

Mission Hub Application Materials Episcopal Diocese of Massachusetts

“Will you seek and serve Christ in all persons, loving your neighbor as yourself?”

Deuteronomy 6: 4-9
Matthew 5: 1 – 12
Mark 4: 21-15
Luke 10: 27-29

Luke 12: 22-34
Romans 8: 18-28
Colossians 3: 12-17

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Introduction

The Mission Hub Implementation Committee has developed a vision for Mission Hubs as groups of three or more parishes collaborating with each other and with their local communities to create real and lasting change towards greater justice, dignity and peace. (Note: In this document we are using the term parish to describe any congregation, mission, or chapel in communion with the Episcopal Diocese of Massachusetts). Before you begin your application to be selected as a Mission Hub, please review the Key Characteristics of a Mission Hub below with your prospective partners. If you have any questions about whether your proposed collaboration fits the Mission Hub model, please contact the Rev. Sam Rodman, at 617-482-4826 x404, or srodman@diomass.org.

Key Characteristics of a Mission Hub

A Mission Hub constitutes a collaboration of three or more Episcopal parishes ("parish partners") committed to implementing some form of service and ministry serving a particular geographic community outside the walls of the church. Parish partners will share leadership over and ultimate responsibility for the success of the Mission Hub. Other partners are welcome as additional collaborators.

Parish partners are encouraged to build healthy relationships which reflect the diversity of their mission field. Achieving such diversity in leadership composition is a value and goal of the Mission Hub Initiative. Parish partners should be on a journey toward greater inclusion at all levels of participation and decision-making.

The Mission Hub Implementation Committee operates with a core value of mutuality. While members of a Mission Hub will no doubt be providing services to a wider community, they will be enriched, changed and enlivened by the communities they begin to serve. To experience the full richness of ministry, parish partners must actively open themselves to learning what gifts they can receive from the communities with whom they engage. While we understand that this is not an easy task, we believe such mutual exchange is the hallmark of healthy mission.

Mission is, by definition, a journey, a venture into uncharted territory. It is anticipated that as a Mission Hub evolves, additional ministries and possibilities will emerge. A Mission Hub can be a rich, collaborative space for parishes and community partners to creatively expand the web of support in the community on important issues. We encourage this sort of exploration and expansion, if and when it is feasible.

Funding for Mission Hubs from the diocese's recent Together Now fundraising campaign will be reviewed annually. Continued funding will be based on mutually agreed upon expectations and the evidence that specific benchmarks are sufficiently met, as set out in the application materials. Funding is designed for a maximum of five years, making it necessary that financial sustainability be addressed early on in the process.

We encourage a robust formation stage in which parish partners build the strong relationships that will carry them through the process of both application and implementation. The relationships resulting from working together as Mission Hubs are as much a product of the process as the ministry offered outside church walls.

MISSION HUB INITIAL APPLICATION:
Letter of Intent and Applicant Information Sheet

DUE: August 1, 2013
LENGTH: 1200 words

For planning and initial assessment purposes, applicant groups are **required** to send a Letter of Intent to the Mission Hub Implementation Committee of The Episcopal Diocese of Massachusetts by **August 1, 2013**.

The Letter of Intent should not exceed 1200 words. On the next page you will find a template for the Letter of Intent. We recommend that you follow this template for your letter.

The **Applicant Information Sheet** must also be completed and submitted with the Letter of Intent.

Template for Mission Hub Letter of Intent

Template for Letter of Intent

Date

Contact Person's Name

Mailing Address

City, State Zip Code

Daytime Phone, Fax Number

Email Address

Application Review

Mission Hub implementation Committee

The Episcopal Diocese of Massachusetts

138 Tremont Street

Boston, MA 02111

Dear Hub Implementation Committee,

In your introductory sentences, provide a brief explanation of the purpose and vision of the Mission Hub.

Describe the particular community or communities, their resources, and concerns or challenges to be served by the proposed Mission Hub.

Example:

"The proposed Mission Hub will serve at-risk youth in the towns of X, Y and Z. Youth in these towns currently have some access to services but express a need and desire for one-to-one mentoring and additional college preparation."

Then, describe the Mission Hub's general approach to addressing these needs.

Example:

"We plan to pair youth with trained volunteer mentors who would meet weekly with their mentees."

Provide information on the parish partners and the programs, ministries or Episcopal diocese of Massachusetts-related organizations that will be resources for the proposed Mission Hub. Describe their distinctive contributions to the Mission Hub.

Signature

Remember to attach your Applicant Information Sheet

MISSION HUB APPLICANT INFORMATION SHEET

This form must be attached to the letter of intent and the final application. Please type or clearly print the requested information.

Name of Proposed Mission Hub: _____

Names of Parish Partners: _____

Geographic Location to be Served: _____

Issue(s) the Hub Plans to Address: _____

Resource Organizations or Community Partners:

Primary Contact Person: _____

Address: _____

City: _____ State: _____ Zip: _____

Daytime Tel: (_____) _____ Fax: (_____) _____

Email: _____

1. The proposed Mission Hub is expected to start on:
(mm/dd/year)

2. Are any of the parish partners or resource organizations in the applicant group currently receiving financial support from the diocese for the mission of the proposed hub? If so, please name which parish partners or organizations, how much is being received, in what timeframe, and for what purpose.

MISSION HUB FINAL APPLICATION
DUE: September 15, 2013
LENGTH: Maximum 5000 words

Application Overview

1. Vision Statement **1000 word maximum**

What is your vision for the Mission Hub?

2. Engagement with the Local Community **1000 word maximum**

What community or communities will you serve?

What concerns or challenges and resources have you identified?

3. Theology of Mission **1000 word maximum**

What core beliefs inspire you to pursue this mission?

4. Organization **1000 word maximum**

How will your team demonstrate organizational planning, health and strength?

- A. Leadership Capacity
- B. Hub Governance
- C. Management Structure
- D. Hub Finances

5. Spiritual Development **1000 word maximum**

How will you encourage and nurture spiritual development among your members?

6. Attachments

All Final Applications must contain:

- Copy of Letter of Intent
- Copy of Information Sheet
- Public Statement (100 words or fewer)
- Operating Budget – Projected Revenues and Expenses
- Action Plan

Final applications may also include:

- Supporting Information (optional)

Mission Hub Final Application Guidelines

1. Vision Statement

1000 word maximum

What is your vision for the Mission Hub?

A Vision Statement should provide readers with an image of the future the applicant group wishes to build; in other words, it describes how there will be positive change as a result of the work that will be done through the particular Mission Hub.

The Vision Statement should articulate how the Hub will respond to members of the wider community and respond to their concerns or challenges. It should include enough specific detail that it is clear how the actions taken by the Mission Hub will reasonably influence positive change. The Vision Statement will summarize the key aspects of the other sections of the application.

An effective Vision Statement is meaningful to the group. It serves as an organizing principle that helps all parish partners and other stakeholders focus on the desired results.

Please consider the attached Mission Hub Outcomes Map in forming your vision statement.

The Vision Statement should:

- ✓ Provide a compelling picture of how the community or communities involved will experience positive change on both the individual and collective levels.
- ✓ Describe how the Hub will lead to authentic and committed relationships among members of the parish partners.
- ✓ Describe what you expect to happen to the Hub and its wider community in five years. What about ten years? Does the Hub have an endpoint and, if so, why? If you imagine the Hub continuing, how might it be funded after diocesan funding ends? Please keep in mind that the Mission Hub Implementation Committee does not require every Hub to be a permanent initiative.
- ✓ How will the Hub members know if its goals were met and its vision was reasonably achieved?

2. Engagement with the Local Community **1000 word maximum**

What community or communities will the Hub serve?

What concerns or challenges and resources have you identified?

The parish partners should be able to describe the community it will serve, identify assets and concerns or challenges, and explain how the Mission Hub will offer opportunities to members of the community to actively participate in decision-making and bringing about positive change. If the Mission Hub plans to engage with several distinct communities, be sure to answer all the questions below for each community that will be served. When describing the community concerns or challenges the hub plans to engage with, parish partners should:

- ✓ Describe the population that the proposed Hub would serve (including demographics, relevant history, etc.).
- ✓ Identify the concerns or challenges and assets of that population.
- ✓ Discuss briefly how and why you chose the mission focus for this community. Provide a specific rationale for how this hub will expand the mission opportunities in this community.
- ✓ Be sure to explain how you believe members of the community view their own concerns and challenges. How have they expressed themselves and what have you heard in this discernment process?
- ✓ Describe the Hub's primary strategies for addressing the concerns you have identified.
- ✓ Describe any external (non-parish) programs that will be brought into the Hub and what resources they will bring.
- ✓ Provide a description of how the parish partners have assessed support for this mission focus within each parish and among any partner organizations.
- ✓ Describe the proposed Hub's strategies for partnering with individuals with a wide range of gifts and needs. In other words, how will the Hub demonstrate and exercise its value for diversity through its partnerships?
- ✓ Describe how the Hub will continue to engage, listen to and respond to the members of the community served, understanding that the goal is to build and maintain partnerships that will support the Hub's overarching vision.

3. Theology of Mission

1000 word maximum

What core beliefs inspire the parish partners to pursue their mission?

In this section, please describe the theology that informs the Mission Hub's core beliefs and values about mission. When describing the hub's theology, applicant groups should:

- ✓ Include the parish partners' definition of mission and describe your core beliefs and values about mission.
- ✓ Describe how specific scripture or theological concepts align with the Hub's vision and purpose. How is the understanding of the community's challenges and the parishpartner's plans to address these concerns connected to the Hub's core beliefs about mission?
- ✓ Please provide scripture references (not whole passages) and emphasize key phrases or words. Theology is expansive, so it is important to remain focused on those aspects that are most relevant to the proposed Mission Hub's vision and purpose.

4. Organization

1000 word maximum

How will your team demonstrate organizational planning, health and strength?

A. Leadership Capacity

Who is your team and what skills, experience and resources do they bring?

When describing the capacity of the parish partners and resource organizations, if any:

- ✓ Describe briefly how the parish partners and resource organizations came together to form this proposed Hub, what unites this team, and how the leadership team will keep the group united.
- ✓ Identify the founding leaders of the Hub, and summarize briefly each leader's experience and qualifications, including (but not limited to) previous governing board membership, volunteer leadership roles, or employment.
- ✓ In your description of the leaders' skills and experience, give evidence that they have the character, maturity, experience, and qualifications necessary to implement the proposal.
- ✓ Do the members of the leadership team possess skills and experience in areas such as management, finance, development, fundraising and law?
- ✓ Do the members of the leadership team have strong relationships and credibility in the wider community?

B. Hub Governance

How do you imagine you will organize yourselves?

The Mission Hub Implementation Committee believes a Mission Hub's ability to carry out its purpose and vision is largely determined by its governance structure and the effectiveness of its governing body. The governing body may be as simple as a committee of representatives from each of the parish partners, resource organizations and members of the community. Or, if the Hub is well-established or becomes a separate legal entity, it could be as structured as a board of trustees with its own bylaws.

- ✓ Provide a narrative that clearly explains the model(s) for governance that the group is planning to use or adapt.
- ✓ Describe the process for identification, recruitment, selection and training of the Mission Hub leadership.
- ✓ Describe how the Mission Hub will actively pursue and incorporate a variety of gifts and perspectives within its leadership, including representation from members of the community served.
- ✓ How will the leadership team anticipate the risks of failure as well as minimize, address or avoid such risks? How will the leadership team be held accountable and what systems will facilitate accountability?

C. Management Structure

What staff and volunteer roles will you need to carry out your mission?

Hub management is fundamental to creating an environment that can support a successful mission.

- ✓ Does the Hub intend to rely primarily on volunteers or paid staff? If both, what roles will be played by staff and what roles will be played by volunteers?
- ✓ Describe the Hub's plan for volunteer and/or staff recruitment, retention, supervision, evaluation and advancement.
- ✓ If the Hub intends to hire paid staff, explain how its working conditions and compensation package(s) will attract highly qualified team members. You may consider including draft job descriptions in the optional Supporting Information (Section 6).

D. Hub Finances

What income and expenses do you anticipate for the Mission Hub?

Having the capability to manage Hub finances is essential for any organization's accountability and health. Comprehensive financial planning is an essential tool for successful Hub planning, program implementation, and the monitoring and evaluation of resource use. During the first year, every mission hub's finances will be managed by the Treasurer's Office of the Diocese of Massachusetts.

This process will be reviewed at the end of year one. If you need additional assistance with financial planning – even at the application stage – the Mission Hub Implementation Committee will be able to provide you with resources and coaching.

One of the required attachments for this application is an outline of the proposed operating budget. In the text of the application, please explain this budget with a narrative description of the proposed Hub's finances.

- ✓ The budget narrative should provide enough details to explain the projected amounts or line items for all expenditures, including descriptions of administrative and other staff and operating expenses. Please also describe how these expenses may change in the second and third years of the proposed Hub's operation.
- ✓ In your budget narrative, please provide details about your expected realistic sources of revenue. Please also provide an overview of your financial projections or forecasts from the hub's start-up phase through its third year of operation.
- ✓ Describe any grants (federal, state, and private) you hope to receive.
- ✓ Explain whether the parish partners expect the Mission Hub to raise additional funds. Briefly describe any planned fundraising efforts. How will you raise money? What will these funds be used for? Who will be responsible for these efforts?
- ✓ Briefly describe any financing – short-term or long-term – that the hub anticipates securing during the first three years of operation. What timeframe do you anticipate for the cash balance to break even?
- ✓ How quickly do you anticipate that the Hub will grow?

5. Spiritual Development

1000 word maximum

How will you encourage and nurture spiritual development among your members?

- ✓ How will the parish partners explore and promote individual and shared practices of prayer?
- ✓ How will the parish partners incorporate spiritual practices in daily life as well as at Hub meetings and activities?
- ✓ How will the work of the hub enable the parish partners to experience a deeper faith in God and a stronger commitment to mission?

6. Attachments

Letter of Intent

Please include a copy of the Letter of Intent submitted in the initial application.

Applicant Information Sheet

Please include a copy of your Applicant Information sheet. If necessary, update this form to reflect any changes to your plans since you first submitted it with your Letter of Intent.

Public Statement

Include a statement of 100 words or fewer summarizing the purpose and vision of the proposed Mission Hub. This is a public statement that may be shared with the media. Please include the mission hub's proposed targeted geographical area or specific need, and principal location of mission hub.

Proposed Budget

Attach a budget outline projecting the income and expenses for the proposed Hub's first year. The budget needs to be realistic and reflect the expenses related to all commitments proposed in the application through the proposed Hub's first year of operation. Include both the costs of forming and organizing the Hub and the costs of carrying out the Hub's mission in the community. Include any other proposed sources of income beyond diocesan funding.

Action Plan Chart

After a Hub is selected but before the hub commences operations is a time of much preparation and activity. The Action Plan outlines the steps that need to be taken within a clear timeline for the successful start-up of the Mission Hub.

The proposed Mission Hub's Action Plan should include the following:

- ✓ Timeline, including clear goals and benchmarks
- ✓ Action(s) to be taken that are specific to and consistent with the Mission Hub's vision and objectives
- ✓ Designated point person for each action to be taken
- ✓ Start date and projected completion date

Supporting Information (optional)

You may choose to attach additional documents that provide evidence of the concern to be served, support a particular aspect of the planned mission, or lend insight into the parish partners and others involved in the Mission Hub applicant group. Please label and sequentially number any supporting documents and make clear references to your documents in the relevant sections of your application.