paul helped to found and strongly supports Vermont Interfaith Action, a new statewide social justice group that is using one-on-ones to build the foundations for its work. One-to-ones help to energize a parish, identify important issues and potential leaders.

Goal 1 (Outreach): Identify existing parish programs statewide		
Current Status	Timeline and Action Steps	Measurable End-Result
Not identified	03/04-06/04 Survey tool developed 06/04-07/04 Survey distributed to all parishes and returned to committee 07/04-12/04 Follow up done with recalcitrant parishes, data compiled and assessed and report generated 12/04 Report submitted to Council and distributed to parishes	Baseline data for use in planning individual parish and diocesan-wide outreach program
Responsible Group/Person	Outreach/Social Justice Committee of Council – Lead persons: Catherine Cooke and Bob Halverson	
	Estimated Cost:	\$200.00



Goal 2 (Outreach): Each parish has at least 1 Outreach program and 1 multi-parish or interfaith outreach program		
Current Status	Timeline and Action Steps	Measurable End-Result
Many with none	<p>01/04-06/04 Committee reviews survey report and targets 6 parishes for encouragement to attain the above goal</p> <p>06/04-09/04 Target parishes, with committee assistance, develop action plan for goal attainment. Methodology for updating survey information developed and implemented</p> <p>09/04-12/04 Action plan incarnated. Survey information updated.</p> <p>01/05-06/05 Second set of parishes identified using updated information and same process developed in '04 applied.</p> <p>Note: This will be continued until either every parish has attained the goal or until January 1, 2009 after which a comprehensive review of results will be undertaken</p>	At least 6 parishes will have attained the above goal by 01/05, 12 by 01/06 continuing until 01/09 at which point all parishes have attained the goal
Responsible Group/Person	Outreach/Social Justice Committee of Council overall plus consultants @ \$400/parish X 6 – Lead persons: Catherine Cooke and Bob Halverson	
	Estimated Cost:	\$2400/year

Goal 3 (Outreach): 5 parishes have become, or are in process of becoming, Jubilee Centers		
Current Status	Timeline and Action Steps	Measurable End-Result
Cathedral Church of St. Paul is the only designated Jubilee Center	01/04-06/04 Committee reviews survey report and selects 5 parishes for encouragement to apply for Jubilee status. Jubilee materials and forms sent to selected parishes and technical assistance offered. 06/04-09/04 Committee members or designees visit selected parishes to discuss becoming a Jubilee Center 01/05-12/05 Selected parishes apply for Jubilee status	5 parishes have become or are in process of becoming Jubilee Centers by January 1, 2007
Responsible Group/Person	Outreach/Social Justice Committee of Council – Lead persons: Catherine Cooke and Bob Halverson	
	Estimated Cost:	-0-

Goal 1 (Racism): The Dismantling Racism Commission will sponsor three (3) one-day trainings in Anti-Racism for diocesan clergy and identified lay leadership to be held around the diocese.		
Current Status	Timeline and Action Steps	Measurable End-Result
Anti-racism trainings have been scheduled for April 1, 2, and 3 in Rutland, Brattleboro, and Montpelier	These training sessions will be led by a team of clergy and lay leaders from the Diocese and a certified trainer provided by the Social Justice office at the Episcopal Church Center. Leadership being invited: Standing Committee, Diocesan Council, Ministry Support Team, Commission on Ministry, Deputies to General Convention, Trustees, Diocesan Youth Council, Clergy, Postulants, and Candidates	90% of the diocesan leadership will have received basic anti-racism training by December 2005
Responsible Group/Person	Rt. Rev. Stewart Wood, Margy Zabriske, Naima Wade	
	Estimated Cost:	\$1500
Goal 2 (Racism): To provide "An Introductory Workshop on White Privilege" for every congregation in the diocese		
Current Status	Timeline and Action Steps	Measurable End-Result
The curriculum for "An Introductory Workshop on White Privilege" has been distributed to every parish in the Diocese	The Dismantling Racism Commission will advocate for each parish to implement the curriculum during 2004 and 2005	38 parishes will have implemented the curriculum by December 2005 and heightened the awareness of white privilege
Responsible Group/Person	Dismantling Racism Commission & Nancy Vogele	
	Estimated Cost:	\$1000

Goal 1 (International Ministries): That every active church in the diocese be aware of international social justice issues and minister to at least one area of need through personal action or financial support by January 1, 2009

Current Status	Timeline and Action Steps	Measurable End-Result
No concerted, unified effort except on a parish by parish basis	02/04-04/04 Members of the Committee prepare an assessment process for use by all parishes to measure parish relationship to the above goal. 04/04-06/04 Preliminary letter sent to all parishes regarding above process by 05/15/04. Process document and explanatory material sent to each parish by 05/30/04. 07/30/04 Committee receives findings from parishes 08/07/04 Committee responds to parishes and offers consultations 09/04-12/04 Parish consultations and parishes establish lead person responsible for overseeing attainment of above goal	All parishes have reported findings by 12/04 50% of parishes have established a lead person by 12/04 100% of parishes have established lead person
Responsible Group/Person	Outreach/Social Justice Committee of Council – Lead persons: Margie Zabriskie and Marcia Stone	\$200.00
	Estimated Cost:	

Goal 2 (International Ministries): Every parish will be involved in supporting at least one international relief project and can articulate the theological basis for that support by January 1, 2009

Current Status	Timeline and Action Steps	Measurable End-Result
Unclear	By 01/06 all active parishes have achieved at least one of the 2 International Ministries goals By 01/07 50% of active parishes have achieved both goals By 01/08 75% of active parishes have achieved both goals By 01/09 100% of active parishes have achieved	45 parishes with active international ministries by 1/09



	Note: Action steps have been identified in the first International Ministries matrix	
Responsible Group/Person	Outreach & Social Justice Committee of Council – Lead persons: Margy Zabriskie and Marcia Stone	
	Estimated Cost:	10,000 (total all parishes)
Goal 1 (Liturgy): To collect and determine need for liturgies that address social justice and environmental concerns.		
Current Status	Timeline and Action Steps	Measurable End-Result
No such collection has yet been undertaken and “needs have yet to be understood	<p>03/04-06/04 Local ministerial and other faith groups will compile existing liturgies that deal with environmental and social justice issues and will compile them by such focus areas as celebrating creation, peace in time of war, dignity of labor, the place of “the least of those among us” etc.</p> <p>06/04-12/04 A series of “Round Tables” will be held in each deanery around the need for such liturgies using the compiled information as the foundation for the discussion. Other elements of the discussion will include: “would such liturgies be used?”, “would they arise out of the exigencies of the moment and then disappear?”</p> <p>Based on the collection and needs determination processes, new liturgies may be developed, however, to state this as a goal absent these initial steps would be premature.</p>	Liturgies gathered and organized and 8 Round Tables held by January 1, 2005
Responsible Group/Person	Outreach & Social Justice Committee of Council – Lead persons: Stewart Pierson and Ron Corkins	
	Estimated Cost:	-0-

Communication Ministry

The five goals that appear in the next five pages reflect the importance of communication to the creation and maintenance of an effective organization. The Diocese of Vermont is no exception. The ability to effectively communicate on multiple levels, through a diversity of means, and to provide rapid means of communications is captured in these pages.

The use of printed, electronic, visual and audio means of disseminating information is strongly recommended in this report. The need to assist some parishes to have access to electronic communications is also highlighted.

Goal 1: Continue development of user-friendly web site for the diocese		
Current Status	Timeline and Action Steps	Measurable End-Result
Currently up to date	Keep up-to-date calendars of events, news and resources for worship on web site. Current and ongoing.	Current information is available on site
Currently up to date	Key resources such as diocesan Canons, Treasurer's Manual, event registration forms and the current Mountain Echo and Simple Gifts available for download to be updated regularly	Current information is available on site
20% done	Create pages for locating churches in Vermont, for learning about the diocese, and for seekers interested in learning about the Episcopal Church by July 2004 (and ongoing)	Current information is available on site
In redesign process	Redesign web site home page by August 2004	Site accessible and regularly updated

15% done	Create information page for each congregation and provide links to congregation web sites by December 2004 (and ongoing)	Current information is available on site
N/A	Increase web site capacity from 100MB to 250MB (This will also increase number of available email addresses from 10 to 30)	Web site includes more resources and better parish pages
Not started	Create catalogue of materials available at the Diocesan Resource Center for web site by June 2005	Catalogue is available on site
Responsible Group/Person	Communications Minister, with assistance for final step from Resource Center Director Note: Cost includes a portion of increasing the Communication Minister's time commitment and salary from one half to two thirds time. This is distributed among the goals.	
	Estimated Cost: Increased annual cost for web/internet service: \$ 180 Web site consultation/design course: \$1,000 Communications Minister additional salary, FICA etc. & pension: \$4,000	\$ 5,180

Goal 2: Utilize television and radio to communicate to the wider community		
Current Status	Timeline and Action Steps	Measurable End-Result
N/A	Participate in coordinated national advertising campaign scheduled for Lent 2005. (Details should be available from the national church this summer, so better cost estimate can be made.)	The diocese is visible in statewide and local media; parishes welcoming new visitors
Done now but needs greater attention	Improve use of special events/issues as means for publicizing ministry of the diocese. Ongoing. Can devote more time in 2005 if Communications Minister time is increased.	Media report on events and turn to the bishop and others for statements/reactions
Annual ministry fairs; should continue	Offer workshops to aid congregations in their own publicity, both in preparation for national ad campaign and ongoing. Begin late fall, 2004.	Congregations are visible in local media
Responsible Group/Person	Committee of 3-4 people plus Communications Minister	
	Estimated Cost: Rough estimate to buy TV time: \$20,000 CM additional salary, FICA etc. & pension: \$3, 000	\$23,000

Goal 3: Offer all congregations opportunity for adequate access to the Internet		
Current Status	Timeline and Action Steps	Measurable End-Result
Not started	Survey congregations to determine current capabilities and develop email directory by September 2004.	We will understand needs
Not started	Create computer exchange page for web site by October 2004	Page available and regularly updated Savings on copying, postage
Not done now	Distribute Simple Gifts electronically (PDF file) where possible, beginning fall 2004	Resources available in print and on web site
Not started	Create resource package to be available to all congregations that includes advice, instruction, funding sources, and a list of volunteers willing to offer assistance with setting up equipment, software and web site design. Complete by May 2005	Regular workshops scheduled
N/A	Offer workshops on a regular basis, beginning in May 2005	
Responsible Group/Person	Committee of 3-4 people; Communications Minister	
	Estimates Cost: Resource package: \$ 500 Annual workshop (honorarium, materials, set-up, etc.): \$1,500 CM additional annual salary, FICA etc. & pension:\$ 2,000	\$ 4,000

Goal 4: Create email lists and List-serves to enhance interactive communication		
Current Status	Timeline and Action Steps	Measurable End-Result
75% done	Create email lists for specialized groups such as clergy, youth leaders, wardens and treasurers and various diocesan leadership bodies. Complete by December 2004	News of interest to particular groups is sent regularly
Not started	Work with Power Shift to add list-serve capability to diocesan internet service account (or use Yahoo Groups); create interactive discussion lists for interest groups such as clergy, youth leaders, wardens and treasurers, and lists to discuss specific issues or areas of interest. Set up complete by December 2005	Lists will be used actively by a number of groups
Responsible Group/Person	Office staff and Communications Minister	
	Estimated Cost: (CM additional salary, FICA etc. & pension)	\$1,000
Goal 5: Episcopal Diocese of Vermont brochure available for welcome centers and deanery use		
Current Status	Timeline and Action Steps	Measurable End-Result
Not started	Create a brochure with information about the Episcopal Church in Vermont—including congregations and worship times—for welcome centers and other dissemination points. Complete by Lent 2005	Brochure complete and distributed
Responsible Group/Person	Committee of 2-3 people plus Communications Minister	
	Estimated Cost: Printing (\$2,100) and Distribution (\$425)	\$2,525

Organizational, Structural and Financial

The three goals that appear in the next seven pages reflect a deep concern for stewardship and for the inclusion of all Episcopalians in the life and ministry of the Diocese. The first two goals are related to stewardship and the third goal is directed toward alleviating the sense of isolation experienced by certain populations throughout the state.

The stewardship goals stress the need for a comprehensive fund raising strategy including but not limited to stewardship education, general giving, a planned giving program, and a possible capital campaign.

The third goal recognizes that certain populations in the Diocese experience a sense of isolation as well as the importance of addressing this reality through enhanced interdependency and interconnectedness.

<p>Goal 1: the Diocese will establish a financial stewardship strategy to support baptismal ministry and mission, assist and support the development of a strong planned giving program in all interested parishes, and examine the potential for a capital campaign in order to strengthen churches, help develop strong leadership and obtain abundant resources</p>		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Many important Diocesan & parish ministry priorities have been funded. Other critical ministries are not adequately supported e.g.,</p>	<p>Diocese and parishes will continue to use the Episcopal Church Foundation as a consultant for planned giving and hire a development officer by 2006.</p> <p>The consultant and development officer will:</p> <p>(1) assist the Diocese and participating parishes in preparing a plan of action for establishing and sustaining a planned giving program;</p> <p>(2) train committee members and other resource persons for work with parishes;</p>	<p>Consultant hired by June 2004 and Development Officer by 2006</p> <p>Introduce concept of planned giving through pre-convention and convention workshop in 2004 and 2 regional workshops by June 2005</p>

<p>congregation support and resources, total common ministry, national church covenant, etc.</p>	<p>(3) work with parishes to define the vision for their planned giving initiative, establish policies, market the concept and manage the funds enabling generosity, through education and comprehensive gift planning services. (4) help parishes develop the necessary structures to encourage and manage planned gifts and develop ongoing programs to educate parish members, to include workshops, adult forums, and sermons; (5) determine what gifts will be accepted, how the funds will be invested and distributed and the accounting requirements. (6) provide assistance in the marketing of planned giving to include brochures, sample letters, newsletter ads and bulletin inserts (7) Identify other resources available to assist in the planned giving program, guidance for the management of funds and a range of investment options and financial reports. (8) Services for individual donors will be made available to enable investments in a pooled income fund, charitable gift annuities, and charitable trusts, assuring a satisfactory experience of giving</p> <p>The Development Officer will: (1) work with parishes & the Diocese on stewardship campaigns; (2) in collaboration with Diocesan & parish leadership, develop a rationale and a vision for a capital campaign and test the vision for a campaign prior to implementation; (3) Determine how fund raising efforts will be</p>	<p>10 parishes will have new planned giving initiatives in place by Dec 2004</p> <p>18 parishes will have planned giving initiatives in place by Dec 2005</p> <p>26 parishes will have planned giving initiatives in place by Dec 2006</p> <p>34 parishes will have planned giving initiatives in place by Dec 2007</p> <p>40 parishes will have planned giving initiatives in place by Dec 2008</p> <p>Participating parishes will by Jan 05 create a stewardship team to lead expanded stewardship initiatives, planned giving and potentially a capital campaign</p> <p>10 parish stewardship teams developed by June 06</p> <p>10 parishes have enhanced stewardship campaigns with 20% increases in revenue by Jan 2006; Diocese has a</p>
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	developed within the framework of total common ministry Each participating parish by January 2005 will prepare themselves for the fund raising initiative by creating a stewardship team	vision for a capital campaign and tests the vision by June 06; 30 parishes by Jan 07 and 40 by Jan 08
Responsible Group/Person	Diocesan Council, Stewardship and Finance Committees / staff development officer	
	Estimated Cost: Development officer & related expense: \$100,000) Consultant: \$5000 + \$1500 expenses	\$106,500

Goal 2: Review parish assessment policies, effectiveness and consistency of implementation

Current Status	Timeline and Action Steps	Measurable End-Result
The current system of assessing parishes needs to be reviewed for consistency of implementation and adequacy in meeting the needs of parishes and the Diocese	Council will initiate a review of current system for assessing parishes and make appropriate revisions to assure equity and appropriate support for the work of the Episcopal Church in the community, state, nation and the world Examine assessment alternatives, e.g., Diocese of Wyoming, the Newark 50-50 plan. ¹ 1. The 50-50 Plan in the Diocese of Newark has each parish and the Diocese committed to 25% of parish income going to the Diocese and 25% of the Diocesan income going to the national church. Another 25% of parish and Diocesan income is committed to activities outside of the parish and the Diocesan operations.	A review and recommendations to Council will be completed by May 2005 Changes, if any are indicated, will be presented to the 2005 Convention
Responsible Group/Person	An ad hoc subcommittee of Council in collaboration with the Financial Administrator and Treasurer	
	Estimated Cost:	\$ 1000

Goal 3: To implement a strategy for deepening baptismal ministry & alleviate a sense of isolation reported by some southern Vermont parishes and known to exist in other parishes around the Diocese		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Some parishes in southern VT report a sense of isolation. This feeling of not being connected to the Diocese in a meaningful way has been observed in other parts of the State.</p> <p>The Baptismal Ministry model is taking hold in Bellows Falls and in some regional ministries. Baptismal ministry is not fully understood & implemented throughout the Diocese. The feeling of isolation, in part, comes from not understanding & implementing Baptismal Ministry</p> <p>The role of the Diocesan Ministry Support Team (DMST) is not fully understood.</p>	<p>Reduce the sense of isolation with enhanced interdependency and interconnectedness utilizing baptismal ministry as the central diocesan organizing principle and the Baptismal Ministry Principles currently under development by the Diocesan Ministry Support Team.</p> <p>Six Baptismal Ministry workshops at various locations in the diocese to be given by the ministry developers and other diocesan leaders by Dec 2005.</p> <p>Baptismal Ministry parish consultations offered by Diocesan Ministry Support Team (DMST)</p> <p>Solution: DMST will make 12 presentations to Diocesan Council, Standing Committee, deaneries and Commission on Ministry by Dec 2005. The goal will be the development of a full understanding of the DMST support systems currently in place.</p>	<p>Diocesan Baptismal Ministry Document to be completed & distributed by Sept 2004</p> <p>6 Baptismal Ministry workshops by Dec 2005</p> <p>30 parishes visited by DMST for Baptismal Ministry consultations by Dec 2006</p> <p>12 presentations by Dec 2005</p> <p>15 parishes implementing Baptismal Ministries by Dec 2006</p> <p>30 parishes implementing Baptismal Ministries by Dec 2008</p>

		All parishes implementing Baptismal Ministries by Dec 2009
Responsible Group/Person	Diocesan Council & Diocesan Ministry Support Team	
	Estimated Cost:	Currently in budget

Parish to Parish and Diocese to Parish Relationships

The two goals that appear on the next three pages seek to address a felt need for a closer relationship between the local parish and the leadership of the Diocese. These goals seek to address this issue through visitation by the Bishop and the Ministry Developers and through an increased presence in the southern tier of state.

Goal 1: Visitations		
Current Status	Timeline and Action Steps	Measurable End-Result
Bishop visits one day each congregation for several hours and average of 8 congregations/yr. for overnight	<p>a. By Jan. 2005, member(s) of DMST will accompany Bishop on visits at least 4-6 times/year. Visits will include opportunities for Bishop and DMST to teach, be in small groups with congregation members, and stay overnight.</p> <p>b. By Jan. 2006, Bishop's calendar will include 8-10 overnight congregational visits. Member(s) of DSMT will accompany Bishop on visits.</p>	By Dec. 2006, Bishop and Team members will have visited 33% of congregations
Ministry Developers meet for several hours in various places around Diocese—few know about this	<p>c. By Jan. 2005, MD meeting calendar—including location—is published monthly in <u>Mountain Echo</u> in <u>Simple Gifts</u>, and placed on Diocesan Listserve</p> <p>d. By Jan. 2005, MD will provide 2-4 opportunities for evening engagements with congregational leaders and members from the area in which the day's MD meeting was held</p>	<p>Monthly notices are released in 3 venues</p> <p>Eight hours of significant MD presence with local members for interaction</p>
	Estimated Cost:	\$3000/year by 2006.

Goal 2: Diocesan Presence in Southern Tier		
Current Status	Timeline and Action Steps	Measurable End-Result
Ministry Developers usually meet in central Diocese location or Burlington	a. By Sept. 2004, one meeting 5-6 times/year of the DMST will be in Southern section of VT, south of Randolph.	An established, significant presence of Diocesan staff in Southern section
	b. Action Steps outlined for Goal 1, Visitations, will provide Diocesan presence	See Goal 1 results
Responsible Group/Person	Ministry Developers and Pastoral Enrichment Coordinator.	Mileage and overnight accommodations (some paid by Pastoral Enrichment Project)
	Estimated Cost:	\$6000.

Goal 3: Mutuality of Decision Making		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Perception that a small group of Council or leaders of committees “run things.”</p> <p>Strong voices often inhibit expression of other ideas.</p> <p>Our parish clergy are often stretched beyond easy fellowship and mutual support.</p>	<p>a. By April 2005, members of Council and committee leaders will gather in deaneries or regional gatherings to talk about the life of the diocesan community.</p> <p>b. By December 2005, Diocesan Council will undertake a team building and norm setting overnight for all its members, using an outside consultant experienced in leadership training.</p> <p>c. By the end of 2004 Clergy gatherings will have focused on leadership challenges and opportunities for mutual support and opportunities to share ideas.</p> <p>d. By January of 2005, retired clergy will offer cost-free supply service at the Bishop’s request so that clergy identified to them by the Bishop may get an occasional respite wherein they can worship restfully and learn from the sampling of other congregations.</p>	<p>An experimental town-meeting type of gathering will have been held in each Deanery in late spring.</p> <p>Council members will have refreshed their experience with productive group dynamics.</p> <p>Increased attendance at Clergy Day and creation of new colleague groups.</p> <p>The Bishop has made such requests and retired clergy have responded positively.</p>
Responsible Group/Person	The Bishop at the center of leadership, the members of Council, the Deans, the retired clergy of Vermont, a consultant in group behavior, Clergy Day Planning Group, the parish clergy and lay leaders.	A lot of energy and trust will have been obvious.
	Estimated Cost:	\$500 for consultant

Rock Point

Goal 1: Develop land use management plan that identifies best uses for various parts of the property and outlines procedures for management of sensitive ecological systems		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Process is underway. With the assistance of Burnt Rock Associates, communities have been identified and mapped. Rock Point Board, assisted by Burnt Rock, conducted a visioning session to identify values. We are now in the process of using the results to develop a land management plan.</p>	<p>Identify various ecological communities and human communities that make up the property and map these.</p> <p>Identify the values the diocese wishes to govern the use of the property. These values have been articulated in the vision statement adopted by the Rock Point Board on May 14, 2004 (see attached).</p> <p>Clarify deed restrictions and boundaries. Determine the need for and feasibility of a property assessment.</p> <p>Using information gleaned from above processes, develop a land use plan for the property that 1) protects significant natural communities, rare species, geological features, and the ecological processes that allow them to function; 2) enhances the natural connections with adjacent and nearby properties such as the Arms Grant property, North Beach, and Burlington High School, and across North Avenue to the Intervale; and 3) supports the conservation goals of the city of Burlington, the Vermont Biodiversity Project, and the Nature Conservancy.</p>	<p>Plan developed, land well managed</p>
Responsible Group/Person	Rock Point Board/Long Range Planning Committee	
	Estimated Cost:	\$20,000-25,000

Goal 2: Expand Rock Point's ministry as a spiritual life center.		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Some opportunities for spiritual growth and personal retreats exist.</p> <p>There currently is no such individual or group resident at Rock Point.</p>	<p>Explore the possibility of a resident spiritual director or monastic community.</p> <p>Develop the potential for personal retreats.</p> <p>Explore opportunities for collaboration with the Cathedral's center for meditation.</p> <p>Rock Point Mission and Program Committee researches possible models, including Society of St. John the Evangelist, Aylesford Priory and Canterbury's International Education Center.</p> <p>Committee develops plan based on research.</p> <p>Rock Point Board identifies funding source.</p> <p>Modify conference center for individual use (some private baths).</p>	<p>Active spiritual life center. Rock Point used regularly for personal retreats by members of the diocese and the larger community. Regular observance of the canonical hours.</p>
Responsible Group/Person	Rock Point Board/Mission and Program Committee	
	Estimated Cost:	Not yet determined

Goal 3: Develop pilot program for ecological education for Burlington's Old and New North End children		
Current Status	Timeline and Action Steps	Measurable End-Result
Partnership with City Kids program Burlington Elementary school classes currently visit on ad hoc basis Maple Sugaring project in operation Bee keeping project in operation Area youth groups currently use athletic fields on property	Rock Point Board Mission and Program committee develops preliminary plan, including the identification of strategic partners (Burlington school system, Cathedral Church of St. Paul, Shelburne Farms, Vermont Institute of Natural Science, Burlington Conservation Board and Department of Parks and Recreation). Rock Point Board identifies funding sources	Pilot program initiated. Plan for permanent program developed
Responsible Group/Person	Rock Point Board/Mission and Program Committee	
	Estimated Cost:	\$25,000

Goal 4: Develop a plan for constructively sharing the natural resource of Rock Point with the larger community through controlled public access.		
Current Status	Timeline and Action Steps	Measurable End-Result
<p>Rock Point welcomes annually in excess of 50,000 people. The property also attracts numerous uninvited guests. In addition to safety and liability issues posed by these visitors, the heavy traffic and mountain bikes erode trails and damage tender vegetation.</p> <p>In 2003, the Rock Point Board, in cooperation with the Rock Point School and various entities of the City of Burlington initiated an intensive security program help address this problem. This cooperative venture was implemented as follows:</p> <ol style="list-style-type: none"> 1. Security guard on duty at the North Beach property line during peak use hours. 2. Education and support from Burlington Police Department <p>Clear use guidelines vis-à-vis passes and signage at North Beach and Rock Point</p> <ol style="list-style-type: none"> 3. Installation and repair of fencing along bike path by Burlington Parks and Rec. 4. Standardized emergency response guidelines written and implemented <p>This can serve as a model for other programs that allow us to share our resources without destroying the delicate ecological balance of the property.</p>	<p>Immediate: Build permanent funding into diocesan budget for current security program. (Program is currently funded \$2500 from Diocesan Budget; \$1500 from Holy Trinity, Swanton; \$1500 from Rock Point Board budget and \$500 from Rock Point School. It is coordinated by the Property Manager.)</p> <p>Long term: develop in cooperation with city of Burlington, Vermont Land Trust and other strategic partners a plan for appropriate public access.</p>	<p>Visitors habitually access property through front gate and obtain visitor pass.</p> <p>Decreased erosion of trails.</p> <p>Increased legitimate use of property</p> <p>No fire pits on property.</p> <p>Decreased litter</p>
Responsible Group/Person	Rock Point Board	
	Estimated Cost:	\$10,000

Goal 5: Build youth program/educational facility to house Rock Point Summer Conferences, DYC activities and other current and future programs, and to complement BBCC		
Current Status	Timeline and Action Steps	Measurable End-Result
No such structure currently exists.	This would follow all the necessary steps involved in creating a new building, including defining a program, hiring an architect, designing the structure and constructing the building.	The building
Responsible Group/Person	Rock Point Board/Various entities of the Diocese including the Rock Point Board Mission and Program Committee, the Director of the BBCC, the Canon for Youth Ministry, the Rock Point Summer Conferences Committee, the Diocesan Youth Council, and the Rock Point School	
	Estimated Cost:	\$1,000,000+
Goal 6: Maintain current facilities in good working order		
Current Status	Timeline and Action Steps	Measurable End-Result
We have done extensive work to the Bishop's House, Farmhouse and Outdoor Chapel. We need to maintain these structures and plan for future needs. Other buildings, particularly the Conference Center, suffer from long term deferred maintenance and need immediate attention.	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 (in progress—see attached). Identify funding source. Establish capital maintenance fund.	All structures on property are well maintained—no deferred maintenance. Capital maintenance fund established.
Responsible Group/Person	Rock Point Board/Buildings and Grounds Committee	
	Estimated Cost:	\$500,000

As we implement our vision that reflects the hopes, wishes and dreams of Episcopalians in Vermont, we will periodically revise and update it to include new and exciting initiatives that are emerging, e.g., the Environmental Social Justice Ministry, the Commission on Ministry etc.

In addition to this document containing the complete Plan with specific action steps, measurable outcomes and cost estimates, there is also a Summary and a 13-page Matrix.

This Strategic Plan for Ministry will serve as a guide to Council for setting priorities and developing annual budgets.

Members of Strategic Plan Steering Group 2003-2004

Canon Lynn Bates
Leslie Black, Esq.
Laurel Broughton
Anne Clarke Brown
Beth Crane
Lawrin Crispe
The Rt. Rev. Thomas C. Ely
Peter Galbraith
Robert Halverson
Canon Zeke Hanzl
The Rev. John Mitchell

The Rev. Donald Morris
Susan Ohlidal
The Rev. Lisa Ransom
Genie Rayner
Canon Connie Saeger-Proctor
The Reverend Craig Smith
The Rev. Canon Jeanette Tweedy
The Rev. Carole Wageman
The Rev. Canon Tanya Wallace

The Reverend Craig Collemer, Consultant

The Diocesan Ministry Support Team

Thomas C. Ely, Bishop
Lynn Bates, Canon to the Ordinary
Julie Giguere, Financial Administrator
Valerie Hennessey, Administrative Assistant
Jan Lawrence, Receptionist
Elizabeth Allison, Registrar and Historiographer
Debi Paterson, Bishop Booth Conference Center Director

Chuck Courcy, Rock Point Property Manager
Connie Saeger-Proctor, Canon for Youth Ministry
Anne Clark Brown, Communication Minister
Susan Ohlidal, Pastoral Enrichment Coordinator
Thad Bennett, Ministry Developer
Jeanette Tweedy, Ministry Developer
Zeke Hanzl, Ministry Developer

