

THE EPISCOPAL DIOCESE  
OF SOUTH CAROLINA

**BELOVED  
COMMUNITY  
FOR ALL**

The Strategic Visioning Report  
to the 233rd Annual Convention  
of the Diocese of South Carolina



THE DIOCESE OF  
SOUTH CAROLINA

*THE EPISCOPAL CHURCH IN SOUTH CAROLINA*

## Introduction

Grace and peace from the members of the Strategic Visioning Team of the Diocese of South Carolina!

In April 2023, Bishop Ruth Woodliff-Stanley tasked us with creating a strategic vision for the Diocese. Our team is made up of lay leaders drawn from every deanery and from our largest parishes to our smallest missions. We represent different races, genders, ages, sexual orientations, backgrounds, and experiences, but we have been wholeheartedly united in discerning how the God of Our Lord Jesus Christ is moving among us.

After 10 years of schism, we believe the Diocese is ready to move forward and hear God's call to new life and renewed ministry. This report offers our recommendations on priorities and how to address them. In it, we offer suggestions for building structures that support ongoing communication with our local congregations, sharing a unified message about who we are as The Episcopal Church in South Carolina, and providing information and resources to engage in our local communities with the Gospel-driven message of justice, love, and peace.

Although the plan appears ambitious, we have two facts on our side. First, it is to be implemented over the course of three years. Second, and more importantly, experience has proven that the faithful people of this Diocese are prepared to meet the most exceptional of challenges. We have enormous hope for the days ahead.

As we held listening sessions across the Diocese in the spring of 2023 (with over 250 attendees, representing at least 19 congregations), we heard a general consensus that congregations want to work together to share the message that we, as The Episcopal Church, welcome and engage everyone without exception. That message of love and acceptance is needed at a time of great division in our country and region. We also heard a desire to support lay people across the Diocese in training for ministry in the Church. As the structures of the wider church change, our challenge is to equip lay people with the skills and knowledge to minister to their congregations and the wider communities that our congregations serve.

Taking the priorities coming out of the listening sessions, we formed two working groups with 22 people from across the Diocese to address those areas by developing goals and initiatives. The deans and the staff in the Office of the Bishop provided helpful feedback as we worked through each phase. We are confident that this vision represents a building of consensus from the many voices that represent the diversity of the Episcopal Diocese of South Carolina.

Not only does this vision focus on empowering lay people, but it uses the existing deanery system to connect congregations in doing this work together.

For each initiative, our recommendations include:

- The entities within the Diocese that are responsible for each initiative
- Suggested metrics to measure implementation and effectiveness
- A timeline with priorities for implementation and estimated costs

We are grateful for this invitation to lead the visioning process, and we hope that the members of the Diocese, and our leaders in particular, find these recommendations useful and inspiring. We look forward to partnering with diocesan leadership and the rest of our members over the next couple of years to make this vision a reality, and we welcome feedback about the recommendations and suggestions for implementation.

Finally, we affirm that what follows is a living document. That is, as this initial work begins to take shape and bear fruit, we know that our plan represents a starting point for ongoing and substantive discernment about how we work together to become Beloved Community here and now.

In Christ,

Thad Daise, Carol Davis, Barney Forsythe, Charles Geer, Shawan Gillians, Deb Harris, Kathleen Hearn, Mildred Keith, Elsa McDowell, Ray Sabalis, Ruby West, Julie Zeccola

## The Visioning Process

We started our work by engaging the services of a consultant, Katie Ong, who has done similar visioning work in The Episcopal Church, most recently with the Diocese of Missouri and the Diocese of Newark. Katie guided us through each phase, and gave us the tools to gather multiple voices from the local level and discern themes and priorities.

The first phase of the process included holding listening sessions across the Diocese. We held two in-person sessions and 11 sessions on Zoom, addressed to each deanery, diocesan institution, affinity group, and the areas for catalytic investment: congregations returning to their historic properties, those not returning to their historic properties, and historically marginalized congregations. Members of the visioning team facilitated each session.

The issues discussed at the sessions included: treasures and assets; challenges, concerns, and opportunities; diocesan leadership support for our ministries and ways the Diocese might work together.

The main takeaways from those conversations included:

- Focusing on Evangelism—which includes outreach, building relationships with our neighbors and wider communities, as well as our inclusiveness.
- Connecting with our communities and meeting their needs.
- Support for our small congregations, particularly in light of the lack of clergy, and lifting up less resourced congregations.
- Getting the word out about who we are as The Episcopal Church and how congregations can lead with inclusivity to engage people in our wider communities.
- Engaging younger generations, defined as people in the first third of life.
- Advocating for marginalized people.
- Using St. Christopher Camp and Conference Center as the primary vehicle to address and promote Creation Care.
- Being good stewards of our resources, largely as they relate to our historic buildings and our finances.

After reviewing and analyzing the many comments coming out of those sessions, the Strategic Visioning team proceeded by developing new mission and vision statements which the team would use to guide them in discerning our goals. A small sub-team met over the course of a few weeks to craft the statements, and the visioning team came to consensus on the following:

#### Mission

Through the liberating Gospel of Jesus, we are seeking justice, spreading Christ's love, and walking humbly with our God.

Through the liberating Gospel of Jesus,

We are formed around the Good News of Jesus Christ through shared worship and Christian formation.

We are seeking justice,

This is an important way that we live out our Baptismal vow.

Spreading Christ's love,

We go out into our neighborhoods and wider communities to build relationships and serve.

And walking humbly with our God.

We do this work together, learning from and supporting each other.

## Vision

### The Episcopal Diocese of South Carolina: Beloved Community for All

Dr. Martin Luther King, Jr. popularized the term “Beloved Community” as the end goal for his movement’s work on racial justice and reconciliation. In 2017, The Episcopal Church, led by Presiding Bishop Michael Curry, launched a new strategic vision: “Becoming Beloved Community: The Episcopal Church’s Long-term Commitment to Racial Healing, Reconciliation, and Justice.” As The Episcopal Church here in South Carolina, we are uplifting that shared value of embracing everyone. We all share in God’s love, mercy, and grace—no exceptions!—and this is what we are working toward, to make this a reality in our time and place.

In addition to crafting the new mission and vision statements, the team also prioritized two areas that emerged from the listening sessions, which provided a focus for the goals in the new vision:

- **Storytelling, Evangelism, and Justice** - Why we act on our mission as the Church and work toward our vision.
- **Congregational Development, Collaboration, Formation, and Stewardship** - How we act in the Church to fulfill our mission and work toward our vision.

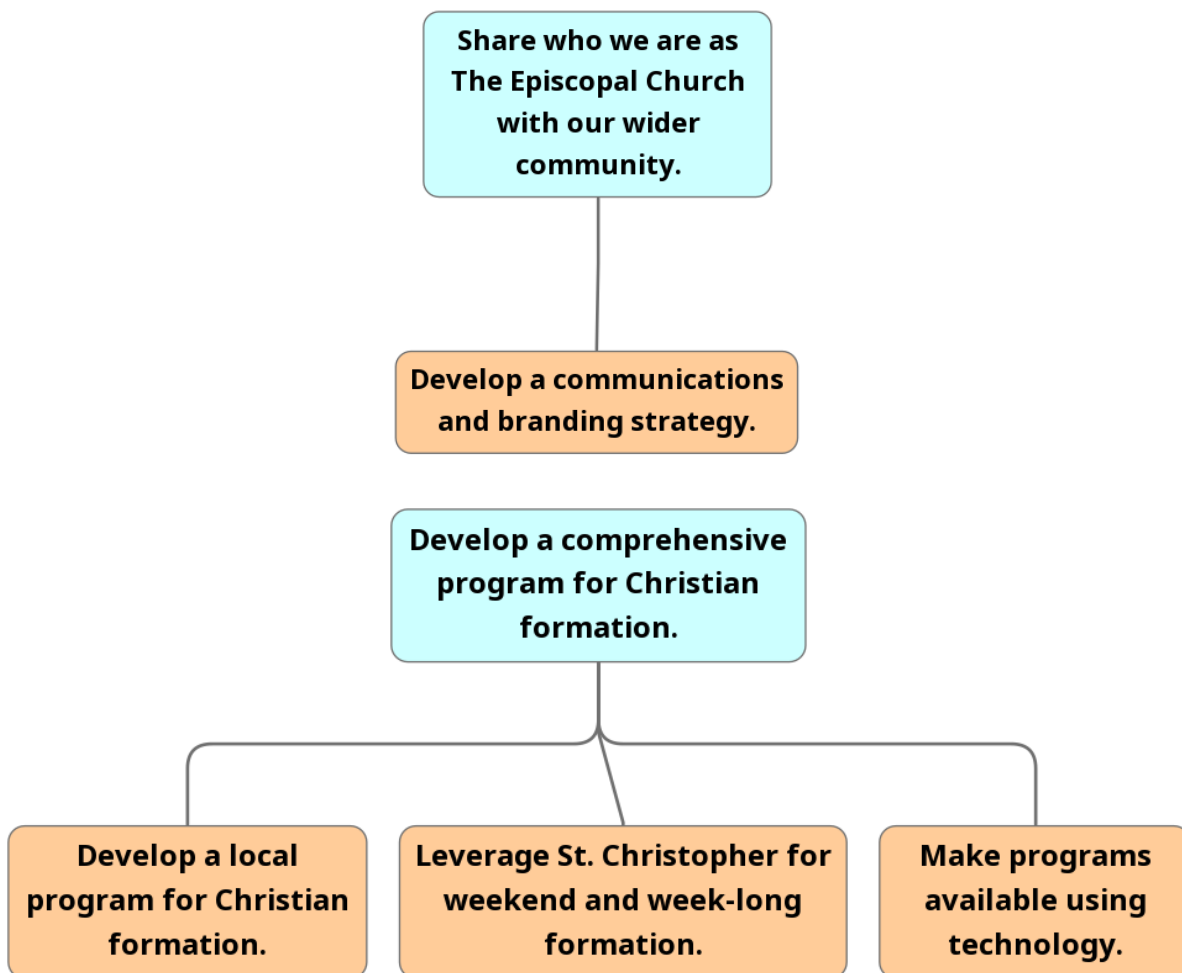
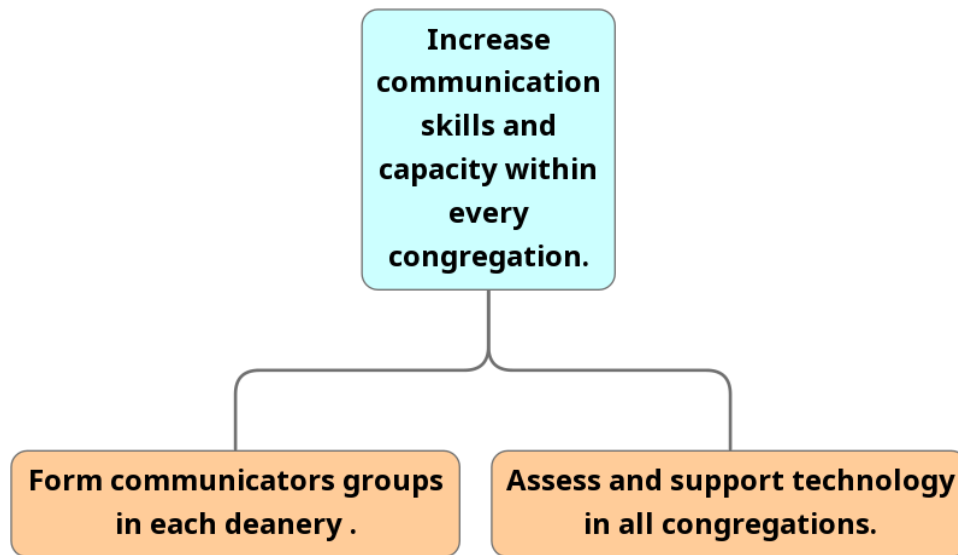
For the next phase of the visioning process, the group divided into two working teams and invited more people across the Diocese to join them to create goals and initiatives around these priorities that fall within the Diocese’s mission. The list of working team members can be found in [Appendix D](#).

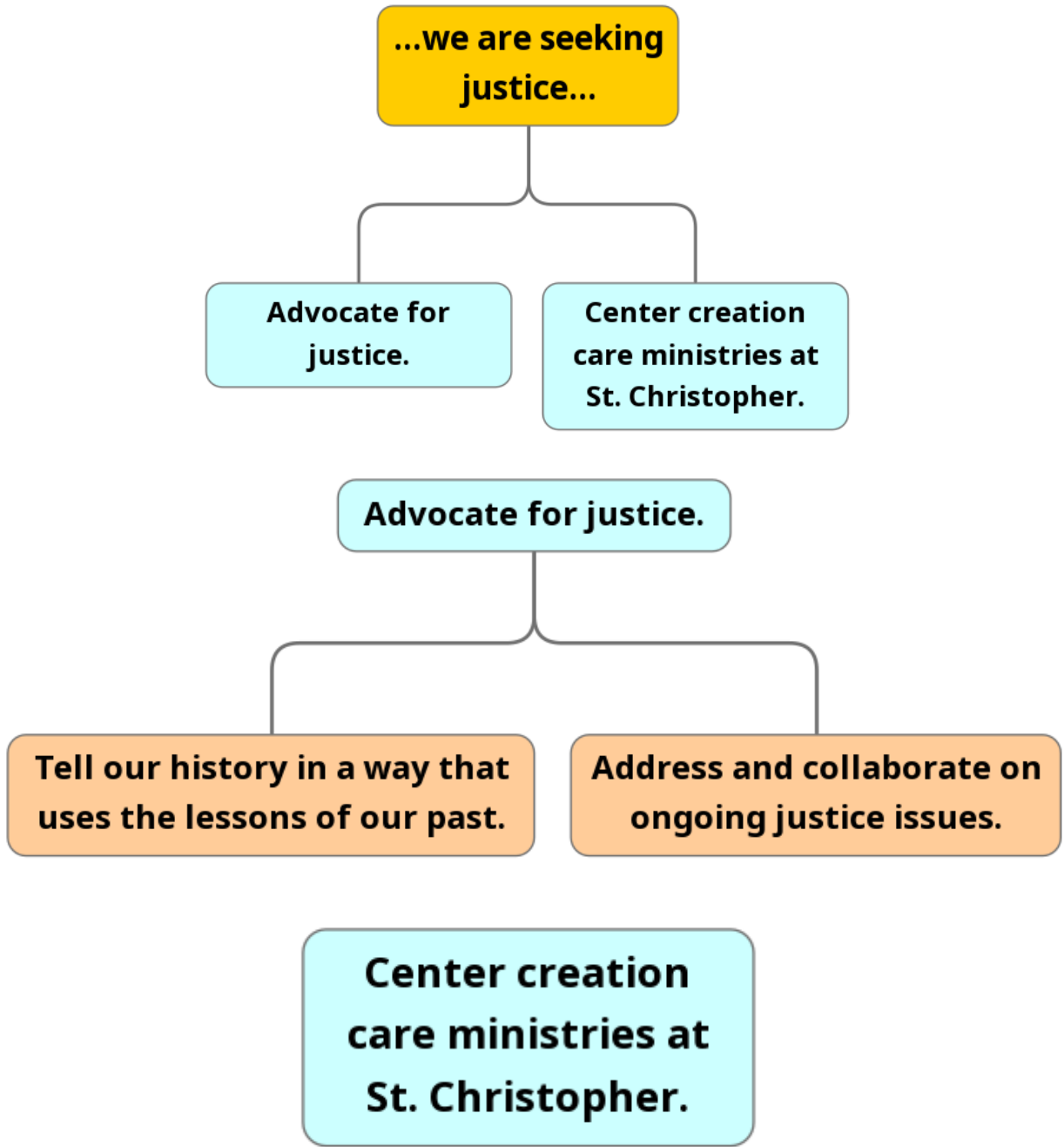
These two working teams spent the next eight weeks meeting weekly to review the remarks coming out of the listening sessions, develop goal language, and share ideas about how to reach those goals. As they continued to meet, the teams refined their ideas into initiatives and included cost estimates, assignments, and next steps. After reviewing the reports from the working teams, the visioning team pulled together the following recommendations. This document acts as a roadmap for diocesan leadership to move forward with implementing these ideas.

## Recommendations Summary

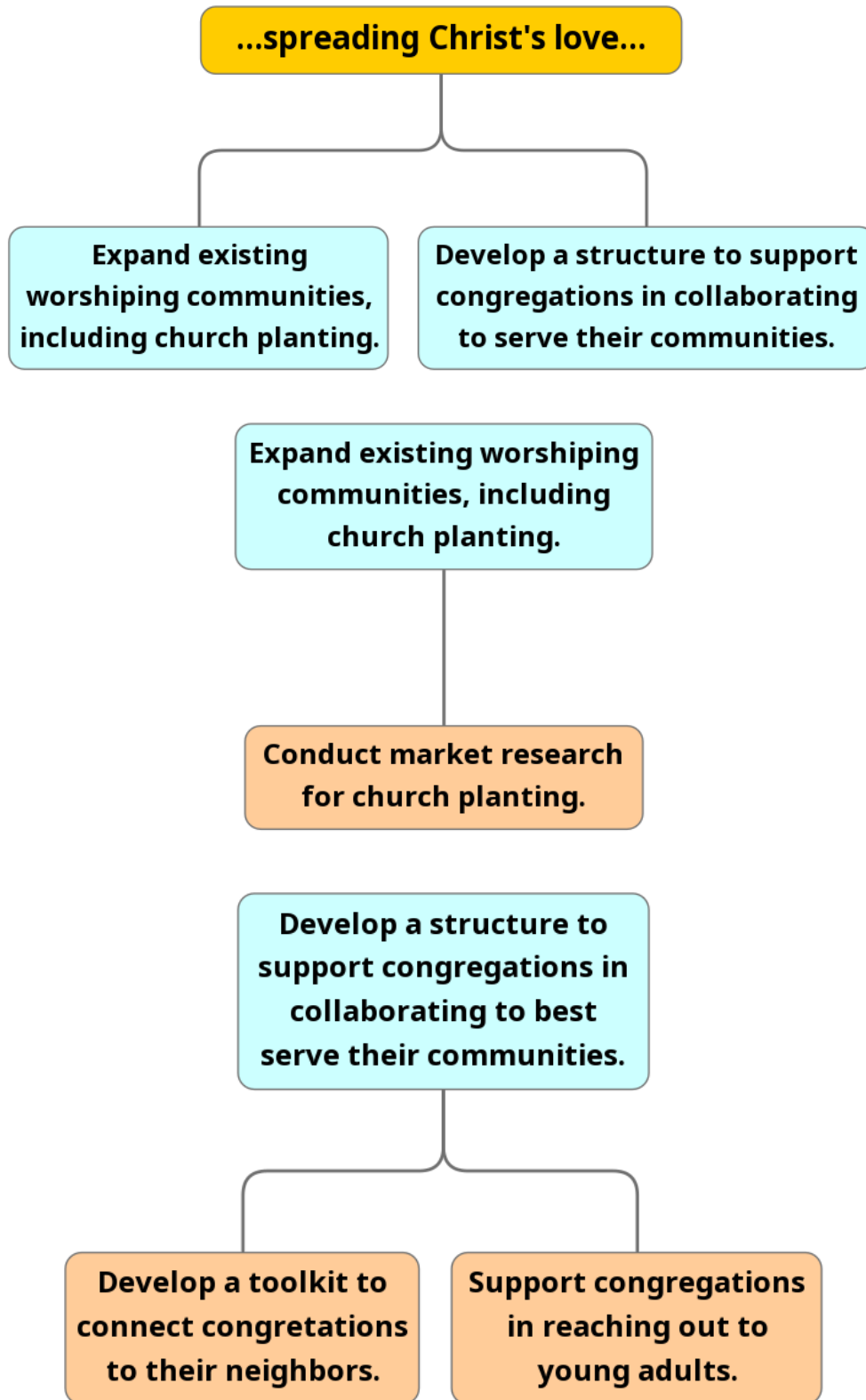
The following chart lays out the components of the new vision, starting with the new Vision statement. From there flows the four parts of the new Mission statement, and under each section, we have laid out two to three goals. Under each goal, we have articulated two to five initiatives that diocesan leadership, through various new and existing bodies, will implement to reach those goals. The initiatives are explained more fully in the main body of this report.

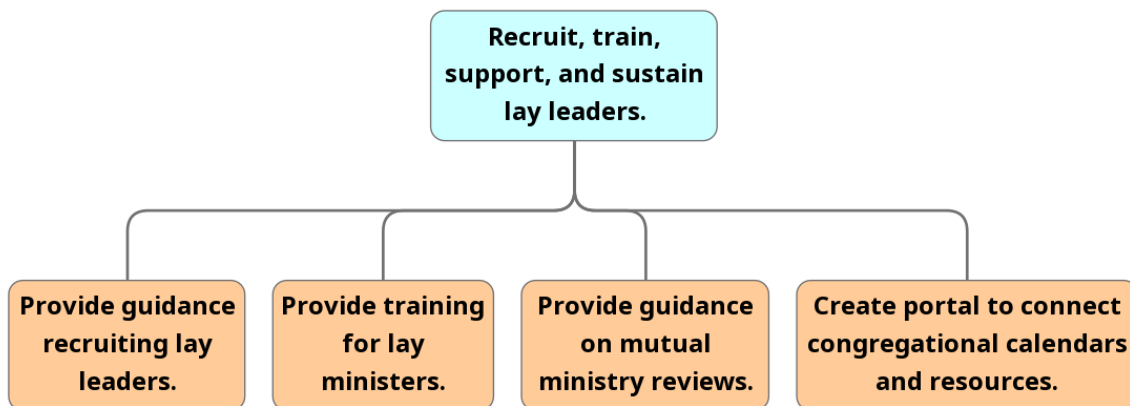
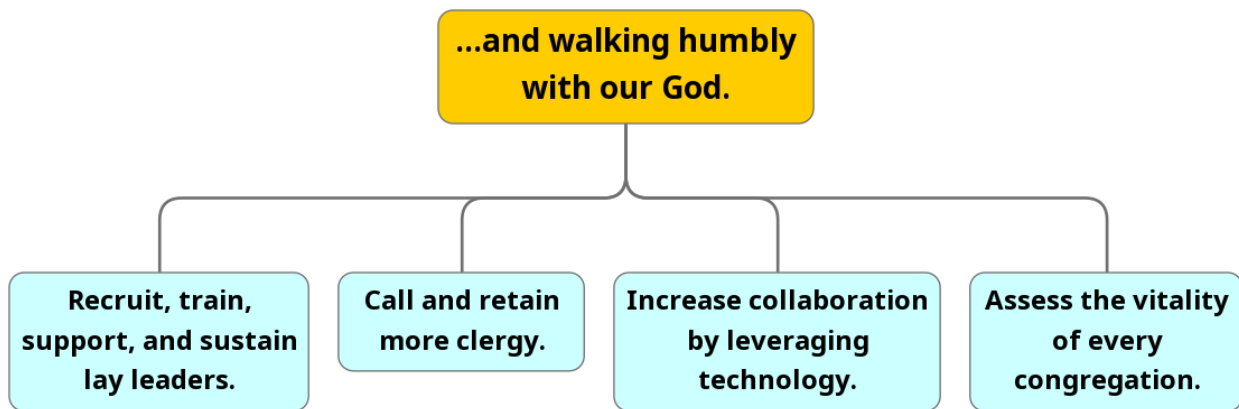




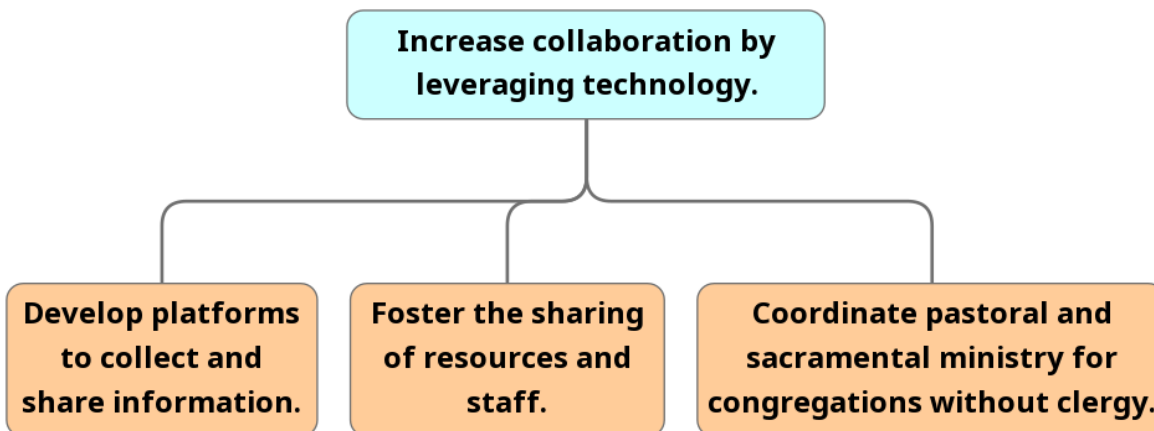


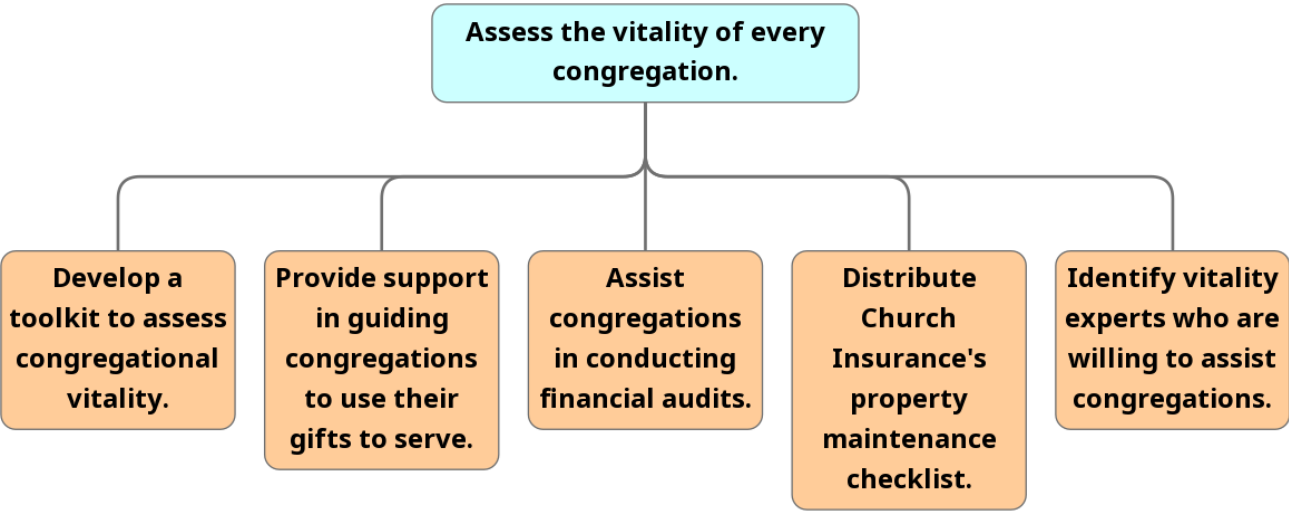






**Call and retain more clergy.**





# The Strategic Vision

## Mission Area: Through the liberating Gospel of Jesus

This area includes how we explain who we are as The Episcopal Church: it's how we tell our story, including what our history has taught us. Through sharing our story and personal formation, the gospel empowers us to build relationships and learn from others. The work of evangelism includes healing and reconciliation with our neighbors.

### Goal One for Storytelling: Increase communication skills and capacity within every congregation.

Initiative 1	Priority	Assignment	Metric
Form communicators groups in each deanery which meet regularly to share ideas, offer support, and receive communication tools training.	Year 1	Each deanery to identify at least one person to work with the Director of Communications	Implementation Metric: Each deanery has a group meeting. Deans are facilitating and supporting the groups.  Success Metric: <ul style="list-style-type: none"> <li>● Participation that is producing good resources.</li> <li>● Satisfaction in the communication tools being used.</li> <li>● Congregations are posting on social media.</li> <li>● Any congregational growth/engagement.</li> </ul>
Why is this important? <ul style="list-style-type: none"> <li>● It will develop "in house" resources within the congregation.</li> <li>● It will support the existing deanery structure.</li> <li>● The diocesan leadership has available support and training of new communication tools.</li> </ul>			

Initiative 2	Priority	Assignment	Metric
<p>Assess and support the technology capacities, websites, and social media of all congregations.</p>	<p>Year 1</p>	<p>New Deanery Communicators Groups</p> <p><u>Additional support</u> Deans</p> <p>Congregational leadership</p> <p><u>Staff Liaison</u> Director of Communications</p>	<p>Implementation Metric:</p> <ul style="list-style-type: none"> <li>● Initiative input,output and outcome has been achieved.</li> <li>● Short term goals are met.</li> <li>● Long term goals are met.</li> <li>● Communication metrics are complete.</li> </ul> <p>Success Metric:</p> <ul style="list-style-type: none"> <li>● Performance</li> <li>● Impact</li> <li>● Success</li> <li>● Growth of congregation</li> </ul>

Why is this important?

- Churches need to advertise their distinctive presence in the community, but many websites and social media do not share who we are as The Episcopal Church.
- Investing in improving communications capacities over the long term will make congregations more sustainable.
- We must ensure that congregations are supported so that communications are current and relevant.

## Goal Two for Storytelling: Share who we are as The Episcopal Church with our wider community.

Initiative 1	Priority	Assignment	Metric
<p>Develop a communications and branding strategy using many types of media for the Diocese and congregations:</p> <p>Websites, social media, billboards, newspapers, flyers, t-shirts, promotional swag (bumper stickers, pins, buttons, key chains).</p>	Year 1	<p>New Deanery Communicators Groups</p> <p><u>Staff Liaison</u> Director of Communications</p>	<p>Implementation Metric: Congregations have the swag and are using it.</p> <p>Success Metric: Measure traffic to congregation websites.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• To let people know that we exist and are open to all.</li> <li>• To let people know how and why we worship</li> <li>• To inform people of our community outreach.</li> </ul>			

**Goal for Christian Formation:** Offer comprehensive Christian formation for all ages that leverages technology, pedagogical best practices, and diocesan resources and expertise.

Initiative 1	Priority	Assignment	Metric
<p>Develop a comprehensive, local program for Christian formation for all ages, grounded in the lessons of our past and looking towards a more just future.</p>	<p>Year 1</p>	<p>New Diocesan Christian Formation Working Group - Bishop to appoint</p> <p>Support from Diocesan Commission on Racial Justice &amp; Reconciliation</p> <p><u>Staff Liaison</u> Canon for Common Mission</p>	<p>Implementation Metric: Members have been recruited, and the group is meeting regularly.</p> <p>Success Metric: Half of the congregations are using the program, and there is general satisfaction with the program.</p>

Why is this important?

- As our needs for the Diocese are evolving, our focus on Christian formation is essential to spiritual growth and spreading Christ's love.
- The formation of lay leadership is essential to support clergy and congregations currently without a priest.
- Christian formation must be [tailored/expanded/reinvented] to engage children, youth and adults with both in-person or virtual programs.
- As with the Collaboration initiatives, this initiative allows us to share resources and expertise across churches and removes the burden of program development from our smaller congregations.
- Identifying and/or developing program(s) available to all worship communities is the most efficient use of our resources. Sharing resources helps prevent us from "reinventing the wheel."

Initiative 2	Priority	Assignment	Metric
Leverage St. Christopher Camp and Conference Center for formation for all ages, including weekend and week-long formats.	Year 1	New Diocesan Christian Formation Working Group  <u>Staff Liaison</u> Canon for Common Mission  St. Christopher Camp and Conference Center Director	Implementation Metric: St. Christopher staff, in collaboration with the formation working group, has scheduled at least one week-long program and at least one weekend program per quarter at St. Christopher Camp and Conference Center.  Success Metric: By 2026, half of the congregations are participating in at least one of the programs.
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• St. Christopher Camp and Conference Center offers an escape from busy lives to support congregational growth, as well as the formation of new congregations.</li> <li>• The opportunity for Christian formation is sparked in ministry for children, youth and adults at St. Christopher Camp and Conference Center.</li> <li>• A centralized diocesan center for in-person spiritual development.</li> </ul>			



Initiative 3	Priority	Assignment	Metric
<p>Make new and existing programs available using technology to reach a wide diocesan audience.</p>	<p>Year 1</p>	<p>New Diocesan Christian Formation Working Group</p> <p><u>Staff Liaison</u> Canon for Common Mission</p>	<p>Implementation Metric: More than 50% of congregations in each deanery participating in diocesan-wide programs online.</p> <p>Success Metric: 75% of smaller congregations with online services available on Sunday. Another success metric could be how many congregations share info online on a regular basis.</p>

Why is this important?

- Many of our congregations do not have full-time clergy and several congregations are sharing clergy. Some congregations do not have the capacity or critical mass to offer programming alone.
- The use of technology allows more people to participate in diocesan-sponsored events.
- We can then develop Sunday school classes for children and adults, making them available through Zoom, Facebook or other easy-to-use applications.
- Programs can be recorded for use at other times, and would allow the Diocese to build a library of sermons or classes.
- Since several congregations in our Diocese have already implemented technology, we can share their knowledge and expertise.

## Mission Area: We are seeking justice

This area reflects a critical way we act as Christians out in the world. Our actions often speak louder than our words—and this work is essential to creating the transformation in the world that we seek. It is also an important way to build the Church.

### Goal One for Justice: Advocate for justice.

Initiative 1	Priority	Assignment	Metric
Tell our history in a way that uses the lessons of our past to move us toward a more just future.	Year 1	Small team TBD	<p>Implementation Metric: Do we know where to find records of our history? Have we identified social justice issues and how we have handled them?</p> <p>Success Metric: Have we openly and honestly assessed our response to social justice and put in place means to do better.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• We must understand where we have been and what we have done or not done in order to responsibly move forward. [Learned from our mistakes.]</li> <li>• Our written history requires updating since the 1950s.</li> </ul>			

Initiative 2	Priority	Assignment	Metric
<p>Support existing diocesan groups and form new ones to address and collaborate on ongoing justice issues, particularly those related to the history of the Diocese, including racism, LGBTQ+ rights, and environmental justice.</p>	<p>Year 2</p>	<p>Diocesan Commission on Racial Justice &amp; Reconciliation</p> <p>Other justice related affinity groups</p>	<p>Implementation Metric: The group is formed, meeting regularly, and has developed at least one issue for diocesan leadership to promote.</p> <p>Success Metric: Diocesan leadership is regularly promoting justice issues out in the wider community, and the Diocese builds its reputation for active engagement in justice issues.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• Having a diocesan-wide network of groups that focus on social justice issues will help us unite, share ideas and find ways to work together to promote this important work.</li> <li>• This will connect those in the diocese with special interests and concerns so that they may work together.</li> </ul>			

**Goal Two for Justice:** Center creation care ministries at St. Christopher Camp and Conference Center.

**Initiative Notes**

The discernment process for St. Christopher Camp and Conference Center will generate the initiatives for this area.

## Mission Area: Spreading Christ's love

Church planting and growing missional communities fall into this area. We share the message of Christ's love in our wider communities by addressing needs through service and advocacy.

### Goal One for Congregational Development: Expand existing worshiping communities in number and diversity, including church planting.

Initiative 1	Priority	Assignment	Metric
Conduct market and demographic research for church planting and church growth.	Year 2	New Congregational Development working group	<p>Implementation Metric: Conducting the research and developing a plan.</p> <p>Success Metric: Identify our options for church planting and growth.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• We recognize that each geographical area of the diocese is unique and this work will acknowledge the changing demographics of the diocese.</li> <li>• Market research could allow more efficient and successful efforts to expand churches and their ability to serve communities.</li> </ul>			

## Goal for Evangelism: Develop a structure to support congregations in collaborating with other churches and organizations to best serve their communities.

Initiative 1	Priority	Assignment	Metric
<p>Develop a toolkit of resources and ideas that congregations can use to connect to their neighbors, other churches, and community organizations, share who we are as The Episcopal Church, and work together to meet community needs.</p>	<p>Year 2</p>	<p>New Congregational Development Group</p> <p>New Deanery Communicators Groups</p> <p>Contact person from each congregation with local programs wanting support.</p> <p><u>Staff Liaisons</u> Canon for Leadership</p> <p>Canon for Common Mission</p>	<p>Implementation Metric: The clearinghouse is in place, being actively marketed, and a few congregations are using it.</p> <p>Success Metric:</p> <ul style="list-style-type: none"> <li>• Growth/engagement in our congregations - particularly from marginalized groups.</li> <li>• 95-100% of congregations are doing things in their communities.</li> </ul>

### Why is this important?

- Many people in our communities do not know who we are, and we need to explain it multiple ways.
- Information will be located in one place that is available to all and can be updated easily.
- We need to make sure our communities know that our support of and welcome to them extends beyond Sunday mornings.
- It allows an approach to evangelism that can be flexibly applied by churches throughout the diocese and is consistent at its core.
- It takes the pressure to reinvent the wheel off smaller congregations or those with fewer resources.

Initiative 2	Priority	Assignment	Metric
<p>Develop a tool kit to support congregations in reaching out to local young adults, in college, vocational schools, and the workforce.</p>	<p>Year 2</p>	<p>New Congregational Development Group</p> <p>Staff Liaison: Canon for Leadership</p>	<p>Implementation Metric: the tool kit is up on the portal, being marketed, and a few congregations are using it to set up ministries.</p> <p>Success Metric: All congregations near campuses have active ministries for college students.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• The spiritual needs and growth of college students are as important as any other part of our society and may be in greatest need given their age and stage in life.</li> <li>• As a general statement the churches in our diocese are aging. If we wait until college students graduate to reach out to them it may be too late for our churches and will diminish our chances of successfully engaging with them.</li> </ul>			

## Mission Area: Walking humbly with our God

This area covers how we do the work of the Church. We develop our skills to lead, we work together and support each other, and we use our resources wisely, so that future generations can continue this work.

### Goal Two for Congregational Development: Recruit, train, support, and sustain lay leaders to collaborate with clergy in ministry.

Initiative 1	Priority	Assignment	Metric
Provide guidance on how to recruit and form lay leaders.	Year 1	New Congregational Development working group	<p>Implementation Metric: Number of lay leaders at the congregation/worship community, deanery, and diocesan levels.</p> <p>Success Metric: 25% increase in lay leadership at each level in Year 1.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>This initiative provides congregations and worshipping communities with information about best practices for recruiting lay leaders to engage in mutual ministry.</li> </ul>			

Initiative 2	Priority	Assignment	Metric
Provide support and training for lay ministers: vestries, Christian formation leaders, spiritual care ministers, LEMs, Stephen Ministers, and others.	Year 1	New Congregational Development working group	<p>Implementation Metric: A comprehensive plan, approved at the diocesan level and supported by congregations and worshipping communities.</p> <p>Success Metric: Number of trained lay leaders (specific metrics are unique to each training session) Satisfaction of participants.</p>

Why is this important?

- This initiative addresses the training of lay leaders by developing and/or providing instructional materials and learning opportunities that prepare lay leaders for a wide variety of ministries.

Initiative 3	Priority	Assignment	Metric
Provide guidance on conducting Mutual Ministry Reviews.	Year 1	New Congregational Development working group	<p>Implementation Metric: Mutual ministry resources are made available to all congregations and worship communities.</p> <p>Success Metric: Number of congregations and worshipping communities conducting mutual ministry reviews. Satisfaction of users.</p>

Why is this important?

- This initiative provides information and resources to clergy and lay leaders to conduct mutual ministry reviews that allow them to assess the impact of their ministries.



Initiative 4	Priority	Assignment	Metric
<p>Create a diocesan portal to connect congregational calendars, resources, and other opportunities to support lay leaders.</p>	<p>Year 1</p>	<p>New Congregational Development working group</p>	<p>Implementation Metric: The number of posts (calendar events, resources, opportunities) on the portal.</p> <p>Success Metric: Participation in shared events. User satisfaction with the portal.</p>
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>• This initiative will support and sustain lay leaders by creating a digital portal to share information and resources related to mutual ministry.</li> </ul>			

## Goal Three for Congregational Development: Call and retain more clergy.

Initiative	Priority	Assignment	Metric
The Office of the Bishop, transition officer, and the Commission on Ministry will collaborate to call and retain more clergy.	Year 1	Office of the Bishop  Commission on Ministry	
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>This initiative addresses an emerging imbalance between congregations in need of clergy and the number of clergy who are available.</li> <li>This initiative will help the Diocese to be as well-positioned as possible to adequately serve our congregations.</li> </ul>			

Initiative	Priority	Assignment	Metric
Maintain existing and establish new groups to support clergy, including Thriving in Ministry and newcomers' groups.	Year 1	Canon for Common Mission	
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>This initiative will continue to build resilience, collaboration, and connective tissue within the clergy collegium.</li> </ul>			

**Goal for Collaboration:** Increase collaboration through the deaneries and affinity groups, leveraging technology as appropriate, to share worship, formation, and ministry activities and resources.

Initiative 1	Priority	Assignment	Metric
Identify and develop the necessary tools and platforms for the collection and sharing of information across the diocese, potentially including the diocesan website and The Episcopal Church Asset Map.	Year 1	Diocesan Council Appointee  <u>Staff Liaison</u> Communications Director	Implementation Metric: A clearinghouse is set up and accessible to all congregations.  Success Metric: If people are using it and sharing ideas. Quantify participation through Google Analytics.
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>This will enhance collaboration through sharing information about ministry activities.</li> </ul>			

Initiative 2	Priority	Assignment	Metric
Foster the sharing of resources, considering clergy, music directors and other staff.	Year 1	Diocesan Council Appointee  <u>Staff Liaison</u> Canon for Common Mission	Implementation Metric: By Year One, a working group is established and working with congregations that want to share resources with other congregations.  Success Metric: By Year Three, at least 3 collaborative models are active with more resources going toward active ministry in the wider communities. Satisfaction of the congregations participating in the collaboration.
<p>Why is this important?</p> <ul style="list-style-type: none"> <li>This initiative will promote collaboration through a sharing of lay leaders, musicians, and clergy with the skills to enhance worship.</li> <li>The Deaneries can better support their congregations.</li> </ul>			

Initiative 3	Priority	Assignment	Metric
At the deanery level, coordinate pastoral and sacramental ministry for congregations without regular clergy coverage.	Year 1	Diocesan Council Appointee  <u>Staff Liaison</u> Canon to the Ordinary	Implementation Metric: All congregations interested in this support have a priest "assigned" to them.  Success Metric: Satisfaction of congregations and "to go" priests.

Why is this important?

- This collaboration will ameliorate the pain in small congregations without a permanent priest.
- Important for leadership, too, to have a designated "go to" clergy person for crises and other important occasions in the life of the congregation.

**Goal for Stewardship:** Assess the vitality of every congregation and support them in determining how to best use their gifts and stewards their resources or the work of Christ.

Initiative 1	Priority	Assignment	Metric
Develop a toolkit to assess the health, vitality, and sustainability of every congregation, and help congregations in interpreting the assessment.	Year 1 - Evaluation  Year 2 - Congregation using assessment tool	Stewardship & Development Committee  Diocesan staff	Implementation Metric: A methodology is available and piloted in a small number of congregations.  Success Metric: The toolkits are effective and congregations are addressing key issues.

Why is this important?

- This initiative will develop expertise in our congregations to do this work, and diocesan leadership can find and develop the external resources that will work in the Diocese.
- Before we can do stewardship, we need to know where we are.
- Diocesan leadership is a partner with the congregations, who are not alone in addressing their stewardship issues.

Initiative 2	Priority	Assignment	Metric
Develop a toolkit to provide needed support in guiding congregations to use their gifts—buildings, property, resources— to serve their communities.	Year 1	Stewardship & Development Committee  Diocesan staff	Implementation Metric: The tool kit is available on the diocesan portal and some congregations are using it.  Success Metric: Church properties are being used by both the congregations and others in the wider community in creative ways.

Why is this important?

- This initiative helps to leverage resources, especially for congregations who have needs in this area.
- This initiative helps congregations to use resources to assist with community needs.
- For congregations with large physical plants, alternative and community uses could lessen financial requirements and enhance community involvement.

Initiative 3	Priority	Assignment	Metric
Assist congregations in conducting financial audits.	Year 2 - due to need to vet auditors	Diocesan Finance Committee  <u>Staff Liaison</u> Canon for Finance & Administration	Implementation Metric: Auditors (or auditing teams) are trained, and all congregations have assigned auditors.  Success Metric: All congregations complete audits within the timeline required by Canons.

Why is this important?

- Congregations need to have financial stability and this helps them to build a plan to move in that direction.
- Distributes expertise across all congregations, as some congregations don't have people with this skill set.
- Supports the sharing of resources.

Initiative 4	Priority	Assignment	Metric
Distribute Church Insurance Companies' property checklist.	Year 1	Diocesan Finance Committee	Implementation Metric: All churches have the checklist and handbook.  Success Metric: Feedback on the use of the handbook—and updated maintenance of buildings.

Why is this important?

- To insure the stewardship of real property owned by the congregation.
- The checklist and handbook will provide a framework for assessing property in the absence of an expert on the staff.
- Congregations need a way to track manuals and how to manage their assets.

Initiative 5	Priority	Assignment	Metric
Identify vitality experts who are willing to assist congregations with stewardship and other areas.	Year 3 - need time to recruit experts and assess individual congregation needs	Stewardship & Development Committee  Diocesan staff	Implementation Metric: Experts are identified and recruited and the clearing house is up and running.  Success Metric: If these experts are used and how they are received.

Why is this important?

- Since many congregations have reduced numbers and changed or temporary facilities, they do not have people who can manage these tasks within the congregation.

## Appendix A: Cost Summary

The costs per year listed below reflect initial estimates for the amount of funds needed in each year to implement the initiatives. Like the other parts of the plan, we view these figures as a living document, subject to ongoing review and revision. Some of the costs will be recurring, but others are a one time cost. Costs are fully explained under each initiative in [Appendix B: Timeline for Implementation](#).

Year 1	Item	Cost
One-time	Storytelling One - Init. 2 - Technology support for congregations	\$20,000.00
	Storytelling Two - Init. 1 - Branding materials	\$ 5,000.00
	Christian Formation - Init. 1 - Formation program	\$ 2,000.00
	Congregational Development Two - Init. 2 - training program	\$10,000.00
	<i>One-time costs Subtotal</i>	\$37,000.00
Recurring	Storytelling One - Init. 1 - Caffeinated Church memberships	\$ 2,000.00
	<i>Recurring costs Subtotal</i>	\$ 2,000.00
	<b>TOTAL Year 1</b>	<b>\$39,000.00</b>

Year 2	Item	Cost
One-time	Justice One - Init. 2 - program cost	\$ 2,000.00
	Evangelism - Init. 1 - Logo gear and printing	\$10,000.00
	Evangelism - Init. 2 - YA toolkit	\$ 1,500.00
	<i>One-time costs Subtotal</i>	\$13,500.00
Recurring	Storytelling One - Init. 1 - Caffeinated Church memberships	\$ 2,000.00
	<i>Recurring costs Subtotal</i>	\$ 2,000.00
	<b>TOTAL Year 2</b>	<b>\$15,500.00</b>

Year 3	Item	Cost
One-time		
<i>One-time costs Subtotal</i>		\$ 0.00
Recurring	Storytelling One - Init. 1 - Caffeinated Church memberships	\$ 2,000.00
	Stewardship One - Init. 3 - Travel costs for volunteer experts	\$ 5,000.00
<i>Recurring costs Subtotal</i>		\$ 7,000.00
TOTAL Year 3		\$ 7,000.00

## Appendix B: Timeline for Implementation

The following timeline represents a variety of detailed, granular proposals under each item of the Strategic Vision, including estimates as to cost, the assignment of leaders, possible next steps, and an initial set of resources to consider in carrying out our vision. The “How” and “Why” Working Teams developed these proposals over about ten weeks, working individually and collaboratively. We expect that as our vision bears fruit, this living document will continue to be adjusted.

**YEAR ONE:**

- **Storytelling Goal One - Initiative 1:** Form communicators groups in each deanery that will meet to share ideas, offer support, and receive communication tools training.
  - **Cost:** - \$2,000 in 2 membership accounts to Caffeinated Church - will cover up to 50 memberships (one per church), plus each member pays \$20 a year (instead of \$60).
  - **Assignment:** Each deanery to identify at least one person to work with the diocesan Director of Communications.
  - **Next Steps:**
    - Working with the diocesan Director of Communications, develop a list of communicators from each congregation.
    - Determine the interest for collaboration and membership in Caffeinated Church and other resource sharing platforms.
    - Initiate support from the deans for these communicators groups.
  - **Resources:**
    - The [Caffeinated Church](#) provides resources for communicators and administrators. Monthly collaboration meetings and expert-led workshops are available with a membership. EDSC is considering enrolling in this program.
    - The Episcopal Diocese of Western North Carolina this summer



offered four workshops for church communicators in the diocese on the following topics: Essential Tools for Church Communications, Websites and the Episcopal Asset Map, Newsletters and Social Media; and Media Outreach. The videos can be found on YouTube at this link:

<https://www.youtube.com/playlist?list=PLyEN10joSuwIZRE-MPIvETJiKMCleUYWB>

- The Episcopal Diocese of Texas offers a private facebook group as a location for sharing resources between congregations:  
<https://www.facebook.com/groups/txdiocesecomunicators>
  - The Episcopal Diocese of Maryland invites communicators in the diocese to join the “Communicators Group” to collaborate and share resources and stories.
  - Other dioceses offer regular zooms or regular newsletters. In the past the Diocese of South Carolina Director of Communications emailed congregational communicator contacts monthly to share information on upcoming events and provide resources.
- **Storytelling Goal One - Initiative 2:** Assess and support the technology capacities, websites, and social media of all congregations.
    - **Cost:** - \$20,000 in diocesan support to under-resourced congregations. [For individual congregations: Wi-Fi/internet provider \$1596 and \$141 domain charge annually for website; website hosting \$500 or less].
    - **Assignment:** New Deanery Communicators Groups. Additional support: Other congregations where “piggybacking” off their technological capacities might be possible.
    - **Next Steps:**
      - Develop an assessment tool for websites and social media.
      - Secure commitment from deaneries to communicate with congregations.
      - Secure commitment from congregations to access websites and social media.
      - If applicable, work with community organizations to make internet service and wifi available.
      - In a congregation with no internet access, canvas congregants to secure a possible donation of internet service.
    - **Resources:**
      - <https://pastorwill.net/church-website-self-evaluation-tool/>
      - Amplified Impact - [Church Website Effectiveness Assessment](#)
      - Local internet/wi-fi providers
  - **Storytelling Goal Two - Initiative 1:** Develop a communications and branding strategy using many types of media for the Diocese and congregations. Include

websites, social media, billboards, newspapers, flyers, t-shirts. promotional swag, bumper stickers, pins, buttons, key chains.

- **Cost:** \$5,000 from diocesan budget to help under-resourced congregations. Congregations might plan for \$1,000-\$2,000 from their budgets for identifying material (bulletins, pins, pendants, shirts).
- **Assignment:** New Deanery Communicators Groups
- **Next Steps:**
  - At Convention, offer diocesan promotional materials including "Creation Care" shopping bags, bumper stickers, 2-3 other swag items. Include diocesan website and a QR code on the swag.
  - Include the Episcopal shield and new logos on promotional materials.
  - On diocesan and congregational websites, include history and why we do what we do.
  - Create a digital storefront with various items with our logo(s) that congregations may customize and order the items that fit the needs of each community.
- **Resources:**
  - The Episcopal Church [Visual Identity Guide](#)
  - Way of Love [print materials](#)
- **Christian Formation Goal - Initiative 1:** Develop a comprehensive, local program for Christian formation for all ages, grounded in the lessons of our past and looking towards a more just future.
  - **Cost:** - \$2,000 to cover shared materials and resources. Churches will cover expenses related to books or programs that are used locally.
  - **Assignment:** New Diocesan Christian Formation Working Group
  - **Next Steps:**
    - Create a diocesan working group with support from the Bishop's designee.
    - Gather information on current and available offerings both in person and on Zoom.
    - Research existing formation programs and choose one to pilot.
    - Determine what training is needed to allow congregations/individuals to access the formation offerings.
    - Provide funding for needed training and equipment to promote online training.
    - Make the programs available on the shared diocesan portal.
    - Meet by deanery to inform and offer training to congregations.
  - **Resources:**
    - [Lesson Plans That Work \(episcopalchurch.org\)](http://www.episcopalchurch.org)
    - <https://www.forma.church/> (Network for Christian Formation for The Episcopal Church and beyond)
    - [EFM](#).

- The Episcopal Church's [Sacred Ground](#)
  - Virginia Theological Seminary Lifelong Learning: <https://vts.edu/lifelong-learning/>
  - ChurchNext - online platform through Forward Movement <https://www.churchnext.tv/library/>
  - Episcopal Diocese of Virginia's [Christian Formation](#)
  - Unitarian-Universalist Association - [Creating a Justice -Seeking Congregation](#)
  - United Church of Christ - [Justice Training Resources](#)
  - [Charleston Justice Ministry](#)
- **Christian Formation Goal - Initiative 2:** Leverage St. Christopher Camp and Conference Center for formation for all ages, including weekend and week-long formats.
  - **Cost:** - TBD
  - **Assignment:** New Diocesan Christian Formation Working Group
  - **Next Steps:**
    - In collaboration with St. Christopher, develop a schedule of annual programs for all ages.
    - Include the already scheduled Happening 6 as one of the programs.
    - Integrate programming at summer camps with other youth programs.
    - Work with deaneries to advertise the programs.
    - Continue clergy, congregation and vestry retreats.
  - **Resources:**
    - [Camp DeWolfe](#) (Episcopal Diocese of Long Island)
- **Christian Formation Goal - Initiative 3:** Make new and existing programs available using technology to reach a wide diocesan audience.
  - **Cost:** No costs for using existing technology. Congregations may need to spend funds if they do not currently have technology capacity in their buildings - \$500-\$5,000 per congregation.
  - **Assignment:** New Diocesan Christian Formation Working Group
  - **Next Steps:**
    - Determine if this is a requirement or not; identify whether this should be done at congregation's discretion, diocesan-wide, or within the deaneries.
    - Talk to deaneries and ask for suggested technical help within deanery and each congregation.
    - Give a presentation to each deanery regarding design and potential costs of all parts of the implementation plan.
    - Identify a point person within each congregation for communications and check in.
    - Advertise EfM, which is offered online, diocesan-wide as a test

- program.
- **Resources:**
    - Episcopal Parish Network [Technology](#) which contains a 45 minute “how to” video as well as links to other information.
    - The Episcopal Church’s [Director, Information Technology](#) is in charge of implementing technology in Episcopal churches in the U.S.
    - Church of the Messiah in Myrtle Beach has created a “how to” book for streaming church events and their technical person has offered support as we get closer to implementation.
  - **Justice Goal One - Initiative 1:** Tell the history of our diocese in a way that uses the lessons of our past to move us toward a more just future.
    - **Cost:** volunteer time only
    - **Assignment:** Small team TBD
    - **Next Steps:**
      - Identify the diocesan staff member
      - Identify team leader(s), including historians and storytellers
      - Form team: invite members of the diocese who are interested to participate; and with the help of diocesan staff and deans, have the team leaders invite some folks to join the team.
      - Research where our history is housed: Charleston Library; Historical Society; diocesan website; books; articles; congregational archives; etc.
      - Look at our social justice history: what have we done well; what might we have done better; and how can we make amends.
    - **Resources:**
      - There is a brief history of the diocese on our website, as well as the history prepared for the most recent bishop search process.
      - According to the diocesan historian, many relevant records are available in the South Carolina Room at the main branch of the Charleston Library. This includes newspaper articles containing sermons to collections from individual congregations and priests.
      - Historical diocesan documents in ACNA possession are expected to be turned over to the diocesan archives.
      - Additionally, individual congregations have varying degrees of archival information that they maintain. There is much work to be done in centralizing our history.
      - Convention journals are online with the University of SC. An example from 1822: <https://digital.tcl.sc.edu/digital/collection/chchconfmin/id/18388/rec/3>
      - The link to old convention journals on the Internet Archive: <https://archive.org/search?query=creator%3A%22Episcopal+Churc>

[h.+Diocese+of+South+Carolina.+Convention%22](#)

- **Congregational Development Goal Two - Initiative 1:** Provide guidance on how to recruit and form lay leaders.
  - **Cost:** Minimal for making information available. Unknown format at this time.
  - **Assignment:** TBD
  - **Next Steps:** January-May 2024: :
    - Form the congregational development working group (same group from Goal One for Congregational Development).
    - Identify relevant leadership development resources.
    - Make information available to congregations and worshipping communities on a shared diocesan portal (see Initiative 4).
    - If needed and appropriate, plan and conduct a diocesan-level workshop on recruiting lay leaders.
    -
  - **Resources:**
    - Episcopal Diocese of Los Angeles Discernment to Lay Leadership: [Resources for Lay Leadership Development - Episcopal Diocese of Los Angeles \(diocese.org\)](#)
    - Episcopal Church Foundation provides many resources, such as: <https://www.ecfvp.org/webinars/33/identifying-recruiting-new-leaders>
    - Lutheran resource: <https://www.lutherancore.website/2023/03/13/how-your-congregation-can-identify-enlist-and-train-part-time-lay-ministers/>
- **Congregational Development Goal Two - Initiative 2:** Provide support and training for lay ministers: vestries, Christian formation leaders, spiritual care ministers, LEMs, Stephen Ministers, and others.
  - **Cost:** \$10,000 for training programs, etc.
  - **Assignment:** New Congregational Development working group
  - **Next Steps:**
    - Review existing resources for ministry development and training.
    - Determine the training format - in-person, online, or hybrid.
    - Train the trainers in each ministry area.
    - Work with the deans to make the training available
    - Fall 2024: Offer training to various groups across the Diocese.
  - **Resources:**
    - Episcopal Church Foundation Resources for training lay leaders: [ECF Vital Practices - Episcopal Church Foundation](#)
    - Christian Education Resources for The Episcopal Church: [ce\\_catalog\\_fall\\_16.pdf \(churchpublishing.org\)](#)
    - [Starting a Lay Pastoral Care Team, Diocese of RI: Starting a Lay Pastoral Care Ministry Team - Episcopal Diocese of Rhode Island](#)

- [\(\[episcopalri.org\]\(http://episcopalri.org\)\)](http://episcopalri.org)
    - [Digital Resources – The Episcopal Church](#)
    - [TECcast – Podcasts from The Episcopal Church](#)
    - ChurchNext has training videos for lay leadership positions.
- **Congregational Development Goal Two - Initiative 3:** Provide guidance on conducting Mutual Ministry Reviews.
  - **Cost:** Minimal. Resources are free. Unknown at this time if a workshop is used.
  - **Assignment:** New Congregational Development working group
  - **Next Steps:**
    - Identify and vet mutual ministry review resources.
    - Make mutual ministry review resources available to congregations and worshipping communities on a shared diocesan portal (see initiative 4).
    - If needed and appropriate, plan and conduct a workshop on mutual ministry reviews.
  - **Resources:**
    - Episcopal Diocese of Texas Guide to Mutual Ministry Review, which was used at St Mark's Port Royal [III \(rackcdn.com\)](#)
    - Holy Cow Consulting offers an assessment tool.
- **Congregational Development Goal Two - Initiative 4:** Create a diocesan portal to connect congregational calendars, resources, and other opportunities to support lay leaders.
  - **Cost:** Depends on the application
  - **Assignment:** New Congregational Development working group
  - **Next Steps:**
    - Figure out which platform is best for wide dissemination of information.
    - Encourage people to sign up to access the portal.
  - **Resources:**
    - Diocese uses monday.com for project management
    - The Episcopal Church uses either Google Meet or Microsoft Teams, and most people are familiar with Google.
    - Air Table
- **Collaboration Goal - Initiative 1:** Identify and develop the necessary tools and platforms for the collection and sharing of information across the diocese, potentially including the diocesan website and The Episcopal Church Asset Map.
  - **Cost:** Time cost only
  - **Assignment:** Diocesan Council Appointee; [Staff Liaison](#) Communications Director
  - **Next Steps:**

- Collect and share information about ministry activities on the shared diocesan portal
    - Monday.com and Google Drive are already utilized by the diocese and can create a hub for congregations for all the resources being shared.
  - Resources:
    - Deans - to add content
    - Microsoft Teams, Google Meet, Monday.com and Google Drive
- Collaboration Goal - Initiative 2: Foster the sharing of resources, considering clergy, music directors and other staff.
  - Cost: Time cost only
  - Assignment: Diocesan Council Appointee; Staff Liaison Canon for Common Mission
  - Next Steps:
    - Identify existing collaboration between congregations and determine how well they are working and why.
    - Share information and available staff in the shared diocesan portal
    - Create affinity groups to allow congregational professionals to collaborate with each other.
    - Offer time at Diocesan Convention for affinity groups to meet in person.
  - Resources:
    - Any collaborations in the Diocese of SC that already exist
    - Episcopal Diocese of Washington - [Southern Maryland Collaboration](#)
    - Episcopal Diocese of Maryland - [Episcopal-Lutheran Partnership](#)
- Collaboration Goal - Initiative 3: At the deanery level, coordinate pastoral and sacramental ministry for congregations without regular clergy coverage.
  - Cost: Congregations will cover any travel costs.
  - Assignment: Diocesan Council Appointee; Staff Liaison Canon to the Ordinary
  - Next Steps:
    - Talk to current clergy members about how they are being engaged and the needs of the smaller congregations.
    - Determine which congregations want to participate - do a needs assessment.
    - Work with the Canon to the Ordinary and the Deans to assign a clergy contact for each congregation. In many cases this may be the dean of each deanery or a nearby retired clergy person.
    - Create a letter of agreement on what is expected (and not expected) of this role so all parties are clear on the extent of their assistance and availability.

- **Resources:**
  - Any existing relationships with clergy and under-resourced congregations.
- **Stewardship Goal - Initiative 1:** Develop a toolkit to assess the health, vitality, and sustainability of every congregation, and help congregations in interpreting the assessment.
  - **Cost:** Time cost only or potential purchase of an assessment tool
  - **Assignment:** Stewardship & Development Committee; diocesan staff
  - **Next Steps:**
    - After reviewing parochial reports, create a survey
    - Tie this into the Mutual Ministry Review.
    - Develop or identify an assessment tool to use in congregations.
    - Add information about the services that the other congregations are offering to the shared diocesan portal
    - Recruit experts to work with congregations on interpreting the assessment and offering support on next steps.
  - **Resources:**
    - ECF Congregational Vitality Assessment: <https://www.ecfvp.org/vestry-papers/article/978/congregational-vitality-assessment-tool>
    - Parochial reports to assess current resources of each congregation
    - Report on congregations returning to the Diocese
- **Stewardship Goal - Initiative 2:** Develop a toolkit to provide needed support in guiding congregations to use their gifts—buildings, property, resources— to serve their communities.
  - **Cost:** No cost
  - **Assignment:** Stewardship & Development Committee; diocesan staff
  - **Next Steps:**
    - Create a section for examples of creative church building uses on the shared diocesan portal
    - Identify and deploy experts who can work with congregations on how they might use their buildings.
  - **Resources:**
    - [Episcopal News Service](#) has multiple articles about property matters and uses.
    - ECF Vital Practices [article](#)
    - [Episcopal Evangelism Society](#)
    - Episcopal Diocese of Indiana - [Church Buildings for Collaborative Partnerships](#)
- **Stewardship Goal - Initiative 4:** Distribute Church Insurance Companies' property checklist.
  - **Cost:** Less than \$100 Church Insurance should provide their handbook to



- each congregation.
- **Assignment:** Diocesan Finance Committee
- **Next Steps:**
  - Distribute Church Insurance checklist to all clergy, vestries, and congregations regularly.
  - Post it on the shared diocesan portal
  - Consider a workshop at Diocesan Convention to share information.
  - Add questions about the checklist to the supplemental questions on the parochial report.
- **Resources:**
  - Church Insurance Company - [Safety Handbook](#) checklist for maintenance of church property on pages 23-27

## YEAR TWO:

- **Justice Goal One - Initiative 2:** Support existing diocesan groups and form new ones to address and collaborate on ongoing justice issues, particularly those related to the history of the Diocese, including racism, LGBTQ+ rights, environmental justice.
  - **Cost:** \$2,000 for program costs
  - **Assignment:** Diocesan Commission on Racial Justice & Reconciliation; other justice related affinity groups
  - **Next Steps:**
    - Determine whether this involves forming an umbrella justice commission - with the other groups acting as sub teams to it - so that all justice-related work is coordinated due to the intersectionality of these issues.
    - Identify and recruit members – perhaps through an open invitation – to join this new group.
    - Identify partner organizations to help us to connect to the wider community and begin conversations with them.
    - Identify issues that diocesan leadership can promote along with our partners.
  - **Resources:**
    - The Episcopal Church - [Justice and Advocacy](#)
    - Episcopal Diocese of Washington - [Equity and Justice](#)
    - Episcopal Diocese of Ohio's Racial Justice [Toolkit](#) (scroll down page to find download link)
    - Episcopal Diocese of Central Pennsylvania - [Social Justice Network](#)
    - Episcopal Church in Minnesota - [Engage](#)
- **Congregational Development Goal One - Initiative 1:** Conduct market and demographic research for church planting and church growth.
  - **Cost:**

- **Assignment:** New Congregational Development working group
- **Next Steps:**
  - Form the new Congregational Development working group.
  - Task the Administrator for Church Planting and Redevelopment (new position currently being added to diocesan staff) with researching demographics of areas of our diocese.
- **Resources:**
  - <http://maps.nazarene.org/ARDADemographics/>
  - <https://dfms-tec.maps.arcgis.com/apps/instant/portfolio/index.html?appid=0ed343c50da8439382690ad0ff2f2f96>
  - Census population projections:  
<https://www.census.gov/programs-surveys/popproj.html>
  - Lots of marketing research companies exist.
  - Brands of Faith: Marketing Religion in a Commercial Age by Mara Einstein. An online paper explaining why marketing is important for churches.
  - The Rev. Gray Lesesne from the Diocese of Indianapolis shares ideas from his church planting experience that could help build or revitalize any congregation. <https://www.youtube.com/watch?v=QcQZwILm7WU>
- **Evangelism Goal - Initiative 1:** Develop a toolkit of resources and ideas that congregations can use to connect to their neighbors, other churches, and community organizations, share who we are as The Episcopal Church, and work together to meet community needs.
  - **Cost:**
    - \$10,000 - to support under-resourced congregations for Episcopal Church and EDSC logo gear, printing costs, etc.
    - For congregations:
      - Caffeinated Church - Membership per church (up to 5 individuals) \$100/year
  - **Assignment:**
    - New Congregational Development Group
    - New Deanery Communicators Groups
    - Contact person from each congregation - with local programs wanting support.
  - **Next Steps:**
    - Determine the materials to include in the Tool Kit
      - Create a resource on best practices for congregations
      - Develop examples of ways that congregations can connect to their wider communities, including those who are marginalized.
      - Find and develop ideas about reaching out to our wider communities, for example:

- Reach out to the community with local churches and schools. For example, get permission to help with school supplies before the first day of school.
- Be present at local city and county meetings. Hand out bumper stickers, flyers, etc. with The Episcopal Church and Diocese of South Carolina slogans.
- Be a part of your local assisted living and nursing homes.
- Develop sample ads for newspapers, radio, social media posts that demonstrate our inclusiveness.
- Identify resources in other languages that can be used by non-English speaking groups.
- Ensure that websites, social media, and newsletters of all congregations have links to Diocese of SC, TEC, and Worldwide Anglican Communion.
  - Provide links to a list of churches by deanery on diocesan website.
- Add a “What to expect” section to all websites and Facebook pages.
  - Could also be adapted for bulletin insert or pew card.
- Develop common Usher/Greeter training on how to be welcoming, especially to newcomers
- Connect with deaneries to identify needs in individual communities.
- Deanery Facebook Group - Lists of regional soup kitchens and food pantries, blood drives, PFLAG Meetings, Local legislation updates,
- Resources:
  - Caffeinated Church (<https://caffeinatedchurch.org/>).
  - Sign Up Zone - Resource to sign up volunteers for events on Google Calendar(s)
  - Organizations addressing specific issues to consider: Food Insecurity, Homelessness, Education, Youth, Wellness.
  - Episcopalchurch.org - [Becoming Beloved Community](#)
  - Episcopalchurch.org - [LGBTQ+ resources](#)
  - BCP in [other languages](#)
  - Calvary, Louisville - [article](#) on their advocacy and language around inclusiveness
  - St. Mary's, Ardmore, PA - [sample language](#) for website
  - Evangelism Resources: <https://www.episcopalchurch.org/ministries/evangelism/resources/>
  - An article in “The Living Church” from March 11, 2020, titled *The Fasting-Growing Episcopal Churches*, gives information about how 10 (or at least those who responded) churches grew.

<https://livingchurch.org/2020/03/11/the-fastest-growing-episcopal-churches/>

- Episcopal Church Foundation Vital Practices  
<https://www.ecfvp.org/blogs/1/topic/23> - deals specifically with small churches.
  - Service - Rite Planning - to create full bulletins with music - Share memberships - \$360 year per account (up to 5 users)
  - Episcopal Diocese of Olympia ([ecww.org](http://ecww.org)).
  - Invite Welcome Connect - resource training tool by Cynthia Taylor with a 2 day workshop [<https://www.invitewelcomeconnect.com/>].
- **Evangelism Goal - Initiative 2:** Develop a tool kit to support congregations in reaching out to local young adults, in college, vocational schools, and the workforce.
    - **Cost:** \$1,500 for the tool kit (\$11.05 for the book, online resources)
    - **Assignment:** New working group; Staff Liaison: Canon for Leadership
    - **Next Steps:**
      - Begin with pre-existing programs, such as the joint Episcopal-Lutheran chaplaincy for the College of Charleston.
      - Research what other congregations (Episcopal and other denominations) do to connect with and serve college students living and studying near their churches.
      - Identify and share best practices.
      - Use a shared diocesan portal to disseminate resources that congregations can use.
      - Advertise the resources to congregations near college and university campuses.
      - Follow up with those congregations and help them to evaluate how well the programs are going.
    - **Resources:**
      - Stephen Lutz, College Ministry in a Post-Christian Culture (available on Amazon)
      - <https://everycampus.com/2021/12/22/10-steps-for-launching-a-church-based-ministry-on-a-college-campus/>
      - St. Anne's, Conway has a college program. The congregation sponsors scholarship singers and digital acolytes for local students.
  - **Stewardship Goal - Initiative 3:** Assist congregations in conducting financial audits.
    - **Cost:** No cost for Diocese - For congregations, estimated cost: of internal audit \$1,500 per congregation per year. For CPA \$7,500 per congregation per year.
    - **Assignment:** Diocesan Finance Committee; **Staff Liaison:** Canon for Finance & Administration
    - **Next Steps:**

- In coordination with the diocesan financial office, identify auditors experienced in church finances and who would visit the congregations on an annual basis.
- Enlist the expertise of diocesan Finance Committee to identify and vet the auditors.
- Provide training to the auditors
- Assign auditors/auditing teams to schedule audits with congregations
- Resources:
  - Manual of Business Methods  
<https://www.episcopalchurch.org/wp-content/uploads/sites/2/2023/03/Manual-of-Business-Methods-2023.1.pdf>
  - Financial Resource Guide  
<https://www.episcopalchurch.org/wp-content/uploads/sites/2/2023/03/Manual-of-Business-Methods-2023.1.pdf>

#### YEAR THREE:

- Stewardship Goal - Initiative 5: Identify vitality experts who are willing to assist congregations with stewardship and other areas.
  - Cost: \$5,000 - travel costs
  - Assignment: Stewardship & Development Committee; diocesan staff
  - Next Steps:
    - Create a working group to identify individuals in our congregations and communities that have the needed expertise: business planning, architect (for building assessment and master plan), building contractor, landscaper, accountant, communications, etc.
    - Create a section for listing these experts on the shared diocesan portal
  - Resources:
    - Episcopal Diocese of Atlanta - [Commission on Stewardship](#)
    - Stewardship and Development group at the Diocese - original focus was for fundraising for the operating budget for the Diocese.

## Appendix C: Existing diocesan groups and new groups to form for implementation

Diocesan leadership groups already established:

- Commission on Racial Justice & Reconciliation
- Commission on Ministry
- Diocesan Finance Committee

Staff Liaison

Canon for Leadership

Canon to the Ordinary

Canon for Finance & Admin.

New diocesan leadership groups to form:

1. Deanery Communicators Groups
2. Christian Formation Working Group
3. Small team to work on History
4. Congregational Development working group
5. Appointee to work on Collaboration

Staff Liaison

Director of Communications

Canon for Common Mission

Canon for Leadership/  
Canon for Common Mission  
Canon for Leadership/  
Canon for Common Mission

Canon for Common Mission

## Appendix D: Strategic Visioning Team & Working Team members

### Strategic Visioning Team

Deb Harris, Co-leader	Holy Cross Faith Memorial, Pawleys Island
Ray Sabalis, Co-leader	Christ Church, Denmark
Thad Daise	Episcopal Church on Edisto
Carol Davis	St. George's, Summerville
Barney Forsythe	St. Mark's, Port Royal
Charles Geer	Holy Communion, Charleston
Shawan Gillians	St. Mark's, Charleston
Kathleen Hearn	St. Anne's, Conway
Mildred Keith	Epiphany, Summerville
Elsa McDowell	Grace Church Cathedral, Charleston
Ruby West	Holy Cross Faith Memorial, Pawleys Island
Julie Zeccola	All Saints, Hilton Head

### "Why" - Storytelling, Justice, & Evangelism

Charles Geer, Co-leader	Holy Communion, Charleston
Shawan Gillians, Co-leader	St. Mark's, Charleston
Andy Anderson	Grace Church Cathedral, Charleston
Molly Hamilton	Diocesan Staff/Grace Church Cathedral
Deb Harris	Holy Cross Faith Memorial, Pawleys Island
Kathleen Hearn	St. Anne's, Conway
Mildred Keith	Epiphany, Summerville
Van Pate	St. David's, Cheraw
Eve Pinckney	The Episcopal Church in Okatie
Emma Rose Radcliff	Holy Cross Faith Memorial, Pawleys Island
Julie Zeccola	All Saints, Hilton Head

## "How" - Congregational Development, Collaboration, Formation, & Stewardship

Barney Forsythe, Co-leader	St. Mark's, Port Royal
Ruby West, Co-leader	Holy Cross Faith Memorial, Pawleys Island
Thad Daise	Episcopal Church on Edisto
Carol Davis	St. George's, Summerville
Elsa McDowell	Grace Church Cathedral
Andrea McKellar	Diocesan Staff/St. Stephens, Charleston
Ray Sabalis	Christ Church, Denmark
Henry Saunders	St. Stephen's, North Myrtle Beach
Debbie Whitaker	Church of the Messiah, Myrtle Beach
Keith Williamson	St. Bartholomew's, Hartsville