

Proposal for Phase IV Implementation Organizing Team

Approved by Diocesan Council at its September 10, 2016 meeting.

Phase IV Team Charter

The Phase IV Implementation Organizing Team will consist of 17 members: 12 individuals to be named (6 named by Council and 6 named by the bishops.) In addition to the 12, the two Bishops, the Diocesan Treasurer, the Canon to the Ordinary, and the Canon for Congregations will serve on the team ex-officio. Two co-chairs (counted in the 12) will be named by the bishops. At least two team members will be from Diocesan Council, as well as at least one member from the budget committee.

The Implementation Organizing Team will be responsible for:

1. Overseeing appropriate planning and implementation work for all aspects of the new mission strategy. Much of the actual planning and implementation work is expected to be done by specialized project/program teams, rather than the Phase IV team itself.
2. Reporting monthly to Diocesan Council about plans and progress.
3. Communicating with our diocese at large about what is happening with the mission strategy.
4. Working with the budget process to help develop a 2018 budget that fairly reflects the mission strategy priorities.
5. Reporting to Convention in 2017 about progress so far, including assessments of progress on the major parts of mission strategy.
6. Expending the funds in the 2017 Mission Strategy budget line.

Recommended Scope and Authority

The Implementation Organizing Team shall serve through Convention 2017. The expectation for the team is that it will be responsible for outlining the sequencing of the implementation, regularly communicating progress across our diocese, aligning budgets and staff for 2018 to deliver the mission strategy, and recommending to Council a plan to carry implementation forward at the end of the team's term. Similar to previous phases of Mission Strategy work, the Implementation Organizing Team will be accountable to the Diocesan Council and will regularly provide updates on process and progress, enabling the Council to share its ideas and to intervene should there be performance issues. The Phase III team recommends that the following authority be conferred on the Implementation Organizing Team:

- To develop detailed plans for major strategic initiatives and actions, including goals, success metrics, timing and resource requirements (both human and financial)
- To prioritize and sequence these initiatives in accordance with resource capacity, dependencies and urgency
- To establish overall cadence for implementation, including deadlines, deliverables, meeting timing and content
- In consultation with Diocesan Communications Office, to create and execute a communications plan, including Mission Strategy brand, to ensure ongoing transparency and engagement across our diocese
- To recommend a staffing and governance structure to support the new strategic priorities (to be decided by Council)
- To engage consulting support on an as-needed basis within the 2017 Mission Strategy budget line
- To draw on staff support as needed with approval from the Bishops
- To recommend to Council a plan to carry forward the Mission Strategy implementation after the 2017 Convention

Recommended Roles and Structure

The role of the Implementation Organizing Team overall is to direct the work required to turn these recommendations into a reality for our Diocese. The effort cannot be successful without both deep partnership with diocesan staff and effective engagement across our worshipping communities to take a shared journey of change together. It is also an opportunity to role model the trust and relationship-building we seek in our Mission Strategy.

Our recommendation for the roles and responsibilities within the Implementation Organizing Team are as follows:

Implementation Organizing Team Co-Chairs (2 people)

Responsible for developing work plans and tracking progress against goals as well as identifying and resolving or escalating potential conflicts, interdependencies and risks. Develop the cadence for the implementation process, including overall decision timeline, required deliverables, meeting schedules and team norms. Engage staff and consulting support where appropriate.

Evaluation (2-3 people)

Responsible for leading the evaluation process for assessing programs and governance structure and recommending changes to move our diocese to its desired future.

Note: This can also be created as the "Preparing the Way" implementation team

Communications and Engagement (2-3 people)

Responsible for communicating to worshipping communities and individuals the changes being made and inviting them to participate in many ways: providing input in the evaluation process, taking part in new programs and opportunities or volunteering for implementation work.

Finance (1-2 people)

Responsible for developing a budget recommendation that reconciles the Mission Strategy recommendations with existing funding priorities. Supports initiative teams in modeling funding requirements for their recommendations and works with Implementation co-chairs to create a recommended Mission Strategy budget. Ideally, this committee will have representation from the Budget Committee to create a seamless integration to the overall budget recommendation.

Organization (1-2 people)

Responsible for working with the evaluation team and the bishops to create a set of specific organizational changes to create the structure to support the Mission Strategy. There should be a dedicated staff professional as part of this team.

Initiative Team Leadership (3 or more people, can have dual responsibilities with those listed above)

Responsible for developing concrete action recommendations building from the recommendations of the Mission Strategy Drafting team, including measurable goals, an implementation timeline and set of activities and the funding or staff/volunteer requirements to move from recommendation to reality.