ONE in MISSION

Mission Action Plan
2019
Mission Action Plan 2019

Becoming One in Mission with Minds To Think, Hearts To Love, and Hands To Serve

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Preamble

Vision Statement:

In order to join in God’s mission in this time and place, the Diocese of Southwestern Virginia will be a household of congregations in which each parish will make known its blessings and challenges and desires of the heart, and diocesan leaders will respond tangibly through direct consultative services and building bridges between parishes and resources.

It is the mission of God to draw all Creation into communion. From the first moments of Creation, when God spoke into the darkness and said "Let there be light," God has been at work in the world to draw differences into unity in communion. God the Word became incarnate in Jesus to draw people into communion in His name. God the Holy Spirit enlivens the church to go out and make communion in Christ's name in the world. Wherever differences come into relationship in justice, peace, and love, there the mission of God to make communion in the world is at hand. The work of the church is to pray, to plan, and to act to join God in the mission of communion, Becoming a “missional” church means being a church whose primary focus is centered on God’s mission.

You hold in your hands the Mission Action Plan for the Diocese of Southwestern Virginia. The Mission Action Plan is our MAP: our chart of our way forward as a diocese, complete with guideposts and milestones along the way to measure our motion, as we ever more deeply engage our part in God's mission.

This MAP represents a stage in a long evolution. It has roots in the Sustainability Report called for by the 91st Annual Council of the diocese in 2010. Its themes were incorporated into the Diocesan Profile of our search for the sixth bishop of our diocese. Its elements have been the focus of work by Bishop Bourlakas, diocesan staff, the Standing Committee, the Commission on Ministry, and the Executive Board over the last year. These are steps in mission that we have been developing for a long time.

The MAP draws together these themes and actions into one document. The action plans herein give specific steps for diocesan leadership to "provide direct consultative services and networked sharing of resources to our congregations, in order to support and challenge them toward congregational vitality and numerical growth," as stated in the diocesan objective adopted by the 93rd Council in 2012.

This is our MAP. It is our vision that we will be a "household of congregations," and that each of our parishes will share with others "its blessings and challenges and desires of the heart," so that we work together for the mission of Christ. It is our hope that for us the word "diocese" will come not to mean a regulative structure imposed on us from above, but will be a word that means "all of us together." Each of us has a stake and a share in the way set forth in the MAP.
Each of us has something to bring to the MAP. The 93rd Annual Council adopted guiding principles for our life as a diocese that call us to show each other effectiveness, transparency, mutuality, accountability, interrelatedness, proactivity, and support. How we as diverse congregations can be really present to each other, and can truly partner with each other in mission in our different localities, is something we will learn together as we follow the MAP forward. Our diocesan leaders will help us in this learning.

The MAP is not the territory. Even the most carefully drawn topographical survey can't chart every rise and dip and bump in the landscape. In the same way, our MAP cannot predict every action to be taken in mission. This document is evolving, and in some ways, we will be building upon missional experimentation. The MAP lists specific mission plans we can engage, so as to be ready and flexible and faithful to follow the Spirit of God when new openings are revealed. Where we actually find ourselves will be up to God and us.

It is the mission of God to draw all Creation into communion, into right-relationships of mutual well-being that bear the image of the love of the Trinity. How we celebrate our communion as Episcopal congregations in Southwestern Virginia is a part of that larger mission. Following this MAP will deepen and broaden and strengthen our celebration.
New Engagements to Support our Forward Mission under the MAP

I. Create and Engage a New Missional Network with Living Local: Joining God

This new goal will replace and expand the Canon Missioner initiative from the first iteration of the MAP. The three-year experiment with diocesan employed missioners will be replaced by consultative services from The Missional Network with the goal of training the laity and clergy to discern and engage their neighborhoods through new parish experiments. (The pastoral and transition components of the previous Canon Missioner initiative will be transferred to a new full-time position of Canon to the Ordinary for Pastoral Development and Transition Ministry.)

Living Local: Joining God is a journey that provides congregational leaders with tools for listening to God in scripture, each other and the neighborhood; discerning what God is doing in the neighborhood and how the congregation might join God in that doing; experimenting with activities to join God’s work in the neighborhood; evaluating what has been learned from new activities; and living more deeply into the gospel with the neighbors.

Congregations form teams to guide this process. Each team is assisted by a coach. Clergy in each congregation do their own listening and experimenting and learning for their growth in leadership. Diocesan leaders receive learnings from the congregations and experiment to learn their own new ways of supporting and challenging local mission. Through these steps leaders become more adept at action learning, growing in faith by behaving our way into deeper believing.

The initial round of LLJG now completed was done in consultation with The Missional Network, with the Rev. Dr. Dwight Zscheile as our consultant. Congregational team members, coaches, and clergy who have gone through the initial round will be the consultants for subsequent rounds. As more lay and clergy members of the diocese experience LLJG, the patterns of action learning and missional engagement will become more and more woven into diocesan life. In providing this service to parishes, the diocese helps to build up the entire household of congregations in the work of communion, right-relationships, and shared well-being in their communities.

MAP Fund resources will used to begin the necessary training and support of the start-up and completion of the first two years.

The Bishop, Staff, Executive Board, and the congregations of St Thomas in Abingdon, Trinity in Boonsboro, St Paul’s in Lynchburg, St James in Roanoke, Emmanuel in Staunton, and St John’s in Wytheville will commit to the first round / pilot phase of Living Local: Joining God in 2018. A second round will begin in 2019. Further rounds will be offered as
ongoing support for congregations to learn new ways of engaging God’s mission in their local contexts.

**Goal:** Over the next 5 years, a minimum of 6 new parishes will be engaged in *Living Local: Joining God.* This will bring the total of trained missional network parishes to a minimum of 18 parishes, with approximately 100 lay people. Additional lay coaches and diocesan team members will be added accordingly over the same period.

**Goals:**
- Complete the pilot phases of LLJG at the direction of TMN coach Dwight Zscheile.
- Engage a minimum of 6-12 new parishes in the second round of LLJG.
- Raise up trained lay leaders from the first round to guide the second round. Pilot congregations involved in the first round will provide prayerful support for second-round parishes.
- Raise up more than 100 people equipped to discern and lead missional and evangelism initiatives throughout our diocese including new coaches and diocesan team members.

**II. Focus Diocesan Missional Efforts on Race Reconciliation**

As one of Presiding Bishop Curry’s three areas of focus for The Episcopal Church, racial reconciliation will be a primary missional focus for our diocese. Efforts to engage in racial reconciliation will flow from our efforts with Living Local Joining God. Beyond this intersection with LLJG, our diocesan focus on racial reconciliation will include a variety of broad and detailed efforts to foster ministerial conversation.

**Goals:**
- Support the Archdeacon’s ministry to oversee diocesan dismantling racism efforts with the assistance of a new Dismantling Racism leadership team.
- Create a diocesan-wide plan of activities to be implemented by a team of clergy and lay people from across the diocese, with the purpose of beginning the work of dismantling institutional racism in the church and its surrounding communities. While our emphasis will be supporting parishes in these efforts, we will also find ways to join with the community or communities surrounding our parishes. Planning for these ministries will be developed/updated on an annual basis by the membership of the Dismantling Racism leadership team.
- Engage the document, “Becoming Beloved Community” from The Episcopal Church (TEC) and use it as a guide to approach our work on this objective.
- Continue to revise and update the already-existing anti-racism education program for our diocese by developing relationships with local and regional consultants and utilizing outside resources including books, curriculums, and accumulated wisdom from local study groups.
- Develop pathways to engage anti-racism efforts in socially proactive ways. These pathways will include local, grassroots groups composed of church members and members from wider community. Those who engage will meet in public places (not churches) when possible in order to engage the greater community. Examples include:
  - **“Allyship in Action” support groups** will follow-up on allyship training and include members who previously have had the allyship training. Support groups will continue in Roanoke and Lynchburg. Other groups may develop depending on interest.
  - **Story sharing events** are also being implemented throughout 2018. These events will focus on bringing diverse groups together to listen to each others’ stories. Beginning in September 2018, there will be an effort to incorporate the training from “Music that Makes Community” into these events, thereby using music to express story.
  - **Reconciliation pilgrimages** are being developed as learning opportunities to better understand and process unlawful and/or racist events of note from the past. These include, but are not limited to recognizing and facilitating some reconciliation liturgy at the site of unlawful lynchings, closing of African American mission churches during Desegregation, and devastation of neighborhoods due to urban renewal. These pilgrimages are sensitive in nature and requires the development of trusting relationship with stakeholders, including ecumenical and community-wide partnerships.

III. Deploy Diocesan Deacons Missionally

The Bishop shall engage the deacons of the diocese in mission education and missional resourcing assigning the Archdeacon and Canon to the Ordinary for Pastoral Development to oversee their ministry on his behalf.

**Goals:**
- Continue to support of an Archdeacon position. This person will oversee development and deployment of deacons, as well as oversee diocesan-wide engagement with social justice ministries. The Archdeacon’s work in development of the Diaconate will include an ongoing focus on the diocesan involvement with the Virginia Deacon School to assure quality of that involvement. The Archdeacon also will make presentations to parishes upon request, consult with aspirants to the diaconate, and serve as an ad hoc member of the Commission on Ministry.
- Assign deacons to join the Bishop on his Sunday parish visitations.
- Assign deacons to engage and support parochial mission initiatives working at the direction of the Archdeacon and Canon to the Ordinary for Pastoral Development.
• Assign deacons to work with smaller congregations without the regular sacramental presence of a priest if the limited availability of priests warrants such action.

IV. Deploy Supply Priests Missionally

The Bishop will engage available supply priests in the diocese for missional purposes with the assistance of the Canon to the Ordinary for Pastoral Development.

Goals:
• Coordinate the deployment of non-parochial, licensed, and available retired clergy as shared diocesan resource in order to provide sacramental support across the diocese in parishes without principal clergy.
• Rotate available supply clergy among the parishes within a reasonable distance from where they live.
• Team up available supply clergy based on context to provide short-term and long-term pastoral leadership for churches developing local mission efforts. These team-based efforts may also serve as intermediate steps in more formal transition ministry processes.

V. Approach Transition Ministry Missionally

Local mission efforts are lived out in different ways and may be best supported through the structure of a traditional parish or the more informal, less-established structure of a small group of people trying to make a difference in a rural area. As groups of faithful Christians gather around God’s mission in diverse ways, our approach to transition ministry and clergy deployment will need to be adaptive and contextually focus on local needs. As such, transition ministry will be approached contextually in our diocese with expanding missional engagement of local communities as its primary focus. The Canon to the Ordinary for Pastoral Development who serves as the Diocesan Transition Minister will assist the Bishop with this effort.

Goals:
• Pursue discernment practices that assist with the identification of God’s call in local communities.
• Deploy clergy strategically to support identified, local missional efforts.
• Apply traditional models of clergy deployment and newly emerging models to the local needs of parishes or missions. Traditional models may include rector searches; time-certain, priest-in-charge assignments; and interim assignments. Newly emerging models may include, but are not limited to, the coordination of strategic supply clergy, the missional assignment of deacons, and the assignment of missional interims, and the use of clergy teams working together with the Transition Minister.
VI. Explore Missional Relationships with Our Lutheran Mission Partners

In order to live more fully into the Call to Common Mission, which formally joins our two denominations in covenant relationship, the Bishop, all clergy, and lay leaders will strengthen and build relationships with their counterparts in the Evangelical Lutheran Church in America (ELCA) throughout the diocese. Our focus will be on sharing ministry and fostering future collaborative partnerships.

Goals:
- Share clergy resources with the Virginia Synod of Evangelical Lutheran Church.
- Foster better Episcopal and Lutheran local connections between and among neighboring Episcopal and Lutheran congregations in our diocese.
- Network local ministerial efforts among lay leaders from both denominations.

VII. Enhance the Ministry of the Pastoral Response Team

The Pastoral Response Team (PRT) is a diocesan team that is prepared to respond to various pastoral crisis that could occur in the diocese. The first PRT was gathered and trained in 2015. We will continue to evolve and sustain the readiness of the PRT.

Goals:
- Verify that all members of the PRT are up to date with Safeguarding God’s People, Safeguarding God’s Children, Title IV, and Anti-Racism Training.
- Continue to update the PRT with adequate amounts of lay and ordained members who are pastors, psychiatrists, therapists, mediators, investigators, and attorneys.

VIII. Assess and Enhance the Ministry of the Commission on Ministry

The Commission on Ministry shall continue to assess and revise its function and structure and the development and formation of ministers based on the missional needs of the diocese.

Goals:
- Add the Archdeacon and Canon to the Ordinary for Pastoral Development as ad hoc members of the Commission on Ministry in order to enhance communications among the Bishop’s staff and the Commission on Ministry in regard to matters of development, formation, and the emerging needs in the diocesan mission field.
- Begin additional Missional Curacies when the need to continue the formation of newly ordained clergy can connect to parochial needs given the presence and availability of appropriate resources. These Missional Curacies will allow newly ordained curates to serve and be mentored in a parish setting while also serving other, nearby congregations as a missional resource. Diocesan financial resources will continue to be used in tandem with the parish resources to supplement and support the formation of curates.
IX. Engage Formation Opportunities for Deacon Aspirants/Postulants

The formation of vocational deacons is commonly local, creative, and diocesan-driven. Over the last few years, we have collaborated on a joint school for deacons called the Virginia Deacon School. Collaborating dioceses include the Diocese of Virginia (the administering diocese), the Diocese of Southern Virginia, and the Diocese of Southwestern Virginia. This cross-diocesan collaboration has proved to be both fruitful and challenging. As a result, one of our objectives shall be to explore the adaptable use of the Virginia Deacons School and other formation opportunities for Deacon Aspirants/Postulants.

**Goals:**
- Explore flexibility in the current cross-dioceses’ collaboration and determine continued involvement.
- Explore approaches for deacon formation in similar type dioceses, e.g., that include small churches and rural areas, and determine if there are other viable alternatives.
- Consult with the Association for Episcopal Deacons, and the newly developed Deacon Competencies, for alternatives to a 2-year formation program.
- Be ready to respond to aspirants to the diaconate in a timely way.

X. Create a Task Force for Ministry to People with Disabilities

Better incorporating people with disabilities into the life of the Church is essential work required of our diocesan community to more fully live out its baptismal calling. The creation of a Task Force under the direction of the Bishop and the Executive Board will allow our community the opportunity to focus its efforts to this end.

**Goals:**
- Appoint task force at the Bishop’s discretion including a chair and diocesan staff liaison.
- Provide consultative services via the task force to better raise up the ministry of people with disabilities in our congregations and their local communities more effectively.
- Raise up formation and educational opportunities to build church-wide awareness of the ministries and needs of disabled persons.
- Allocate funding in the Diocesan Budget to begin this initiative.

XI. Engage Digital Missioning Efforts and Refresh Communications Strategies

The Diocese shall develop new methods, modes, and platforms for digital engagement within and outside the diocese. Efforts will be made to tell our story as Church highlighting the Gospel message in a missional way with an Episcopal voice. Particular
efforts will be made to meet people who may not necessarily be members of our churches where there are in their own spiritual journeys connecting them to our Church by highlighting the Spirit’s work both in the community at-large and in our work as a People of God.

**Goals:**

- Continue development our diocesan podcast series, Y(our) Story.
- Continue development of our new diocesan website, oneinmission.org.
- Continue development of fresh written and video content that shares reflections on how God is connected to our lives (e.g. blog posts & YouTube channel videos).
- Continue development of using social media platforms especially the diocesan Facebook Page and diocesan Discussion Group.
- Continue development and distribution of media-rich formation materials (e.g. Beloved Community Formation Series).
- Retrofit the Bishop Marmion Resource Center as a new diocesan media studio for livestreaming, podcast, and digital media experimentation.
- Refresh diocesan branding focusing on a comprehensive approach for all digital and print material.

**XII. Provide and Coordinate Christian Formation Resources for Children**

As a life-long process, Christian formation is about God’s shaping of our lives as we learn about the Holy Spirit through living in community. Children’s formation is critical for raising up the Church of the future. It is the foundation for the development of youth, young adult, and adult faith later in life. Consequently, this mission objective is focused on providing for the formation of children in their early years (pre-Kindergarten thru 5th grade).

**Goals:**

- Appoint a diocesan staff liaison to support and track the advancement of this objective.
- Create a Children’s Faith Formation Resource Committee composed of the experienced faith formation leaders from throughout the diocese.
- Develop available missional formation resources to serve congregations and communities in our local areas through networking and committee collaboration.
- Place focus on the context of our contemporary environment for mission in today’s secular age.
- Allocate funding in the Diocesan Budget to begin this initiative.
XIII. Engage a Youth Missioner

The new position of Youth Missioner will join the Diocesan staff and work in collaboration with the Canon for Social Engagement and Young Adult Formation. The Youth Missioner will serve as a resource to lead the Youth Mission Team (YMT); plan and implement diocesan youth events and gatherings in conjunction with the YMT; assist our parishes and convocations in developing their local youth ministry efforts; and relocate some diocesan programming to local convocations and parishes to build exposure and networking opportunities.

Goals:
- Review contemporary missional focus of youth formation and practices of Christian formation in order to generate vision and strategy for next steps in our Diocese.
- Continue networking and engaging in dialogue Convocations and Parishes that have been traditionally underrepresented in Diocesan youth ministries and find out how we can be a resource to these parishes/convocations.
- Develop new missional forms of ministry for the Diocesan youth program by engaging in dialogue or think tanks with different groups within Diocesan context, working with Youth Volunteers, Youth, and local churches. Thus, experimenting with programming based off of the needs of the community, and creating space for feedback of experimental program. This may include regional events for youth and youth workers.
- Read and create a dialogue about Dwight Zschiele’s book, *The Agile Church*, with the Youth Leaders, and find out what the agile church means to them. Within this context create safe space to try new ideas in ministry, and allow vulnerability in trying something outside of the box in the local church to create an atmosphere of creativity, on both local and diocesan levels.

XIV. Establish New Monastic Young Adult Communities or Aidan Communities

The Diocese shall establish young adult communities under the name Aidan Communities around the diocese in areas where high concentrations of young adults live. The focus of these communities shall be to foster an environment where young adults can discern God’s call for their lives and vocations within the context of covenant-based community-living. Aidan Community members shall commit to participating in regular community prayer and discern ways to be of service in their local neighborhood.

Goals:
- Pass on experience and wisdom from the Aidan House Roanoke by compiling a document of learnings from staff and residents.
- Explore additional grant funding for future Aidan Communities.
- Plant a new community in Staunton beginning in 2019.
- Pray and discern where future Aidan Communities will be planted.

XV. Engage Higher Education Ministry Missionally

Fewer students and fewer students are identifying themselves as affiliated with a religious tradition or Christian denomination. Fresh approaches to campus ministry need to assume
that students are in the very beginning stages of considering spiritual and theological questions in their lives. Thus, our approach to Higher Education Ministry shall be to assume that all colleges and universities of the diocese are a part of mission field where secularism is growing, an opportune place to engage students where they are in their present states of spiritual awareness, questioning, and discernment. While efforts will be made to resource current, active campus ministries in the Diocese, we will also vigorously pursue and experiment with being an Episcopal presence at colleges, universities and community colleges that are not currently being served.

Goals:
- Facilitate a second review of all colleges, universities, and community colleges in Southwestern Virginia to consider the progress and future goals of missional advancement toward fostering Episcopal presence in these places.
- Refresh the Higher Education Advisory Group to work with the Canon for Social Engagement and Young Adult Formation to work on this type of missional engagement.
- Seek new ways to support and guide current campus ministry programs under the guidance of the Canon for Social Engagement and Young Adult Formation and the Higher Education Advisory Group.

XVI. Review and Renew the Ministry of the Phoebe Needles Center

The Phoebe Needles Center (PNC) offers a vital summer camping program and has served as a local ministry center since its founding. PNC has not had a comprehensive review of its mission and ministry in two decades. At the same time, no common document regarding the property, finances, and operations exists. The lack of a common document does not allow for newly elected Executive members, many of whom are new to the Diocese, to orient themselves to this institution over which it has oversight. More importantly, in order to discern God’s call for the Center’s next missional steps, the Executive Board of the Diocese shall commission a Phoebe Needles Task Force to gather necessary stakeholders, review at all aspects of the Center’s life, and make recommendations for the Center’s future.

Goals:
- Create a Task Force composed of Executive Board members; representatives from each of the Diocese’s Convocations; Phoebe Needles, Inc. Board members; parishioners of St. Peter’s, Callaway; to include individuals with camping experience, construction experience, and financial experience. Efforts will be made to balance the composition of the Task Force’s with women, men, lay leaders, and clergy.
- The Task Force may also engage any consultative services needed to fill out their study and final report. (These may include outside financial people, contractors, surveyors, camp consultants, etc.)
• Create Task Force subcommittees to evaluate summer camp and other mission opportunities, property and finance, the Director’s role, and the intersection or connection between St. Peter’s and PNC.
• Review the ministry of the center through a process of observation and fact-finding. Observation shall include having all Task Force members visit Phoebe Needles in connection with their respective subcommittee work. Fact-finding shall include collecting any and all information relevant to understanding the work and ministry of the center at present or in the past.
• Make recommendations about the Center’s next steps considering observations and facts discovered in the review process. Recommendations shall focus on the mission and vision of Phoebe Needles, propelling the vitality of Phoebe Needles’s ministry, the administrative health of the Center, and connections among all stakeholders. The recommendation phase of the Task Force’s work will begin after all stakeholders are in general agreement regarding the new common informational document produced from the above findings.
Refreshed Executive Board Working Groups

In order to enable the adaptation and implementation of this MAP, the Executive Board restructured divided its membership into four working groups: the Mission Education Group, the Network Development Group, the Finance and Funds Group, and the Property and Personnel Group. As of 2018, the Bishop in consultation with board members reworked the purpose and names of several of the groups based on the learnings from past few years with the intent to support the most current objectives of the MAP. The four new groups are the Mission and Evangelism Working Group, the Justice and Reconciliation Working Group, the Property Working Group, and Finance Working Group.

The Mission and Evangelism Working Group

The objective of the Mission Education and Evangelism Group of Executive Board is to promote diocesan Guiding Principles and missional thinking. The central question of this group’s work is "How do we help parishes identify and engage in God's Mission?"

In general, the group will assist diocesan staff, institutions, and parishes by teaching and fostering holy listening, discernment, ministry experimentation, and communal learning. The principle mechanism for this work will be Living Local Joining God (LLJG) as guided by the Missional Network.

The Mission Education Group will continue to develop educational resources to be distributed and discussed throughout the diocese. Resource content will arise from the work of LLJG and promote the principles of listening, experimentation, and learning. Resources and materials will be primarily digital and made available for easy use in parish life.

The Mission and Evangelism group holds up the importance Evangelism as a key priority of the Presiding Bishop. This group will lift up the baptismal promise and commitment of proclaiming the Good News and find creative ways to challenge and resource parishes to follow through on this promise.

Goals:

- Represent the Executive Board in Living Local Joining God activates.
- Promote Living Local Joining God by developing new educational materials such as blog posts and bulletin blurbs.
- Create an annual calendar of goals in regard to the creation and delivery of educational resource materials.
- Create resources that deconstruct the challenges associated with Evangelism in the Episcopal Church and articulate practical ways this can be done.
The Justice and Reconciliation Working Group

The objective of the Justice and Reconciliation (JR) Working Group of the Executive Board is to promote interest, education and action toward justice and reconciliation ministries in the diocese. This working group is intrinsically connected to the Mission and Evangelism Working Group because diocesan Guiding Principles and missional thinking provide the foundation for our work towards justice and reconciliation. That is, the central question of this groups’ work also is, “How do we help parishes identify and engage in God’s Mission (specifically as it relates to justice and reconciliation)?”

Members of the JR Working Group will coordinate efforts with the Archdeacon who has this area of diocesan ministry as a primary responsibility, as well as the identified diocesan leaders that work with the Archdeacon in these ministries. The JR Working Group will consult on specific efforts to promote justice and reconciliation, help to work through any resistance encountered, while publicizing and engaging parishes in such missional work. Members of the JR Working Group also will be asked to bring ideas and inspirations that come out of their own discernment, as it relates to this work throughout the diocese.

The JR Working Group continues to hold up this priority that was specifically articulated in the last two General Conventions of the Episcopal Church (TEC) and continues to be a major church-wide focus, as described in the reports and guidelines for TEC’s “Becoming Beloved Community” and “The Way of Love”.

Goals:
- Represent the Executive Board in social justice and reconciliation activities throughout the diocese.
- Help to promote social justice and reconciliation by speaking and writing about its importance on social media, in blog posts and in bulletin blurbs.
- Create an annual calendar of goals, in collaboration with diocesan staff, in regard to specific efforts across the diocese.
- Seek ways to be further educated in the focus of these ministries through books, films and trainings, sharing new understanding with others in the diocese.

The Finance Working Group

The objective of the Finance and Funds Group of Executive Board is to help the diocese be a household of congregations by assisting with canonically mandated diocesan financial functions and by providing consultative services to parishes regarding financial concerns.

This working group is charged with developing and communicating the annual budget to the Executive Board for approval to send to Annual Convention. It is also responsible for monitoring the annual diocesan audit and income and expenses throughout the year and
discussing these matters periodically with the Executive Board as necessary. Furthermore, this group is tasked with understanding the flexibility of diocesan funds and making recommendations for funding the MAP.

There are numerous opportunities for the Finance and Funds Group to provide consultative services. These areas include endowments, audits, finances, personnel, and insurance.

Goals:
- Assist diocesan staff with the development of financial reporting and audit forms in the fall winter of 2018.
- Review and update the list of financially skilled individuals who are willing to consult parishes and institutions by summer 2019.
- Review and understand current Church Insurance requirements in collaboration with the Property Working Group by the end of 2019.

The Property Working Group

The objective of the Property and Personnel Group of Executive Board is to help the diocese be a household of congregations by making concrete plans for all diocesan properties and providing consultative services to parishes on property concerns.

The Property and Personnel Group will be a resource and support for property issues in our congregations; provide guidance and consultation to congregations concerning property issues such as renovation projects, need for overwhelming repairs or expensive maintenance, insurance challenges, development and maintenance of properties, inventory of parish property, stained glass maintenance, etc.; work to ensure awareness of and compliance with canonical requirements applicable to real property; advise the Executive Board of issues of abandoned property as necessary.

As necessary, the Property and Personnel Group will be a point of contact when parishes have property issues/questions; seek out diocesan members with specific property expertise such as architects, contractors, property managers, restoration experts, those with capital campaign experience, etc. to whom referrals can be made and will maintain a database of these resources; make periodic visits to properties that have other governing boards; determine their role when there is a separate board running a property (ex. Phoebe Needles and Grace House).

Goals:
- Review the insurance status of all parishes and missions by summer 2019.
- Review the products of Church Insurance, its rates, and its service in our diocese providing feedback to the Church Insurance Company by the end of 2019.
- Create a diocesan minimum insurance requirement gleaning insights from the Church Insurance Company by fall 2019.
• Assist diocesan staff with tracking down and securing certificates of the insurance with the Diocese named insured by the end of 2019 for all parishes and missions who are not insurance by CIC.
• Review the ownership and condition of all diocesan held properties either via Trustees of the Funds or Southwestern Virginia Episcopal Fund by the end of 2019.

**Moving Forward Together**
The mission of God is to make communion. These are the steps that diocesan leadership and structure will take to further communion in our household of congregations. What steps will your parish take?
Appendix A – Completed M.A.P. Objectives & Goals

Appendix A contains the original text for prior M.A.P. objectives that are no longer active. It also contains a catalog of completed goals for our original objectives and many of our current objectives.

1. Engage Canon Missioners as Relational Diocesan Resources [Prior Objective I.]

The Bishop will call two Canon Missioners to the join the diocese’s mission staff. The Canon Missioners will be a resource for the diocese as regional extensions of the Bishop’s ministry of oversight and pastoral care of clergy and congregations. The Canon Missioners will serve as the Bishop’s representatives to further the mission development of parishes in an assigned geographic region.

One missioner will live in the northern part of the diocese and the other in the southwestern part. Though Canon Missioners will be part of the diocesan staff, they will be based within the region they serve and will travel to Evans House regularly for consultation with the Bishop and the diocesan staff.

The Canon Missioners will assist the Bishop and the Transition Minister with the transition and deployment issues in their regional areas. This will involve the management of available clergy, both interim and supply, in support of any transition process.

The Bishop will also explore how a diocesan deacon might be engaged to bring a diaconal perspective and witness to the developing mission team’s work on behalf of the diocese. This deacon would be called as a Canon Missioner and work equally alongside the Bishop and the other Missioners aforementioned.

Parishes in need of consultative assistance would covenant with the Bishop for assistance from the appropriate Canon Missioner. The Canon Missioner would then assist the congregation in thinking through and creating new missional approaches to its common life and forward mission. The parish would be responsible for following through on any courses of action agreed upon by the assisted parish and Canon Missioner. The Canon Missioner is a limited resource that must be shared in consultative ways with all the churches in the assigned convocations.

**Completed Goals:**
- Canon Missioners called and placed by the end of 2014 serving as regional missional resources until 2017.

2. Create a Canon Missioner for Youth and Young Adult Ministry [Prior Objective II.]

The Bishop, the Canon Missioners, and the Youth Mission Team (YMT) will study and revise the diocesan Youth Coordinator position. The revised and expanded position will
be known as the Canon for Youth and Young Adult Ministry. This new missioner will join the Canon Missioners as a member of a developing mission team. This position will be crafted with the hope to call an ordained priest whose mission agenda will address youth ministry, campus ministry, and young adult ministry throughout the diocese.

In the area of youth ministry, this missioner will serve as a mission resource to

- lead the YMT;
- assist our parishes and convocations in developing their local youth and young adult ministry efforts;
- plan and implement diocesan youth events and gatherings;
- relocate some diocesan programming to local convocations, parishes, and areas around the diocese to build exposure and create networking opportunities;
- network with congregations and youth initiatives throughout the diocese.

In the area of campus ministry, this missioner will work with the Canon Missioners, the Higher Education Committee, and local campus ministers to

- coordinate, evaluate, and sustain current campus ministries;
- initiate new campus ministries, using missional approaches, at other colleges within the diocese, including development of strategies to address ministry approaches to community colleges in the diocese.
- In the area of Young Adult Ministry, this missioner will be a resource for ideas and evangelism initiatives to reach out to young adults in local contexts throughout the diocese.

  - One primary initiative to address this goal will be the establishment of four Intentional Young Adult Communities in the diocese, in areas where high concentrations of young adults live. The pilot community will open in Roanoke in the summer of 2016. These communities will be models and incubators for other intentional faith community initiatives.

  - In order to provide more coordinated missional approaches to traditional and community colleges throughout the diocese, the diocese’s Higher Education Committee will be reconstituted. As a missional resource, the Canon Missioner for Youth and Young Adults will oversee and assist the Committee’s work. Missional criteria will be applied to the effectiveness of current campus ministry efforts. Diocesan financial resources will be allocated in such a way as to provide for new campus ministry efforts.

**Completed Goals:**

- Missioner for Youth and Young Adult Ministry was called and placed in 2015.
- The Missioner oversaw the launch and growth of the pilot Young Adult Community in Roanoke in 2016, Aidan House, Roanoke.
3. **Focus Diocesan Efforts on Dismantling Racism [Current Objective II.]**

Based on the Presiding Bishop’s vision for the Church, dismantling racism shall be a primary area of missional focus for our diocese.

**Completed Goals:**
- Produced an introductory workshop on the topic and effort of Dismantling Racism at Annual Convention 2018. (Completed)
- Introduced the 2018 diocesan plan for Dismantling Racism. (Completed)
- Offered a spiritual retreat on Dismantling Racism in February 2018 to sustain and train an expanded group of leaders from across the diocese. Fifteen people participated.
- Applied and received a $9,210.00 Roanridge Trust Fund Grant for diocesan Dismantling Racism in Spring 2018 for implantation in the latter part of the year.
- Revised and updated the already-existing *anti-racism education* program for our diocese. Progress includes having developed relationships with outside consultants and advisors including Dr. Wornie Reed, Professor of Sociology and Director of the Center for Racism and Social Policy Research at Virginia Tech, Whitney Parnell, CEO of the non-profit, “Service Never Sleeps” (SNS) in Washington, D.C., and Dr. Catherine Meeks, Director of the Absalom Jones Center for Racial Reconciliation in the Diocese of Atlanta.
- Produced a series of “Continuing Conversations on Racism” for church members and the wider community and held in Lexington in September 2017, Roanoke in October 2017, and Wytheville in November 2017. These conversations were live-streamed and therefore, recorded to facilitate more persons across the diocese having access to this series.
- Developed a curriculum to be used for formation during Advent that includes the topics from TEC’s “Becoming Beloved Community” document: Telling the Truth; Repairing the Breach; Proclaiming the Dream; and Practicing the Way of Love.
- Developed proactive pathways and groups to engage anti-racism efforts.
  - “Allyship in Action” support groups launched in Roanoke in June of 2018 and Lynchburg in June 2018.

4. **Deploy Diocesan Deacons Missionally [Current Objective III]**

**Completed Work:**
- Created and filled a new part-time Archdeacon position in early 2017 to oversee the development and deployment of deacons, as well as oversee diocesan-wide engagement with social justice ministry.
5. Deploy Supply Priests Missionally [Prior Objective IV]

**Completed Goals:**
- Since 2015, supply priests have been and continue to be deployed missionally.

6. Engage Transition Ministry Missionally [Current Objective V.]

**Completed Goals:**
- Ministry team placed during interim at St. Thomas, Abingdon
- Missional interim assisted lay leadership with discerning future steps of the Tazewell Cluster
- Ecumenical partners engaged at Good Shepherd, Galax leading to Good Shepherd become a federated Lutheran parish
- Interim team with a traditional interim rector teaming and supply priests engaged for transition at Grace, Radford
- Interim team engaged at Christ Church, Martinsville, St. Thomas, Christiansburg, & St. John’s, Wytheville where an interim coach provided leadership on goal development while supply clergy assisted with Sunday services.
- Specialized interim priest engaged at St. Mark’s, Fincastle during an interim to assess and discern the church’s missional model
- A team-based missional interim with a priest and multiple deacons was employed to work with Trinity, Buchanan, St. John’s, Glasgow, and Christ Church Buena Vista
- Traditional interim rector placed at St. John’s, Waynesboro
- Team-based rotation of supply clergy and diaconal pastoral support engaged at Grace Memorial, Lynchburg

7. Explore Missional Relationships with our Lutheran Mission Partners

**Completed Goals:**
- Good Shepherd, Galax officially federated as both an Episcopal and Lutheran church.
- Lutheran supply clergy have been deployed in various parishes and contexts across the diocese both for regular Sunday supply and missional interim efforts.
- Lutheran partnership collaborated on various college ministry efforts around the Diocese.
8. Create a Diocesan Pastoral Response Team [Prior Objective VII]

A Pastoral Response Team will be created to assist the Bishop in responding to parishes and individuals, both lay and clergy, when the pastoral capacity of a parish or ministry becomes overwhelmed. The work of the Pastoral Response Team will include advice and pastoral support in the Title IV process when necessary.

The Pastoral Response Team will include lay and ordained members who are pastors, psychiatrists, therapists, mediators, investigators, and attorneys. The Canon Missioners will be members of the Pastoral Response Team.

The Bishop will engage consultation from the Diocese of North Carolina in developing and training the new Pastoral Response Team,

**Completed Goals:**
- A special overnight training was held in December 2014. Canon Michael Hunn from the Diocese of North Carolina lead the retreat and consulted on the development of our Pastoral Response Team.
- Team members including lay and clergy pastors, psychiatrists, therapists, mediators, investigators, and attorneys were placed.
- The full team was trained and ready by the summer of 2015.

9. Assess and Revise the Commission on Ministry [Prior Objective VIII]

The Bishop and the Commission on Ministry will engage a study of the diocese’s current discernment process in order to better steward diocesan efforts and resources for the formation and deployment of postulants for holy orders in the Episcopal Church.

This work will include revisions and additions to the current methods of discernment, formation, and deployment. The Bishop and the Commission on Ministry will gather best practices from other dioceses to review. The Bishop will engage consultation with the Diocese of Southern Virginia.

In the area of deployment, this study will seek to provide two-year curacy programs for newly ordained priests. Diocesan financial resources will be used in concert with the parish efforts to supplement and secure this formational work. Curates will serve and be mentored in a parish setting. Their ministry will also be shared with other congregations as a missional resource.

**Completed Goals:**
- Revised Commission on Ministry processes were in place by the Spring 2015.
- Two missional curacies were respectively formed and established in Blacksburg and Staunton in 2015 and 2016.
10. Engage Formation Opportunities for Deacon Aspirants/Postulants

Completed Goals:
- Three deacons completed their formation prior to ordination via the Virginia Deacons’ School, as of July 2018.
- Have begun discussions with the other two dioceses in Virginia about the need for greater flexibility in The Deacon School.
- Have begun research about ways in which other dioceses are approaching this same issue.

11. Create a Diocesan School of Ministry and Board of Examining Chaplains
[Prior Objective IX]

The Bishop, the Canon Missioners, and the Commission on Ministry will work alongside the Mission Education Group (see below) to develop other models for training clergy for ordination in this diocese. This process will include developing a diocesan School of Ministry as well as forming partnerships with the Dioceses of Virginia, Southern Virginia, North Carolina, and Western North Carolina.

The school will exist and operate under the authority of the Bishop and the diocesan Board of Examining Chaplains. A question to be addressed is how a school can be developed that can train deacons, bi-vocational clergy, and lay leaders for these new missional times? This study and development may require a task force of the Mission Education Group.

Completed Goals:
- Board of Examining Chaplains placed by the middle of 2015 to begin work with the Commission on Ministry and to initiate plans for the School for Ministry.

12. Create a Diocesan Planned Giving and Stewardship Resource Group
[Prior Objective X]

In order to promote the development of competent and professional stewardship planning in our congregations, the Bishop and the Canon for Administration will work with the Finance and Funds Group (see below) to establish a diocesan Planned Giving and Stewardship Team to provide direct consultative and training resources to our congregations.

Completed Goals:
- The Bishop and a team of four trainers (two clergy, two lay) attended the Leadership Institute Project Resource in Denver in the fall of 2015. The Institute was a new joint endeavor of the College for Bishops and the Development Office of the Episcopal Church.
• Project Resource was funded in the 2015 operating budget. Diocesan-funded resources and training for stewardship and planned giving will be available to parishes at the beginning of 2016. (Completed)
• To further this goal the Project Resource Team will identify and train 6-8 more members to create a large enough team to offer and distribute the Project Resource materials throughout our diocese. The team will fully be trained by the Summer 2016.

13. Engage a Youth Missioner [Current Objective XIV]

Completed Goals:
• Established a pilot community in Roanoke in 2016.
• Applied and received a $5000 grant in Spring 2018 from the Episcopal Church for the support of forming Aidan Communities.
• Connected Aidan Community with other Episcopal communities in the Diocese and region.

14. Establish New Monastic Young Adult Communities or Aidan Communities [Current Objective XV]

Completed Goals:
• Established a pilot community in Roanoke in 2016. Learnings from the ministry of the pilot community prepped to pass on in the process of establishing additional Communities.
• Applied and received a $5000 grant in Spring 2018 from the Episcopal Church for the support of forming Aidan Communities.

15. Engage Higher Education Ministry Missionally

Completed Goals:
• Facilitated an initial review of all colleges, universities, and community colleges in Southwestern Virginia in 2015 and considered missional possibilities of fostering Episcopal presence in these places of learning.
• Created a Higher Education Advisory Group in 2016 to work with the Canon for Social Engagement and Christian Formation to work on this type of missional engagement.

16. Continue to Develop a Communications Strategy that Improves Current Offerings and Engages Emerging Social Media Opportunities [Prior Objective XIII].

Diocesan staff will engage an audit of current communications efforts. Input from all staff and the Networking Group of the Executive Board will produce a new communications strategy that seeks to create a great missional conversation around and beyond our
diocese.

**Completed Goals:**
- The original goal to audit current communication efforts via the Networking Group of the Executive Board was unable to be completed in its original form due to changes in membership of the working group and the staff itself. Instead experimentation lead to the realization that digital missioning efforts were best left to experienced staff members more familiar with the field. The audit was completed by staff members and digital media platforms were simplified and redesigned to share missional stories rather than relay data on church governance and administration.

17. Engage Digital Missioning Efforts and Refresh Communications Strategies
[Prior Objective XVII, Current Objective XII]

**Completed Goals:**
- Created a new diocesan website (Oneinmission.org) in 2017 focused on sharing the stories of our parishes with the wider world.
- Refreshed our Facebook Page in 2017 to clearly articulate the Episcopal voice in our area and our Facebook Discussion Group in 2017 for bulletin boarding, sharing of local events, and news between and among parishes, diocesan institutions, and individuals.
Appendix B – Prior Executive Board Working Groups

The Executive Board Working Groups was reorganized with new working groups put into place in 2013. The Finance and Funds and Property and Personnel Groups remained active with various revisions of their duties. The Mission Education Group evolved in concert with our diocesan commitment to puruse the work Living Local Joining God guided by The Missional Network. The Networking Group’s functions were better taken up by the diocesan staff due to technical complications related to the function of new, digital databases and the evolving work of the Canon Missioners. The original MAP text describing the function and goals of each working group can be found below. A “Completed Goals” section has also been added under each group.

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New Executive Board Working Groups

In order to enable the adaptation and implementation of this MAP, the Executive Board will be restructured and its membership divided into four working groups: the Mission Education Group, the Network Development Group, the Finance and Funds Group, and the Property and Personnel Group. In order to enhance the functioning of these groups and engage more people in new mission and ministry, each group will add other diocesan members, both lay and ordained, with varied expertise to assist them in the execution of their defined work.

The Mission Education Group

The objective of the Mission Education Group of Executive Board is to help the diocese be a household of congregations by providing educational materials and occasions to promote the diocesan Guiding Principles and missional thinking.

One of the overriding purposes of this group will be coordination and education with the other working groups to assist them in carrying out the MAP.

The central question of this group’s work is "How do we help parishes identify and engage in God's Mission?"

The Mission Education Group will develop educational resources to be distributed and discussed throughout the diocese, this sustained effort will be to define what being the missional church means in a usable way at the parish level by

- producing mission bulletin inserts at the beginning of the Pentecost season 2014;
- producing a series of YouTube videos describing what it means to be the missional church, to be developed by the Canon Missioners;
- producing mission bulletin insert series each year, reflecting on further missional topics;
• including one article on missional work in a congregation of the diocese in each quarterly issue of One in Mission.

The Mission Education Group will train facilitators to lead mission discussions in our congregations beginning in the fall of 2014 and continuing through 2015.

The new diocesan Canon Missioners will work with this group as well as in the Network Development Group because sharing resources through effectively networking our households of congregations is missional.

The Mission Education Group will explore with the Network Development Group ways to highlight and celebrate best missional practices and new efforts around the diocese.

The Mission Education Group will be a constituent in the creation of a diocesan School for Ministry.

Completed Goals:
• Mission bulletin inserts were produced and distributed in Pentecost season 2014.
• YouTube videos were produced by the Canon Missioners in 2015 & 2016 to speak to missional work being done by local churches. Examples include highlighting Lynchburg Grows and St. John’s, Lynchburg as well as Local Prison Ministry at Trinity, Staunton.
• Missional articles were published in the diocesan quarterly, One in Mission (e.g. Lockn’ Ministry at Trinity, Arrington).
• The Mission Education Group held mission discussions at various locations around the diocese (e.g. Ascension, Amherst and St. Thomas, Abingdon). Videos of these discussions were produced to further spread conversation about the missional church.

The Network Development Group

The objective of the Network Development Group of Executive Board is to help the diocese be a household of congregations by providing excellent diocesan communications and facilitating bridge-building between parishes and individuals.

The group will work to achieve this objective by employing the simple skills of listening and sharing information, beginning with the existing members of this group—but with expectations to expand. Those who participate will be charged to listen within their respective parishes and convocations, to facilitate discussion on how we can engage a greater number of parishioners to share their time and talents, and, perhaps most importantly, to share that information throughout the diocese.
Through conference calls, listening sessions, meetings for coffee, blog posts, social media activity, and many other ways of collecting information, the Network Development Group will look for opportunities to foster connections. This will be an ongoing effort, requiring dedication, patience, and a desire to learn of new ways to gather, share, and distribute information.

The underlying task of this group has not changed since the Apostles. We are called to share and spread God’s word and the good news of Jesus Christ. Today’s methods of communication are numerous and seem to grow with every change in technology. Yet the needs to communicate, to listen, and to share remain the same today as they did a millennium or two ago.

To achieve this objective, the Networking Group will

- work with the Canon Missioners and with the Mission Education Group to collect human and best practices resources from the other working groups;
- arrange meetings and visits with the clergy and lay leaders of congregations to compile human resources and best practices for diocesan networking;
- create ways to identify and raise up lay leaders in the diocese;

Completed Goals:

- Canon Missioners developed lay leader contacts in their respective regions in 2014-2016.
- Lay Leaders with specific skills were deployed to assist parishes in other areas (e.g. two-person teams from specific parishes were deployed to assist other parishes with finance and accounting practices & lay leaders with missional training were deployed to converse with parishes who were grappling with missional thinking).

The Finance and Funds Group

The objective of the Finance and Funds Group of Executive Board is to help the diocese be a household of congregations by overseeing canonically mandated diocesan financial functions and by providing consultative services to parishes on financial concerns.

This working group is charged with developing and communicating the annual budget to the Executive Board for approval to send to Annual Council, it is also responsible for monitoring income and expenses throughout the year and reporting about these matters periodically to the Executive Board, Furthermore, this group is tasked with understanding the flexibility of diocesan funds and making recommendations for funding the MAP. The final standing responsibility includes coordinating the annual audit of diocesan finances, reviewing the results of that audit, and communicating those results to the Executive Board.
There are numerous opportunities for the Finance and Funds Group to provide consultative services in conjunction with the Network Development Group. These areas include endowments, audits, finances, personnel, and insurance. The tasks will include

- identifying resources (human, institutional, and financial);
- developing and using forms, policies, schedules, assessments, and processes.

Means of delivery for these services will include

- holding workshops for parish leaders;
- using the Canon Missioners’ visits to parishes;
- using the diocesan website;
- conducting workshops regionally in the Abingdon and New River Convocations, the Roanoke Convocation, and the Augusta and Lynchburg Convocations.

In order to effectively deliver these consultative services through workshops and electronic resources, some of the items need to be developed or collected.

To achieve these objectives, the Finance and Funds Group will

- revise the process and conduct the annual diocesan personnel reviews (Spring 2015);
- develop new forms and processes for parish audits in parishes not conducting a formal audit by a CPA (Spring 2015);
- develop diocesan spending policies and capital item depreciation schedules for the diocese (June 2015);
- develop and deliver workshops for treasurers, bookkeepers, and wardens;
- collect and “publish” all diocesan resources related to finances and personnel and send to parishes (June 2015)
  a. endowments d. insurance
  b. personnel audits e. personal
  c. finances

**Completed Goals:**

- Generated a group of financially skilled individuals from various parishes from 2014 to present who have both financial skills and the willingness to resource parishes or assist with financial processes such as parish audits.
- Deployed diocesan professionals and lay leaders to assist with bookkeeping, investments, and parish audits.
- Updated diocesan forms such as the financial review form.
- Clearly posted fresh guides regarding parish audits and insurance rates on the diocesan website.
The Property and Personnel Group

The objective of the Property and Personnel Group of Executive Board is to help the diocese be a household of congregations by making concrete plans for all diocesan properties and providing consultative services to parishes on property concerns.

The Property and Personnel Group will

• be a resource and support for property issues in our congregations;
• provide guidance and consultation to congregations concerning property issues such as renovation projects, need for overwhelming repairs or expensive maintenance, insurance challenges, development and maintenance of properties, inventory of parish property, stained glass maintenance, etc.;
• work to ensure awareness of and compliance with canonical requirements applicable to real property;
• advise the Executive Board of issues of abandoned property as necessary.

The Property and Personnel Group will

• be a point of contact when parishes have property issues/questions;
• seek out diocesan members with specific property expertise such as architects, contractors, property managers, restoration experts, those with capital campaign experience, etc. to whom referrals can be made and will maintain a database of these resources;
• make periodic visits to properties that have other governing boards; determine their role when there is a separate board running a property (ex. Phoebe Needles and Grace House).

Another task of this group is work with the Finance and Funds Group to make recommendations on salary increases for diocesan personnel and the diocesan clergy salary guidelines.

Completed Goals:

• Consulted on parish property issues around the diocese (e.g. safety and risk management).
• Consulted on parish renovations and financing connecting congregants and institutions to available diocesan loans (e.g. Plaster project at Christ, Pulaski).
• Thoroughly reviewed and reported on diocesan owned properties (e.g. 606 Tyler Avenue).
Prayer for Mission

Lord Jesus Christ, you stretched out your arms of love on the hard wood of the cross that everyone might come within the reach of your saving embrace: So clothe us in your Spirit that we, reaching forth our hands in love, may bring those who do not know you to the knowledge and love of you; for the honor of your Name. Amen.