

DioNWPWA

MOVING
FORWARD:
STRATEGIC
PLANNING
REPORT
2013



The Strategic Plan: First Three Years

The diocesan strategic plan was first unveiled by the Strategic Planning Committee at the 2009 convention. Since that time, much has been accomplished, and many new clergy and laypersons have joined our congregations.

We have heard from some in the diocese that communication about the strategic plan has not been clear. There are many in our congregations who are unsure about the details of the plan, where strategic funds are being directed, or how the strategic plan affects them. To assist with this gap in communication, we decided that we would begin publishing a yearly report on the status of the strategic plan. For the next few years, we will provide a written report to convention delegates and distribute

copies for them to take back to other members of their congregations.

The decision to publish a yearly report was also spurred by an evaluation of the strategic plan that was facilitated by an outside company (the results of which are summarized on page four of this report). After receiving the results of the evaluation, it was evident to us that a printed report would be useful, and that this year's convention would provide a great opportunity to review the plan and look at the next steps we will take together as a diocese.

As the diocese moves forward as one church, we will strive to keep everyone informed about the status of the strategic plan. We hope that, as more people take the time to learn about our mission

strategy, they will be inspired to join in these efforts to advance the Kingdom of God in this region.

A new Strategic Planning Committee will be named by the end of the year. If you are interested in taking part, please contact Vanessa at the Diocesan Church Center.

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Strategic Plan Goals and Objectives

Goal #1

Investment in Clergy and Lay Leadership

Objective 1: Forming

Transformational Lay Leaders

- COM work w. lay licensure
- Provide training for congregation-based ministries
- Encourage formation of lay leadership groups

Objective 2: Forming

Transformational Clergy Leaders

- Resource Clergy Colleague Groups
- Provide continuing education for clergy/lay in area of leadership
- Clear standards and reporting on clergy continuing education
- Provide additional human resource development options (curacies, coaching, mentoring)

Objective 3: Create Resource

Parishes in each area/deanery

- Full and partial funding of ministry positions in those resource parishes in a way that keeps and develops future leaders

Objective 4: Active Healing Ministry

Objective 5: Create Diocesan

Intercessor List

Objective 6: Consulting services for

congregations

Goal #2

Create a Culture of Evangelism

Objective 1: Collaboration in the one church model

- Position St. Jude's mission initiative for growth
- Explore alternative possibilities for ministry in diocese

Objective 2: Parallel Development

in Congregations

Goal #3

Develop Effective

Communication in Diocese

Objective 1: Create networks for communication

- How to communicate better with the parishes of the diocese

Objective 2: Create standards for

communication

- Clergy Handbook

Goal #4

Become a Diocese that Plants Churches

Objective 1: Identify potential sites

Objective 2: Financial support plan

Objective 3: Commit to prayer (spiritual foundation)

- Put together a diocesan team to pray/investigate

Goal #5

Capital Fundraising/VIM For Our Generation

Objective 1: Support short term goals and objectives

Objective 2: Solidify financial

support for next generation

- Planned giving program at diocesan level
- Planned giving program at congregational level

Goal #6

Establish Effective Relationship with Financial Strategy



Strategic Planning Committee (2009-2013)

Bishop Sean Rowe
Adam Trambley (Facilitator)
Bob Armstrong
Johanna Baker
Randy Beck
Dennis Blausen
Holly Davis
Stacey Fussell
Martha Ishman
Matt MacDougall
Jack Malovich



What has been accomplished since 2009?

Work is underway on many of the goals and objectives mapped out in the strategic plan.

Goal #1, Investment in Clergy and Lay Leadership: Clergy and lay leadership formation takes place at the reformatted diocesan convention, which now includes plenary and workshop sessions; the newly revived annual mission conference; and bi-annual clergy conferences. Requirements for lay licenses, such as preaching and worship leader, are also being revised.

Additionally, increased diocesan funding for clergy and lay positions assists in the formation of leaders and the creation of resource parishes. The Cathedral; Our Saviour, DuBois; and St. Mark's, Erie, have received funding for clergy and St. Stephen's, Fairview, and St. John's, Sharon, received funding for Christian Education lay staff.

Consulting services have been secured for a number of congregations: St. Mark's, Erie; St. John's, Franklin; St. Jude's; Trinity Memorial, Warren; St. Stephen's, Fairview; and Our Saviour, DuBois. In addition, another four clergy participate in facilitated learning days.

Goal #2, Create a Culture of Evangelism: Several mission conferences, convention themes, and workshops have featured evangelism. Collaborative ventures such as the St. Jude's mission and other efforts and proposed models are also underway or being explored in the Northeast and Southeast Deaneries.

Goal #3, Develop Effective Communication: We developed a communication plan with the help of Canticle Communications. We have created a Facebook and Twitter presence, a bi-weekly e-newsletter for clergy and lay leadership was instituted, and the diocesan newsletter was recently restarted. A draft of a clergy handbook has been completed and is being revised.

Opportunities for church plants are being prayerfully considered. Data for possible sites is being reviewed and financial provisions for the plants are being planned.

Work on capital campaigns, a pilot campaign project, and planned giving has been started. Four congregations have recently begun work with capital campaign consultants. The Episcopal Church Foundation was here for the mission conference in 2013, addressing stewardship and planned giving initiatives with our clergy and laypeople.

How were strategic funds used?

The following initiatives are being funded by the Diocesan Council. All grants expire in June 2014 with the exception of the grant to Our Saviour, DuBois, which expires in June 2015.

1. Support for Clergy
Cathedral Curacy:
\$10,000/year

St. Mark's, Erie:
\$30,000/year

Our Saviour, DuBois:
\$10,000/year

2. Support for lay staff
St. John's, Sharon:
\$36,000/year (2011-2013)
\$14,000/year (2013-present)

St. Stephen's, Fairview:
\$27,000/year (2013-present)

3. Capital Campaign Pilot
\$45,000

4. Congregational
Development Consulting
and Coaching
\$40,000/year

Evaluation of Strategic Plan & Implementation

In the summer of 2013, the strategic plan and the implementation strategy was evaluated. The evaluation process was part of the plan for the third year of implementation. The diocese contracted Strategy Solutions of Erie to facilitate the process.

Interviews were conducted with people from around the diocese representing the diversity of diocese. These interviews included some who had taken part in the strategic planning and some who had not. In August, a focus group convened to have a conversation about the results of the interviews and to discuss opportunities for improvement in the plan.

This process revealed that most of the current goals and objectives in the plan are still relevant. The plan can remain intact with a few changes to operational definitions.

Plan implementation was identified as the weakest link. Some aspects of the plan have been accomplished or are currently being

implemented. Still others are not complete or, in some cases, remain uninitiated either by design or circumstance.

Another issue raised was that the current plan lacked clarity in the criteria for measurement of the goals. Future implementation plans will have clearer operational definitions and criteria by which progress can be measured.

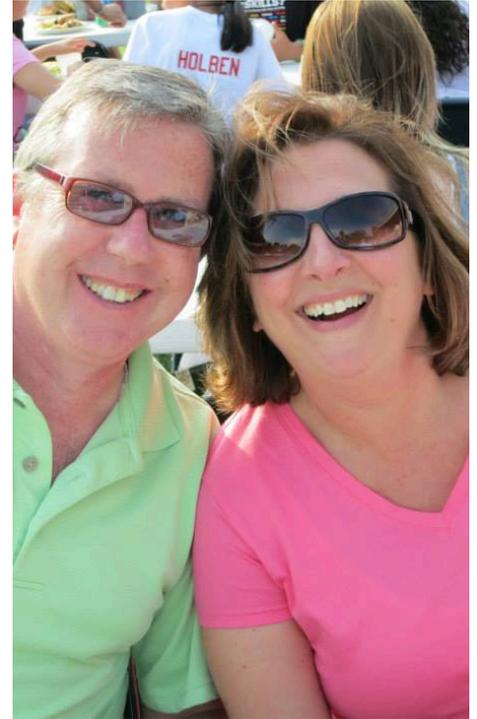
Finally, the matter of accountability and follow-through with plan implementation was also discussed. The apparent lack of adequate staff support on the diocesan level was offered, with some frequency, as one possible explanation. Additional staffing might create the space for a more effective system of accountability.

The full report from Strategy Solutions evaluating the first three years of the strategic plan is available from the Diocesan Church Center upon request.

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Northwestern Pennsylvania

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Next Steps	December 2013	January 2014	February 2014
	<p>Review and update the plan</p> <p>The strategic planning committee will update the plan and identify priorities and action steps for the next phase. The committee will also create accountability standards for those implementing the plan.</p>	<p>Congregational input</p> <p>Congregations will be given the opportunity to communicate to the committee their own goals and what resources would be needed from the diocese to accomplish them.</p>	<p>Review plan with input in mind and create strategic budget</p> <p>The committee will take input from the congregations and fine tune the plan accordingly. A strategic budget for the next phase will be created.</p>