



2012 Strategic Mission Plan for the Episcopal Diocese of San Diego

Overview

As our diocesan strategic plan from 2007 had reached the end of its productive life, our Diocesan Council decided to draft a new plan. To carry out this responsibility, the council established the Strategic Planning Committee (SPC) and charged the committee to consider the work of the 2007 plan in the development of a new one. A 15-member committee formed, consisting of two co-chairs, a consultant, and 12 others. The membership represented eight congregations, and included the bishop and members of the diocesan staff. Following preliminary organizational meetings, the full committee first met in September, 2010. In subsequent months the committee created the following components of the new strategic plan: preamble; mission and vision; six baptismal and biblical values; six strategic goals; objectives and action plans for each of the six strategic goals; an implementation plan; and a communication plan.

The implementation plan lays out the way forward and includes a recommended organizational structure and procedure that identifies responsibilities and accountability for implementation.

The communication plan presents an outline of pre- and post-convention activity for raising awareness and enabling congregations and communities within the diocese to make this plan their own, and identifies responsible parties and those willing or likely to contribute gifts to this end. The communication plan also includes suggested materials for each congregation to assist the leadership with communicating and implementing the new strategic plan.

Preamble

In the Incarnation, God takes on human form in Jesus Christ. This foundational moment in God's saving work signals the mission of those who are called to be disciples of Christ and ambassadors of the gospel. This is the mission of God in Christ: to cross the border between the divine and human; to heal division, to make the broken whole, and to defeat death. Through the work of the Holy Spirit, God has called the church into being, to advance the mission of God and to echo God's own boundary crossing so that, as Paul writes, "all may be one in Christ," (Galatians 3:28).

The Episcopal Diocese of San Diego embraces this mission. We are placed in a unique mission field. Situated on our nation's border, and as a veritable gateway to the Pacific Rim, we are a place of multiple cultures and communities. In addition, we are home to one of the highest concentrations of military personnel in the country, many of whom make this region their home in retirement. In this area, we find some of the most affluent communities in the nation and many of the poorest.

In a world marred by sin, difference breeds fear, which leads to separation, which can spark greater differentiation. In all of this, the seeds of human suffering are sown. Jesus invites us into a different way: the way of the cross, and the way of love. For "there is no fear in love, but perfect love casts out fear," (1 John 4:18).

As a diocese, we embrace this particularity of place and time. We are pilgrims who cross borders, not to make others more like us, but to come to befriend, understand, and invite others into the "one body and one spirit," (Ephesians 4:4).

The mystery and miracle of our journey of faith is that, in these liminal places where borders are crossed and strangers become friends, we find ourselves paradoxically more in the presence of Jesus and more truly becoming the body of Christ for the world.

In the conviction that God is always guiding and inspiring, we present this plan as our sense of how we will join in God's mission. God's mission is alive. And we are privileged to join in that mission.

Mission and Vision

Our Mission: *The Episcopal Diocese of San Diego is a missionary community that dares to follow Jesus Christ in his life of fearless love for the world.*

Our Vision: *Undeterred by borders or barriers, we are pilgrims with Jesus in relentlessly searching for others to befriend, know, and invite to Christ's Eucharistic table of reconciliation and sacrificial love.*

Tenets of Baptismal and Biblical Values

Worship and Formation: We are daring and fearless followers of Jesus, empowered by dynamic and transformative worship and spiritual formation practices and programs.

Repentance and Reconciliation: We value repentance and reconciliation, acknowledging when we have turned away from God and one another, and seeking wholeness and healing by turning back to God and one another. In this we seek to be a welcome and open community for all. If you have turned away from God, or if you have tried to follow Jesus and have failed, or if you are trying for the first time, you are welcome here.

Evangelism: We are agents of God's kingdom, who instinctively live and share the good news of Jesus Christ within our communities and without, feeding those who are hungry to hear and receive the transforming good news.

Outreach: We bridge the several borders God calls us to transcend by offering our time, talent and treasure for the transformative inbreaking of God's kingdom, and so meet Christ face-to-face in the hearts and lives of our neighbors, near and far.

Advocacy: We offer our voices and presence to confront the brokenness in our lives, and the systems of which we are a part, with the healing and transforming power of the love of Jesus Christ.

Stewardship: We are faithful and courageous stewards of all that God has entrusted to us, willing to make hard choices when necessary to ensure that these gifts and resources are effectively and powerfully engaged in God's mission.

Goals

Worship and Formation Goal: As a community centered in worship, every member of the Church, blessed with his or her God-given reason, will have an opportunity to obtain age-appropriate knowledge of Holy Scripture and the traditions of the Church.

Repentance and Reconciliation Goal: Repenting of our separation from God and our neighbor, we will be a community of welcome and renewal.

Evangelism Goal: We will be a people who tell the good news of Jesus Christ.

Outreach Goal: As people who seek to meet Christ in the hearts and lives of our neighbors, every congregation will create a specific core servant ministry to the community beyond the church.

Advocacy Goal: We will be a community that promotes both peace and a just society.

Stewardship Goal: Grounded in a spirit of gratitude to God, we will instill in each member of this diocese, principles of faithful stewardship of health, wealth, environment, and community.

Objectives and Action Plan

Strategic Plan Tenet	Advocacy
Goal	We will be a community that promotes both peace and a just society.
Objective-1	Establish an Advocacy Leadership Team, with the Bishop as the principal religious spokesperson in the region, to address the important issues that have been identified by our Diocese: poverty, international borders, and the military.
Completion Date	31 December 2012
Responsible EC Member	Advocacy Ministry Leader
Others involved	Advocacy Leadership Teams (to be created)

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Identify three Advocacy Leadership Teams who are experts on poverty, international borders, and the military.	31 May 12	Executive Council	\$0	\$0	\$0
2. Meet quarterly to discuss critical issues facing our diocese.	Quarterly, beginning 1 Jul 12	Advocacy Leadership Teams	\$0	\$0	\$0
3. Issue a statement or action minimally once a year on each of the three issues (poverty, borders, the military). Three statements on three issues. Could be in the form of Convention Resolutions.	Annually as need arises, beginning 1 Dec 12	Advocacy Leadership Teams	\$0	\$0	\$0

		TOTAL	\$0	\$0	\$0
--	--	-------	-----	-----	-----

Strategic Plan Tenet	Advocacy
Goal	We will be a community that promotes both peace and a just society.
Objective-2	Track and convey the policies endorsed by The Episcopal Church (especially regarding poverty, international borders, and the military) to equip clergy and laity to advocate those policies.
Completion Date	30 November 2012
Responsible EC Member	Advocacy Ministry Leader
Others involved	Advocacy Leadership Teams (to be created); priests, vestries, and bishop's committees; members of congregations

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Research and publish the Episcopal Church's policies on poverty, borders, and military, using newsletters, parish bulletins, and Diocesan eNews.	Quarterly, beginning 1 Jul 12	Advocacy Leadership Teams and Communications Leaders/Coordinators	\$0	\$0	\$0
2. Create and publish a Diocesan Advocacy Group policy, which includes a request that parishes and missions create Advocacy Groups, via convention resolution.	30 Nov 12	Advocacy Leadership Teams	\$500	\$0	\$0
		TOTAL:	\$500	\$0	\$0

Strategic Plan Tenet	Evangelism
Goal	We will be a people who tell the good news of Jesus Christ.
Objective-1	Develop and implement a congregational-based evangelism program to increase Average Sunday Attendance (ASA) by 10%.
Completion Date	31 March 2015
Responsible EC Member	Evangelism Ministry Leader
Others involved	Evangelism Committee (to be created); diocesan and congregational communication coordinators

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Establish an Evangelism Committee.	31 May 12	Executive Council	\$0	\$0	\$0
2. Research successful evangelism programs and create "Evangelism in a Kit" for the diocese.	31 Dec 12	Evangelism Committee	\$2,000	\$0	\$0
3. Launch a parish or mission website that is current and welcoming for each church in the diocese.	30 Jun 13	Each congregation Diocesan staff	\$0	\$15,000	\$0
4. Create and teach a "Welcoming Newcomers" course (that includes a self-audit) for clergy and laity.	31 Dec 13	Evangelism Committee School of Ministry Coordinator	\$0	\$3,000	\$0
		TOTAL	\$2,000	\$18,000	\$0

Strategic Plan Tenet	Evangelism
Goal	We will be a people who tell the good news of Jesus Christ.
Objective-2	Develop and implement a Personal Evangelism Program Plan to help people develop and be comfortable with sharing their personal faith stories.
Completion Date	31 July 2014
Responsible EC Member	Evangelism Ministry Leader
Others involved	Evangelism Committee

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Research, create, and publish a Diocesan Personal Evangelism Program Plan.	30 Jun 13	Evangelism Committee	\$0	\$1000	\$0
2. 50% of congregations will offer a Personal Evangelism Program Plan.	30 Jun 14	Each congregation	\$0	\$0	\$1,000
		TOTAL	\$0	\$1,000	\$1,000

Strategic Plan Tenet	Outreach
Goal	As people who seek to meet Christ in the hearts and lives of our neighbors, every congregation will create a specific core servant ministry to the community beyond the church.
Objective-1	Identify current servant ministry activities in every congregation and publish results.
Completion Date	31 August 2012
Responsible EC Member	Outreach Ministry Leader
Others involved	Priests, vestries, and bishop's committees; members of congregations

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Conduct an inventory of servant ministry activities and provide results to the Executive Council.	31 May 12	Each congregation Outreach Ministry Leader	\$0	\$0	\$0
2. Create and publish Diocesan-wide inventory of servant ministry activities.	31 Aug 12	Outreach Ministry Leader	\$0	\$0	\$0
		TOTAL	\$0	\$0	\$0

Strategic Plan Tenet	Outreach
Goal	As people who seek to meet Christ in the hearts and lives of our neighbors, every congregation will create a specific core servant ministry to the community beyond the church.
Objective-2	Create outreach teams which will conduct two inter-congregational, servant-ministry events, in the community (beyond the church).
Completion Date	2013 Convention
Responsible EC Member	Outreach Ministry Leader
Others involved	Priests, vestries, and bishop's committees; members of congregations

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Convene quarterly servant ministry summits to plan events, share progress, and promote participation.	Quarterly beginning 1 May 12	Outreach Ministry Leader Each congregation	\$300	\$0	\$0
2. Participate annually in a servant ministry event that supports one of the following: Episcopal Refugee Network, Dorcas House, Episcopal Community Services, Episcopal Relief and Development, or our companion diocese, the Diocese of El Salvador.	Annually beginning 1 Dec 12	Each congregation	\$700	\$0	\$0
		TOTAL	\$1,000	\$0	\$0

Strategic Plan Tenet	Repentance and Reconciliation
Goal	Repenting of our separation from God and our neighbor, we will be a community of welcome and renewal.
Objective-1	Train at least two members of each congregation to become conflict resolution resources for their congregation and wider community.
Completion Date	2014 Convention
Responsible EC Member	Repentance and Reconciliation Ministry Leader
Others involved	Consultant; priests, vestries, and bishop's committees; members of congregations; Title IV mediators

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Evaluate conflict resolution training options and recommend programs.	31 Dec 12	Diocesan Pro Bono Consultant (to be identified)	\$2,000	\$0	\$0
2. Offer at least two conflict resolution training programs prior to 2014 Convention.	31 Jan 14	Repentance and Reconciliation Ministry Leader Title IV Mediators	\$0	\$5,000	\$0
3. Provide conflict resolution learning opportunities at EDSD conventions commencing in 2014.	Annually	Repentance and Reconciliation Ministry Leader Title IV Mediators	\$0	\$0	\$5,000
		TOTAL	\$2,000	\$5,000	\$5,000

Strategic Plan Tenet	Repentance and Reconciliation
Goal	Repenting of our separation from God and our neighbor, we will be a community of welcome and renewal.
Objective-2	Encourage all congregations to annually evaluate their congregational life, measuring their receptivity to the stranger and first-time worshiper.
Completion Date	2015 Convention
Responsible EC Member	Repentance and Reconciliation Ministry Leader
Others involved	Priests, vestries, and bishop's committees; members of congregations; evangelism ministry leader

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Create a standardized diocesan check list for use by congregations to evaluate their congregational life and measure their receptivity to the stranger and first-time worshiper (included in "Evangelism in a Kit").	31 Dec 12	Repentance and Reconciliation Ministry Leader Evangelism Ministry Leader	\$500	\$0	\$0
2. Perform self-evaluation based upon the diocesan check list.	30 Jun 13	Each congregation Repentance and Reconciliation Ministry Leader	\$0	\$0	\$0
3. Make changes based on self-evaluation.	31 Dec 13	Each congregation	\$0	\$10,000	\$0
4. Conduct external evaluation visit at 25% of parishes and missions. Report results to evaluated parishes and missions.	2015 Convention	Repentance and Reconciliation Ministry Leader	\$0	\$0	\$500
		TOTAL	\$500	\$10,000	\$500

Strategic Plan Tenet	Stewardship
Goal	Grounded in a spirit of gratitude to God, we will instill in each member of this diocese, principles of faithful stewardship of health, wealth, environment, and community.
Objective-1	Twenty percent of all parishes will have a year-round stewardship program.
Completion Date	30 June 2013
Responsible EC Member	Stewardship Ministry Leader
Others involved	Stewardship Committee (to be created) ; priests, vestries, and bishop's committees; members of congregations; parish stewardship chairpersons

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Appoint Stewardship Committee.	31 May 12	Executive Council Stewardship Ministry Leader	\$0	\$0	\$0
2. Define principles of stewardship for the diocese.	31 Aug 12	Stewardship Ministry Leader Stewardship Committee	\$0	\$0	\$0
3. Develop and implement a year-round stewardship program.	31 Oct 12	Stewardship Ministry Leader Stewardship Committee Parishes and Missions	\$1,000	\$0	\$0
4. Develop a plan for environmental sustainability for parishes, missions, and diocesan entities to adapt to their contexts.	30 Jun 13	Stewardship Ministry Leader Stewardship Committee	\$0	\$0	\$0
		TOTAL	\$1,000	\$0	\$0

Strategic Plan Tenet	Stewardship
Goal	Grounded in a spirit of gratitude to God, we will instill in each member of this diocese, principles of faithful stewardship of health, wealth, environment, and community.
Objective-2	Implement a plan to demonstrate faithful Diocesan stewardship by reducing debt, increasing revenue, targeting aided parishes and missions expenditures to those that fulfill criteria for mission viability, and paying our denominational mission share pledge (MSP).
Completion Date	31 December 2013
Responsible EC Member	Stewardship Ministry Leader
Others involved	Budget, finance, development, mission strategy, and property committees; consultant; priests, vestries, and bishop's committees; members of congregations; parish stewardship chairpersons

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Reflect 0.35% Millennium Development Goal giving in 2012 diocesan budget. (With an additional 0.35% in 2013 to total 0.7%, and ongoing)	2012 Convention	Budget Committee	\$7,000	\$7,000	\$0
2. Task the Mission Strategy Committee to develop criteria for determining mission viability of missions, aided parishes, and mission-action parishes.	31 May 12	Budget, Finance, Property, and Mission Strategy Committees, and consultant	\$13,000 (consultant)	\$0	\$0
3. Evaluate stewardship planning and execution as it relates to congregational and Diocesan (MSP) mission funding.	30 Jun 13	Stewardship Ministry Leader	\$0	\$0	\$0
4. Prepare a resolution for the 2013 Convention to increase our denominational MSP by 10% per year until fully funded.	31 Oct 12	Executive Council	\$0	\$0	\$0

5. Create and implement development programs to increase revenue by 10%.	31 Dec 12	Development Committee	\$0	\$0	\$0
6. Evaluate each mission, aided parish, and mission-action parish and make recommendations on mission viability.	30 Jun 13	Mission Strategy Committee	\$0	\$0	\$0
7. Sell property to reduce debt from 4.1 to 2.4 million dollars.	31 Dec 13	Executive Council, Property Committee	\$0	\$0	\$0
		TOTAL	\$20,000	\$7,000	\$0

Strategic Plan Tenet	Stewardship
Goal	Grounded in a spirit of gratitude to God, we will instill in each member of this diocese, principles of faithful stewardship of health, wealth, environment, and community.
Objective-3	Raise funds to renovate and make The Episcopal Church Center fully operational, create a ministry opportunity fund, and an endowment to support newly ordained clergy in entry level, parochial positions.
Completion Date	March 2014
Responsible EC Member	President
Others involved	Campaign Steering Committee (to be created)

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Appoint Steering Committee	31 Mar 12	Executive Council, President	0	0	0
2. Complete Feasibility Study	30 Jun 12	President, Campaign Steering Committee	30,000+		
3. Initial Major Gift Phase	31 Dec 12	President, Campaign Steering Committee	25,000*		
4. Campaign Kick-off	09 Feb 13	President, Campaign Steering Committee		30,000*	
5. Complete Campaign	30 Jun 14	President, Campaign Steering Committee			15,000*
		TOTAL	\$55,000	\$30,000	\$15,000

+With Corporation approval, feasibility expenses will be paid by Woltersdorff Fund.

*Campaign expenses to be funded through the Capital Campaign.

Strategic Plan Tenet	Worship and Formation
Goal	As a community centered in worship, every member of the Church, blessed with his or her God-given reason, will have an opportunity to obtain age-appropriate knowledge of Holy Scripture and the traditions of the Church.
Objective-1	Launch School for Ministry.
Completion Date	15 January 2013
Responsible EC Member	Bishop, Worship and Formation Ministry Leader
Others involved	Episcopal Church Center Director School for Ministry Coordinator (to be created)

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Name School for Ministry Coordinator and team to work with Episcopal Church Center Director.	31 Mar 12	Bishop, Worship and Formation Ministry Leader	Volunteer \$0	\$0	\$0
2. Draft School for Ministry curriculum (e.g., Biblical, Church History, Spiritual, Parish Leadership, Deacon's School) and recruit faculty.	30 Sep 12	School for Ministry Coordinator	\$10,000	\$0	\$0
3. Conduct first class of the School for Ministry.	15 Jan 13	School for Ministry Coordinator	\$2,500	\$2000	\$0
		TOTAL	\$12,500	\$2000	\$0

Strategic Plan Tenet	Worship and Formation
Goal	As a community centered in worship, every member of the Church, blessed with his or her God-given reason, will have an opportunity to obtain age-appropriate knowledge of Holy Scripture and the traditions of the Church.
Objective-2	Develop menu of opportunities for every member of the Diocese to participate in meaningful and transformative worship.
Completion Date	30 September 2013
Responsible EC Member	Worship and Formation Ministry Leader
Others involved	<p>Diocesan Liturgy Committee (to be created)</p> <p>Worship Consultation Team (to be created)</p> <p>Clergy Wellness Committee</p> <p>Episcopal Church Center Director</p>

Action Plan	Deadline	Responsible Entity	Budget		
			2012	2013	2014
1. Establish a Diocesan Liturgy Committee	30 Apr 12	Bishop; Worship and formation ministry leader	\$0	\$0	\$0
2. Establish a Worship Consultation Team.	30 Jun 12	Diocesan Liturgy Committee	\$0	\$0	\$0
3. Create a worship lab at the Episcopal Church Center.	31 Dec 13	Episcopal Church Center Director, Diocesan Liturgy Committee	Included in ECC budget	\$0	\$0

4. Gather and prepare Instructional Eucharist (IE) materials for annual IEs in every parish.	31 Dec 12	Diocesan Liturgy Committee Worship Consultation Team	\$500	\$0	\$0
5. Hold an annual Clergy Wellness Day on Worship.	30 Jun 13	Clergy Wellness Committee	\$0	\$0	\$0
6. Conduct quarterly symposia for congregational worship leaders and teams (lay and ordained).	Quarterly, beginning 31 Aug 13	Diocesan Liturgy Committee	\$0	\$500	\$0
		TOTAL	\$500	\$500	\$0

Implementation Plan

1. Assumptions
 - a. To realize the goals and objectives of the mission plan, we must assign responsibility and implement a procedure for accountability.
 - b. To implement the new plan, we need committed people with demonstrated leadership abilities in diocesan governance.
 - c. This plan was delivered to the Diocesan Council by the Strategic Planning Committee in November, 2011.
 - d. Prior to the 2012 Convention, the Diocesan Council will approve a draft budget which supports the plan objectives and action plans.
 - e. The commissions established to implement the 2007 Strategic Plan will cease to exist with the adoption of the 2012 plan by the Diocesan Convention.
 - f. Implementation of the plan requires the creation of seven new teams to work in conjunction with existing teams in carrying out the objectives and action plans. In some cases, these new teams will be replacing existing entities.

2. Background
 - a. We require a new strategic plan because, as the strategic plan of 2007 reached the end of its productive life, the Diocesan Council decided to draft a new plan. To carry out the responsibility for creating the new plan, the Council established the Strategic Planning Committee (SPC), charging the committee to consider the work invested in the 2007 plan.
 - b. To carry out the work of the SPC, two co-chairpersons and a consultant were selected and the new committee, with 12 additional members from congregations throughout the diocese, the bishop, and members of the diocesan staff began meeting in September, 2010.
 - c. The following components developed in creating the new plan.
 - i. Preamble
 - ii. Vision and Mission statements
 - iii. Baptismal Covenant, plus Stewardship
 - iv. Six tenets
 - v. A strategic goal for each of the six tenets
 - vi. objectives and action plans, which support the six strategic goals, and are achievable, quantifiable and measurable
 - vii. Six ministry leaders, each responsible for one of the six goals
 - viii. Seven new teams, subordinate to the six ministry leaders, to share responsibility for carrying out the action plans
 - ix. Draft budget to support the objectives and action plans
 - x. Timeline to accomplish action plans

3. These are three options for the organization of the newly formed Executive Council as it implements the new plan.

- a. Blend the organization (ministry leaders, teams) and actions required to live out the goals, and attain the objectives and action plans, into the existing structure of the Diocesan Council/Corporation Board (to become the Executive Council). Create a one-year position for an implementation plan coordinator who will assist in implementation of the new plan during the transition to the new Executive Council organization.
 - b. Create a new, mission-driven structure for the governance organization and day-to-day functions of the diocese. A structure that consists of the bishop, directly supported by a special staff consisting of the diocesan staff, canons, chancellors, and advised by the Standing Committee. The bishop carries out the mission responsibilities of his office through the Executive Council, using six ministry leaders who lead the ministries of the baptismal and biblical values (with associated goals, objectives, and action plans). Within this structure, all mission requirements, responsibilities, and actions in the diocese, except those of the special staff, fall under one of the six ministry leaders, who are all members of the Executive Council (see 5 b. below).
 - c. Create a new mission-driven structure similar to b. above, except this structure will include an implementation plan coordinator (identified in a. above). This appointed position will guide and assist the Executive Council and the six ministry leaders as they carry out the requirements of the objectives and implement the action plans.
4. Implementation before Diocesan Convention 2012
 - a. Develop a budget to support the objectives and action plans.
 - b. Prepare to present the 2012 plan and associated structure to the Convention.
 5. Implementation after Diocesan Convention 2012
 - a. Establish a process for personal responsibility and accountability within the Executive Council for accomplishing the objectives and actions plans.
 - b. Select six ministry leaders and six alternates. These leaders are each responsible for one of the six goals, and the associated objectives and action plans.
 - i. Ministry leaders should have two-three years of experience on Diocesan Council/Corporation Board (new Executive Council).
 - ii. Alternates should have one to two years of experience on Diocesan Council/Corporation Board (new Executive Council) and will succeed the ministry leader at the end of his or her term.
 - c. Ministry leaders make regular reports to the Executive Council on progress toward achieving the objectives and action plans. Semi-annually, beginning in August 2012, ministry leaders deliver formal progress reports and forecast the expected accomplishment of objectives and action plans. This also serves as an opportunity for a mid-year, goal-related budget review.
 - d. During August 2012, ministry leaders will reevaluate goals of the plan and develop 2013 objectives and action plans, and simultaneously create a draft budget to support the 2013 objectives and action plans.

- e. During September 2012, the Executive Council will approve the 2013 objectives and action plans; and submit budget requirements for inclusion in the 2013 budget.
6. At Diocesan Convention 2013
- a. The Executive Council will report on the status (accomplishment) of the 2012 goals, objectives and action plans.
 - b. The 2013 goals, objectives and action plans will be presented for approval.
7. After Diocesan Convention 2013:
- a. February 2013, Executive Council, through the ministry leaders, will implement the 2013 objectives and action plans.
 - b. August 2013, ministry leaders will deliver a formal progress report and forecast the expected accomplishment of objectives and action plans to the Executive Council. They will also reevaluate the goals, and draft 2014 objectives and action plans and the budget to support them.

Draft Budget

Tenets and Objectives	BUDGET		
	2012	2013	2014
Advocacy, Objective-1: Establish an advocacy leadership team, with the bishop as the principal religious spokesperson in the region, to address the important issues that have been identified by our diocese: poverty, international borders, and the military.	\$0	\$0	\$0
Advocacy, Objective-2: Track and convey the policies endorsed by the Episcopal Church (especially regarding poverty, international borders, and the military) to equip clergy and laity to advocate those policies.	\$500	\$0	\$0
Evangelism, Objective-1: Develop and implement a congregational-based evangelism program to increase Average Sunday Attendance (ASA) by 10%.	\$2,000	\$18,000	\$0
Evangelism, Objective-2: Develop and implement a personal evangelism program to help people develop, and be comfortable with sharing, their personal faith stories.	\$0	\$1,000	\$1,000
Outreach, Objective-1: Identify current servant ministry activities in every congregation and publish results.	\$0	\$0	\$0
Outreach, Objective-2: Create outreach teams to conduct two inter-congregational, servant-ministry events, in the community (beyond the church).	\$1,000	\$0	\$0
Repentance & Reconciliation, Objective-1: Train at least two members of each congregation to become conflict resolution resources for their congregation and wider community.	\$2,000	\$5,000	\$5,000

Repentance & Reconciliation, Objective-2: Encourage all congregations to annually evaluate their congregational life, measuring their receptivity to the stranger and first-time worshiper.	\$500	\$10,000	\$500
Stewardship, Objective-1: Twenty-percent of all parishes will have a year-round stewardship program.	\$1,000	\$0	\$0
Stewardship, Objective-2: Implement a plan to demonstrate faithful diocesan stewardship by reducing debt, increasing revenue, targeting aided parishes expenditures to those that fulfill criteria for mission viability, and paying our denominational mission share pledge (MSP).	\$20,000	\$7,000	\$0
Stewardship, Objective-3: Raise funds to renovate and make the Episcopal Church Center fully operational; create a ministry opportunity fund; and an endowment to support newly ordained clergy in entry level, parochial positions.*	\$55,000	\$30,000	\$15,000
Worship & Formation, Objective-1: Launch School for Ministry.	\$12,500	\$2,000	\$0
Worship & Formation, Objective-2: Develop menu of opportunities for every member of the diocese to participate in meaningful and transformative worship.	\$500	\$500	\$0
FUNDED FROM THE OPERATING BUDGET:	\$40,000	\$43,500	\$6,500
*FUNDED FROM THE WOLTERSDORFF FUND AND THE CAPITAL CAMPAIGN:	\$55,000	\$30,000	\$15,000
GRAND TOTAL:			\$177,500

Diocesan Committees and Teams

A. New Committees

1. Diocesan Liturgy Committee (Worship and Formation)
2. Evangelism Committee (Evangelism)
3. Stewardship Committee (Stewardship)
4. Campaign Steering Committee (Stewardship)

B. New Teams

1. Advocacy Leadership Teams (Advocacy)
2. School for Ministry Coordinator and Team (Worship and Formation)
3. Worship Consultation Team (Worship and Formation)

C. Existing Committees

1. Audit Committee (Stewardship)
2. Budget Committee (Stewardship)
3. Clergy Day Committee (Worship and Formation)
4. Development Committee (Stewardship)
5. Finance Committee (Stewardship)
6. Investment Committee (Stewardship)
7. Mission Strategy Committee (Stewardship)
8. Property Committee (Stewardship)

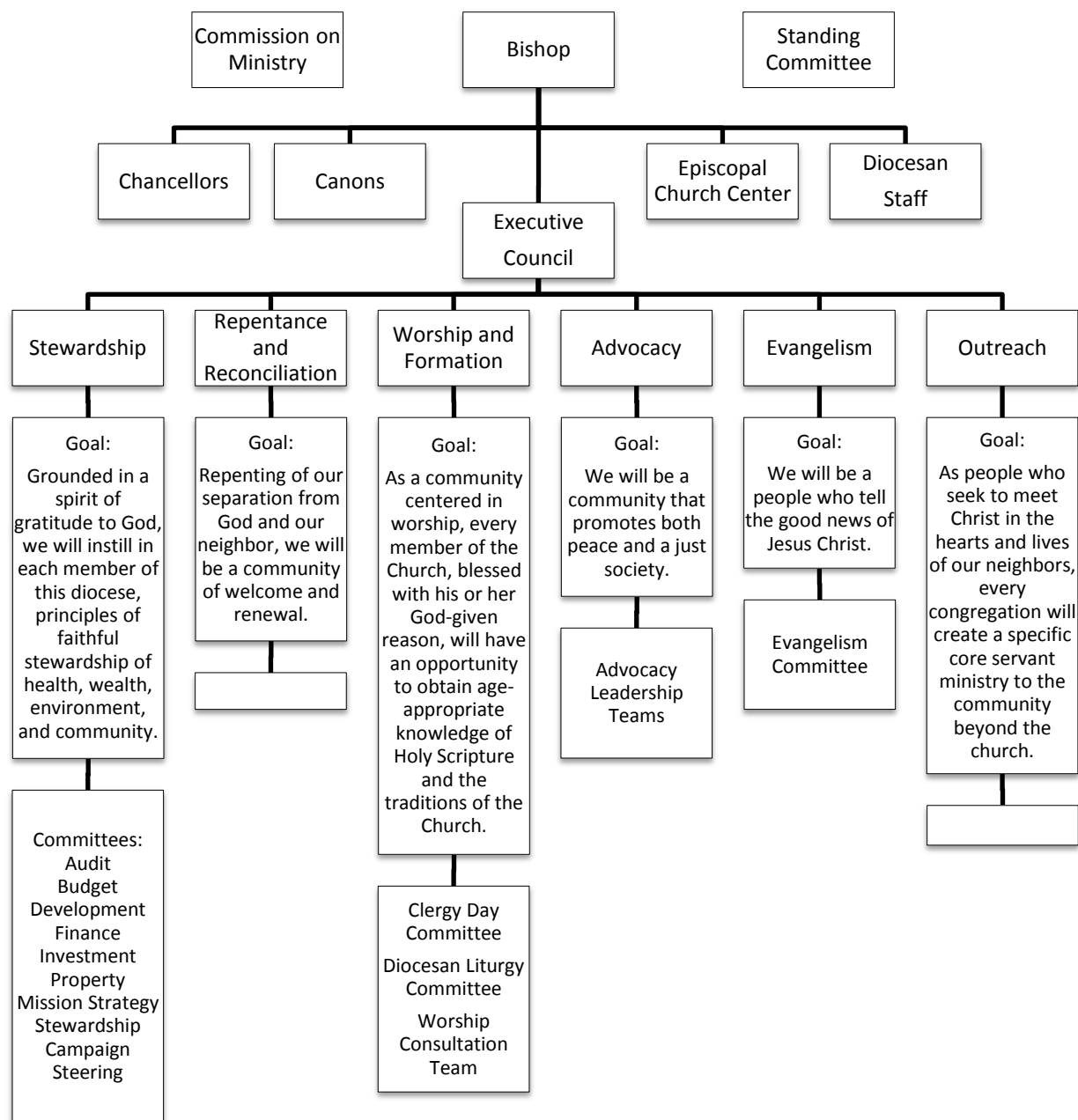
Timeline

October-November	Create budget required to implement the plan
November 2011	Present plan draft to the Diocesan Council
February 2012	Present the plan to the convention for approval
Annually	Participate in a servant ministry event that supports one of the following: Dorcas House, Episcopal Refugee Network, Episcopal Community Services, Episcopal Relief and Development, our companion Diocese of El Salvador
February 2012	Reflect 0.35% Millennium Development Goals (MDG) giving in the 2012 diocesan budget (with an additional 0.35% in 2013 to 0.7%, and ongoing)
March 2012	Name the School for Ministry Coordinator
March 2012	Appoint Campaign Steering Committee
April 2012	Establish a Diocesan Liturgy Committee
May 2012	Establish Advocacy Leadership Teams
May 2012	Establish an Evangelism Committee
May 2012	Establish a Stewardship Committee
May 2012	Complete inventory of servant ministry activities
May 2012	Convene first quarterly servant ministry summit
May 2012	Task the Mission Strategy Committee with developing criteria for determining viability of missions, aided parishes, and action parishes
June 2012	Establish a Worship Consultation Team
June 2012	Complete a feasibility study for the capital campaign
July 2012	Convene first quarterly meeting of the Advocacy Leadership Team
July 2012	Research and publish quarterly the Episcopal Church policies on poverty, international borders, and the military
August 2012	Publish diocesan-wide inventory of servant ministry activities

August 2012	Define diocesan principles of stewardship
September 2012	Draft of School for Ministry curriculum
October 2012	Develop and implement a year-round stewardship program
October 2012	Create and publish an Advocacy Group policy, to include congregational Advocacy Groups, via convention resolution
October 2012	Prepare a resolution for the 2013 convention to increase our denominational MSP by ten percent per year until fully funded
December 2012	Initial major gift phase of the capital campaign
December 2012	Create and publish a standardized diocesan checklist for evaluating and measuring receptivity to strangers and first-time worshipers
December 2012	Create and implement development programs to increase revenue by ten percent
December 2012	Research successful evangelism programs and create evangelism-in-a-kit for the diocese
December 2012	Evaluate conflict resolution training options and recommend programs
December 2012	Issue (minimally) an annual statement or action on each of the following issues: poverty, international borders, the military
December 2012	Prepare instructional Eucharist materials for annual use in each congregation
January 2013	Conduct first class at the School for Ministry
February 2013	Kick off capital campaign
June 2013	Make changes based upon the congregational self-evaluation that measured their receptivity to strangers and first-time worshipers
June 2013	Evaluate stewardship planning and execution as it relates to congregational and diocesan (MSP) mission funding
June 2013	Create and publish a personal evangelism program plan for use by congregations

June 2013	Develop a plan of environmental sustainability for congregations and diocesan entities to adapt to their contexts
June 2013	Perform a self-evaluation using the diocesan checklist to measure congregational receptivity to strangers and first-time worshipers
June 2013	Conduct an annual clergy wellness day on worship
June 2013	Evaluate each mission, aided parish, and mission-action parish, and make recommendations regarding viability
June 2013	Establish a current and welcoming website for each congregation
August 2013	Conduct quarterly symposia for congregational worship leaders and teams, lay and ordained
December 2013	Create a worship laboratory at the Episcopal Church Center in Ocean Beach
December 2013	Sell diocesan properties and use proceeds to pay down debt from \$4.1 to \$2.4 million dollars.
December 2013	Create and teach a welcoming newcomers course (to include self-audit) for clergy and laity
January 2014	Offer at least two conflict training programs prior to the 2014 convention
February 2014	Provide conflict resolution learning opportunities at each convention, commencing in 2014
June 2014	Offer the diocesan personal evangelism program plan in at least fifty percent of congregations
June 2014	Completion of the capital campaign
February 2015	Conduct external evaluation visits at twenty-five percent of parishes and missions, with results provided to the parish or mission

Mission-Driven Organization Chart



Mission-Driven Communication

1. Assumptions

- a. Since the new plan contains sweeping and significant changes for our diocese, we must effectively communicate the intent, details, and responsibility of the plan to all members of the diocese.
- b. Communication of the new plan must be a broadly-shared responsibility, and take a multi-media approach, including print, electronic, and personal involvement.
- c. Communication and participation in diocesan-wide initiatives is most effective when materials are presented in a plug-and-play fashion, requiring minimal creation by the local communicator.
- d. Continuity with the 2007 plan will be important, while at the same time making it unmistakably clear that 2012 is a new day with a new mission.
- e. In the twenty-first century, language of strategy is not compelling to all generations; therefore adopting the language of mission is important to ensure effective communication and passionate support.

2. Background

- a. The 2007 plan included a broadly shared, colorful 11x17 fold-out display. Implementation of the 2007 plan was inconsistent across the diocese and within governance. Some churches were particularly successful in adapting their own strategic plan to that of the diocese. This communication plan draws on these successes, while attempting to avoid previous pitfalls.
- b. Episcopal Night at the Padres has the single-most effective diocesan-wide communication strategy. Our communication plan draws upon this strategy's success.
- c. A new branding team was initiated by the diocesan staff and involves members of the SPC and others in the diocesan communications community. The branding team has begun its work, and we will be drawing upon their efforts in this communication plan.

3. Implementation before Diocesan Convention 2012

- a. Hold a mandatory clergy gathering to bring clergy on board as executive sponsors of the mission plan and help identify congregational point persons. [Responsible parties: Clergy Day Committee, with SPC and bishop presenting]
- b. Mail convention delegates a communication document like that for the 2007 plan, with 2012 branding, to include preamble, mission and vision, six goals, objectives and action plans, and six wow photos for each. [Responsible parties: SPC communication team]
- c. Prepare communication kit for congregations and diocesan entities. Kit will include:
 - i. Communication document like that for the 2007 plan described above in b.
 - ii. Same document, but with objectives and action plans left blank, to be a Parish D-I-Y Aid. [Responsible parties: SPC communication team]

- iii. “Ways to Make this Plan Your Own” document. [Responsible parties: Linda Collier and others from Holy Cross, the Rev. David Marshall]
 - iv. “Ways to Live Out this Plan in the Diocese” document (including Executive Council ministry-leader contact information and other relevant contacts). [Responsible parties: Catherine Campbell as Diocesan/Executive Council secretary, with Hannah Wilder once Executive Council is established]
 - v. Sunday school curriculum based on six goals. [Responsible parties: Anne Page of St. Peter’s and other diocesan children’s formation leaders]
 - vi. Youth curriculum based on six goals. [Responsible parties: diocesan youth leaders]
 - vii. Adult forum six-week series on goals. [Responsible parties: Catherine Campbell and the Rev. Joseph Dirbas of St. Peter’s, Del Mar]
 - viii. Mutual Ministry Review and the Mission Plan document. [Responsible parties: the Rev. Canon Holding, Suzanne Foucault and Allan Dorsey]
 - ix. “Mission Plan as a tool for Congregational Development” document. [Responsible parties: the Rev. Canon Holding, Suzanne Foucault and the Rev. David Marshall]
 - x. Feedback form including success stories with participant information and “How Can We Support You in Living Out the Mission Plan in Your Ministry Context?” document. [Responsible parties: Catherine Campbell and the Rev. David Marshall]
 - xi. Mission plan Sunday liturgical materials. [Responsible parties: SPC clergy, with support of our musicians]
4. After Diocesan Convention 2012, preparing for roll-out on May 20, 2012 Easter 7
- a. Establish congregational point persons. Likely candidates are senior wardens, former wardens, chairs of diocesan convention delegation, or communications coordinators (must be a perceived leader with communication skills). [Responsible parties: Clergy in charge of congregations]
 - b. Hold regional social gatherings for congregational point persons. [Responsible parties: Branding Team and SPC]
 - i. Include gifts (perhaps “Undeterred by Borders,” and “Fearless Love” t-shirts).
 - ii. Distribute communication kits to point persons. Mail kits to those who cannot attend.
5. Plan Rollout on Mission Plan Sunday, May 20, 2012 Easter 7
- a. Suggest using Communications Kit materials for sermon resources.
 - b. Draw from the Mission section of the Hymnal for hymnody, such as Lord, you give the great commission.
6. Year-Round
- a. SPC members visit congregations (vestries/bishop’s committees, forums, potlucks) to talk about the plan and answer questions, perhaps during bishop’s visitations.
 - b. Diocesan entities use the resources of the communications kit.

- c. Bishop's Visitations:
 - i. Pre-visitation form includes questions about plan:
 - Who is your Mission Plan Point Person?
 - In what ways is your congregation living out the plan in your context?
 - How can the bishop help you and your leadership engage your congregation in the plan?
 - Who is one new person who would be a good leader or lay minister in an aspect of the plan?
 - ii. Visitation includes the bishop serving with members in mission work outside the congregation.
 - iii. Bishop recognizes and thanks members for the ways they are living into the plan in the diocese or in their local context.
 - iv. The message of the visitation is mission and gratitude.
- d. Use electronic media including web page, Facebook, Constant Contact stories:
 - i. Whenever the plan is being engaged by Executive Council (semiannual reports)
 - ii. In diocesan and congregational ministries.
 - iii. Telling the success stories from the congregational feedback forms in communication kit.
- e. Use the plan and its language in diocesan publications, show and name explicitly how it is being lived out in our diocesan budget, organization, convention resolutions, etc. Keep it in front of people until there is a new plan.

Mission Plan Committee Members

Co-Chairs

The Rev. Paige Blair

St. Peter's, Del Mar

Mr. Mike Collier

Holy Cross, Carlsbad

Pro Bono Consultant

Mr. Allan Dorsey

St. Peter's, Del Mar

Members

Mr. David Bagley

St. David's, San Diego

Ms. Catherine Campbell

St. Andrew's, Encinitas

Dr. Steve Crawford

Christ Church, Coronado

Mr. Mark DeMichele

Christ Church, Coronado

The Rev. Canon Suzann V. Holding

Office of the Bishop, San Diego

Ms. Nancy Holland

Episcopal Church Center, Ocean Beach

Ms. Karel Lambell

St. Margaret's, Palm Desert

The Rev. David Marshall

Grace, San Marcos

The Right Rev. James R. Mathes

Bishop, San Diego

The Very Rev. Scott Richardson

St. Paul's Cathedral, San Diego

Canon Howard Smith

Office of the Bishop, San Diego

Canon Julie Young

Office of the Bishop, San Diego