

DEAR FRIENDS IN CHRIST,

I am thrilled to share updates regarding our Diocese's future direction. This is one step towards our planned strategic work after Diocesan Council.

Our combined efforts in congregational development and strategic work, along with the vision of Faith in the Future, propel us towards a hopeful potential of increased focus and energy.

Our next stage involves Mission Amp adopting the new name Congregational and Mission Vitality which better represents our mission of developing thriving communities of faith filled with the Holy Spirit.

We have conducted an in-depth analysis of our methods of supporting congregations as well as schools and emerging ministries throughout the past decade – since we began Vision 2020 and now are looking towards 2030 and beyond.

Our strategic plan to enhance the church's presence for future generations emerged from prayerful discernment and listening to clergy and lay leaders across the Diocese alongside data analysis. This work centers around four key priorities:

REVIVAL focuses on returning congregations to their levels of growth, strength, and engagement with their community.

EXPANSION involves strong parishes reaching out to establish their presence in their communities.

The **CHURCH PLANTING** initiative continues to focus on creating new congregations in areas that lack Episcopal presence.

STRATEGIC INVESTMENT focuses on using resources judiciously to support mission work.

This isn't just about growth—it's about vitality. The organization of the Diocese is meant to support a discipleship framework that inspires people and worship that nourishes souls while building communities that embody Gospel principles through their words and actions. Our commitment ensures each congregation receives the necessary tools and support to prosper.

We provide two essential documents as the first building blocks towards the achievement of our goal:

A History of Congregational Development which examines our past experiences and our **Faith in the Future** roadmap. Also included in this distribution is our future Church and School Strategy.

We have and are revising job descriptions and team roles to show how we will implement and support this vision. Included in this distribution is the job description for Canon of Congregations. There will be more to come next week and beyond.

The path forward fills me with excitement, energy, and hope. I remain thankful for your collaboration on this work. Together we will walk this path to create a hopeful and courageous future for the church using our shared faith.

Blessings,

+C. Andrew Doyle

HISTORY OF CONGREGATIONAL DEVELOPMENT
IN THE EPISCOPAL DIOCESE OF TEXAS
AND A VIEW OF THE FUTURE

A BOLD STRATEGIC VISION
FOR CONGREGATIONAL AND MISSION VITALITY

★ The Episcopal Diocese *of Texas*

PRESS RELEASE

FOR IMMEDIATE RELEASE

The Episcopal Diocese of Texas Announces Bold Strategic Vision for Congregational and Mission Vitality

March 1, 2025 – Houston, TX – The Episcopal Diocese of Texas has unveiled its **Faith in the Future** strategic initiative, a bold and comprehensive plan designed to **strengthen congregational and mission vitality, expand mission outreach, and ensure financial sustainability** for the next decade. Building on 16 years of transformative mission work, **Faith in the Future** represents a decisive step forward in equipping clergy, lay leaders, and congregations to thrive in an ever-evolving world.

“We are not merely maintaining the Church—we are multiplying it,” said **Bishop C. Andrew Doyle** in his **2025 Diocesan Council Address**. *“This next phase of our work ensures that every congregation, every leader, and every mission effort is positioned for long-term impact. We are pressing forward with faith, innovation, and a deep commitment to serving our communities.”*

FAITH IN THE FUTURE: Three Key Strategic Priorities

Faith in the Future builds upon the work the Office of “Mission Amplification” which now becomes known as the Office of “Congregational and Mission Vitality.”

1. STRENGTHENING CONGREGATIONAL AND MISSION VITALITY

- **Enhanced Support for Congregations** – Area Missioners will provide regional coaching, financial strategy support, and leadership development, ensuring that every church has the resources needed to flourish.
- **Expanding Missional Communities** – A continued investment in grassroots, neighborhood-based faith communities that extend beyond traditional parish models.
- **Growing Church Planting Efforts** – With direct funding from the Great Commission Foundation (GCF), the Diocese will expand its network of church plants, focusing on underserved and high-growth areas.
- **Investing in Lay Leadership** – The Iona School for Ministry will scale up its training programs to equip bi-vocational clergy and lay leaders, ensuring a pipeline of mission-driven leadership for every congregation.

Bishop Doyle...

“THIS IS ABOUT MAKING SURE EVERY CHURCH—WHETHER IN A SMALL RURAL TOWN OR A BUSTLING CITY—IS THRIVING, ENGAGED, AND ACTIVELY PARTICIPATING IN GOD’S MISSION.”

2. LEADERSHIP DEVELOPMENT FOR A CHANGING CHURCH

- **The Leadership Fund Expansion** – Dedicated to clergy and lay leader formation, ongoing coaching, and mission training, this initiative ensures that leaders are equipped to navigate 21st-century ministry challenges.
- **Advancing Digital & Hybrid Ministry** – Investing in technology-driven evangelism and leadership training to engage new generations and reach those beyond traditional church walls.

PRESS RELEASE

- **Diversity & Inclusion** – The Diocese continues its \$10+ million investment in racial justice, supporting Black congregations, clergy of color, and reconciliation initiatives.

Bishop Doyle: “THE CHURCH OF THE FUTURE REQUIRES ADAPTIVE, ENTREPRENEURIAL, AND THEOLOGICALLY GROUNDED LEADERS. OUR COMMITMENT IS TO FORM THEM AND SEND THEM FORTH.”

3. ENSURING FINANCIAL SUSTAINABILITY FOR MISSION

- **Strategic Growth of the Great Commission Foundation (GCF) & Episcopal Health Foundation (EHF)** – These financial resources will be leveraged for church planting, missional expansion, and sustainable outreach efforts.
- **Mission-Oriented Budgeting for Congregations** – New tools, training, and financial coaching will help churches build sustainability models that ensure long-term viability.
- **Diocesan Financial Support Initiatives** – The Diocese has introduced revised assessment models, emergency funding options, and leadership grants to provide stability for congregations navigating change.

Bishop Doyle: “THE WORK OF THE GOSPEL MUST BE SUSTAINABLE. OUR COMMITMENT IS TO BUILD FINANCIAL STRUCTURES THAT ALLOW MISSION TO THRIVE—NOT JUST TODAY, BUT FOR GENERATIONS TO COME.”

A CALL TO ACTION: The Future is Now

As the Diocese moves forward with **Faith in the Future**, Bishop Doyle and diocesan leadership are calling on every congregation, every leader, and every community to take part in this bold step toward the future.

“We have faith in the future because we believe in what God is doing among us,” Bishop Doyle concluded. “This is our moment to step forward—not to look back. And we are ready.”

About the Episcopal Diocese of Texas

The Episcopal Diocese of Texas includes 177 congregations, 60 schools, 27 campus ministries, and 50 missional communities across 80 counties. Committed to evangelism, service, and leadership development, the Diocese continues to grow through strategic church planting, discipleship initiatives, and innovative mission efforts.

For more information, visit www.epicenter.org or contact:

Media Contact:

Tammy Lanier

Director of Communications

The Episcopal Diocese of Texas

tlanier@epicenter.org | 281.543.7845

HISTORY OF LEADERSHIP IN CONGREGATIONAL DEVELOPMENT & MISSION AMPLIFICATION

Episcopal Diocese of Texas, 2009–2025

There is a moment in the life of any leader when one must step back and take in the arc of the journey. In 2009, when I stood before the Diocese of Texas for my first Council address, I spoke of carrying all the bishop's "stuff"—mitre, crozier, chasuble, and chimere—struggling to manage it all while locking the car. It was a lighthearted reflection, but the weight of responsibility was already pressing in. The work ahead was nothing less than building a missional church, one that could meet the challenges of a shifting culture while holding fast to the core of our faith. We would need to plant churches, revitalize congregations, raise up new leaders, and reshape our financial structures so that the mission—not just the institution—could thrive.

For the past 15 years, we have undertaken this work with conviction, risk, and an unrelenting belief that God is always doing a new thing. This is the story of that journey: how we restructured for growth, how we reshaped leadership, and how we laid the foundation for the future.

2009–2011

VISION & EARLY STRATEGIC PLANNING

At the outset, we had a diocese full of faithful people, but one that was losing ground. Average Sunday Attendance (ASA) had been declining since 2002. Our membership was shrinking. The models we had inherited—centered around Sunday worship attendance and program-based growth—were not yielding the fruit we needed.

The first priority was to get clear on our mission. We held town halls, engaged leaders across the diocese, and listened deeply. The result was Vision 2020, which named our foundational call:

"WE ARE ONE CHURCH, RECONCILED BY JESUS CHRIST, EMPOWERED BY THE HOLY SPIRIT, CALLED BY GOD TO BUILD THE KINGDOM TOGETHER."

The Great Commission Foundation (GCF) was launched out of this vision. Seeded with funds from the sale of St. Luke's Episcopal Health System, it was designed to fuel church planting and missional expansion. At the same time, we restructured diocesan finances, ensuring that our congregations had more resources at the local level to invest in mission.

"WE CANNOT SIMPLY ADMINISTER OUR WAY OUT OF DECLINE," I TOLD THE 2011 COUNCIL. "WE HAVE TO START NEW CONGREGATIONS, EXPERIMENT WITH MISSION, AND BEND OUR RESOURCES TOWARD EVANGELISM."

Thus, we began planting churches again.

2012-2019

CHURCH PLANTING, MISSIONAL EXPANSION & EOS ADOPTION

The next phase of our work was execution. With financial infrastructure in place, we turned to the operating system of our leadership. In 2015, we formally adopted EOS (Entrepreneurial Operating System)—a strategic framework designed to ensure that every aspect of our work had clarity, accountability, and execution.

This shift allowed us to:

- Scale our leadership development programs, increasing capacity at the Iona School for Ministry to train bi-vocational clergy and lay leaders.
- Grow our Hispanic ministry footprint, expanding the number of Spanish-speaking congregations.
- Reignite college ministry, growing from 6 campus missions in 2009 to 27 by 2019.
- Expand missional communities, reaching thousands of new people through decentralized, neighborhood-based faith communities.

“WE HAVE TO STOP THINKING OF ‘CHURCH’ AS ONLY SOMETHING THAT HAPPENS IN A BUILDING ON SUNDAY MORNING,” I TOLD LEADERS IN 2018. “CHURCH IS WHEREVER THE GOSPEL IS PREACHED, THE SACRAMENTS ARE SHARED, AND PEOPLE GATHER TO FOLLOW JESUS.”

This conviction led to the Strategic Mission Grant initiative, which funded experimental evangelism projects designed to take the Gospel beyond church walls.

“REAL EVANGELISM,” I REMINDED OUR CLERGY, “IS NOT WAITING FOR PEOPLE TO COME TO US. IT IS GOING TO THEM.”

By 2019, the Diocese of Texas had planted 22 new congregations, including three second-site congregations and multiple Hispanic church plants.



2020-2023

RESILIENCE, REASSESSMENT & FINANCIAL SUSTAINABILITY

Then came COVID-19.

The pandemic disrupted every model we had built, forcing us into digital ministry overnight. But it also clarified our priorities:

- Sustainability mattered—we had to invest in financial resilience for struggling congregations.
- Digital evangelism was real—we had to equip churches for hybrid ministry.
- Clergy wellness was urgent—we had to care for leaders under extreme stress.

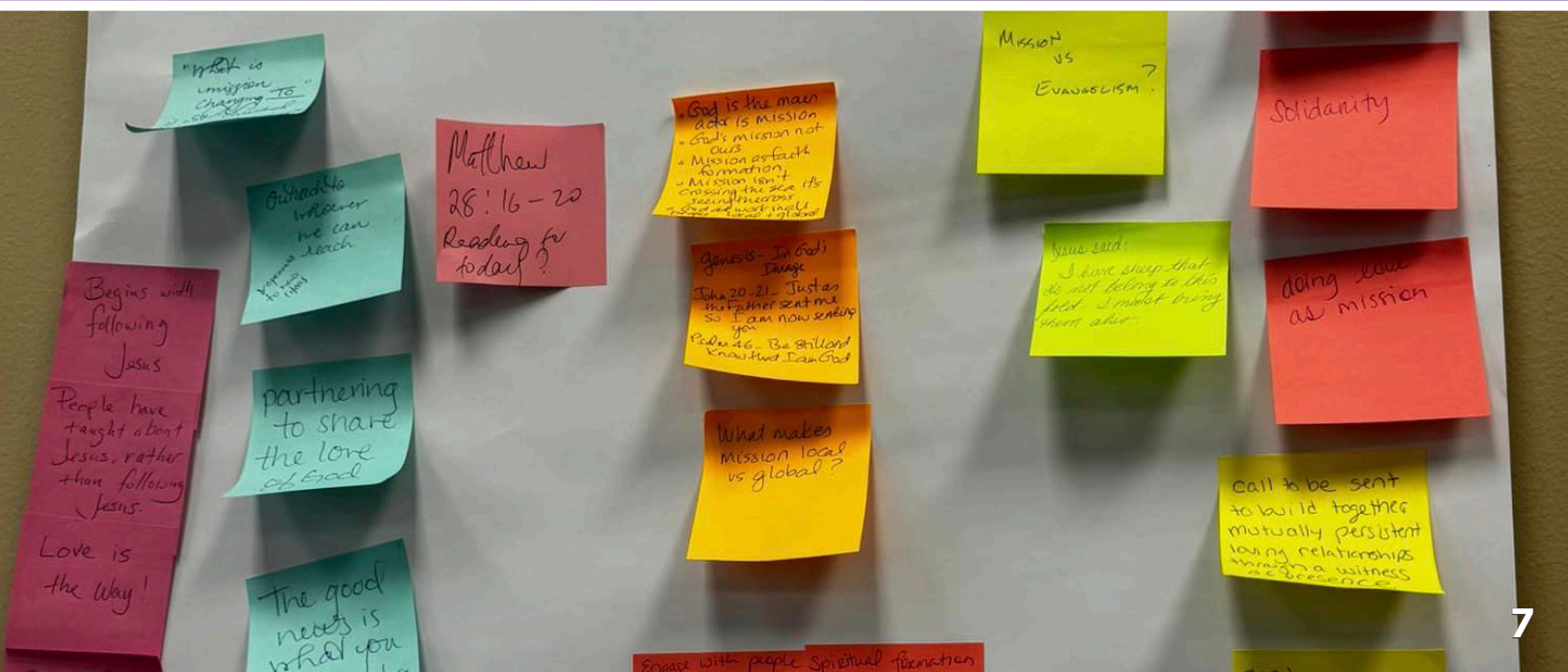
During this time, we launched \$5 million in emergency grants, ensuring no congregation was forced to close due to financial hardship. The Leadership Fund was created, providing direct support to clergy and lay leaders for ongoing development, coaching, and sustainability.

Yet even as we responded to the crisis, we saw underlying trends that concerned us. While church planting was growing, overall diocesan membership and ASA were still declining. Fewer people were baptized, confirmed, or received into the Church.

We realized: we had built excellent programs, but we had not fully built a culture of local evangelism.

"THE PEOPLE IN OUR CONGREGATIONS ARE THE ONLY ONES WHO CAN GROW THEIR CHURCHES," I TOLD THE 2023 COUNCIL. "NOT THE DIOCESE. NOT THE BISHOP. IF WE DO NOT BRING PEOPLE IN, IF WE DO NOT DISCIPLE THEM, IF WE DO NOT TEACH THEM THE FAITH, WE WILL FAIL."

This led to a renewed focus on local leadership development, discipleship, and financial sustainability in 2023-2024.



2024-PRESENT

INSTITUTIONALIZING GROWTH & PREPARING FOR THE FUTURE

Today, we are standing at a crossroads. The structures are built. The resources are in place. The mission is clear.

But what comes next depends on our willingness to act.

The Area Missioner model is now fully implemented, ensuring that every region has coaching, leadership development, and congregational support.

The GCF and Leadership Fund are focused on long-term sustainability, not just short-term support.

We are investing deeply in discipleship, ensuring that formation is central to evangelism.

“THE KINGDOM OF GOD IS AMONG YOU,” I TOLD THE 2024 COUNCIL. “OUR TASK IS NOT TO WAIT FOR IT. OUR TASK IS TO MAKE IT VISIBLE IN THE WORLD TODAY.”

And so, we press on.

We do this not because it is easy, but because it is what we are called to do. We build not for our own success, but for the generations that will follow. And we remain one Church, not divided by fear, but united in the mission of God.

This is the work before us. And the work is good.



FAITH IN THE FUTURE

THE ROADMAP FOR 2025 AND BEYOND

This next chapter is shaped by three key strategic initiatives:

1. Congregational and Mission Vitality as the Heart of Mission

At the core of our work remains the local congregation. **Healthy congregations make for a thriving diocese**, and we are doubling down on **equipping churches to flourish**.

- **Strengthening the Role of Area Missioners** – These leaders are embedded in their regions, providing coaching, guidance, and hands-on leadership development. No church will walk alone.
- **Expanding Missional Communities** – The missional model is not an experiment; it is a movement. These communities allow us to reach those who will never enter traditional church spaces.
- **Investing in Church Planting** – The Great Commission Foundation (GCF) remains the engine driving our commitment to new congregations, ensuring that we do not simply maintain but multiply.
- **Enhancing Lay Leadership Development** – Through Iona School for Ministry, our training programs for lay leaders and bi-vocational clergy will expand, ensuring every congregation has trained leadership.

"WE ARE SEEING CHURCHES PARTNERING WITH LOCAL NONPROFITS TO ADDRESS FOOD INSECURITY, PROVIDE ESL CLASSES, AND SERVE THE UNHOUSED. IN SUBURBAN AREAS, SMALL GROUPS AND HOUSE CHURCHES ARE FORMING. IN RURAL REGIONS, CONGREGATIONS ARE RETHINKING THEIR SPACES TO SERVE THEIR COMMUNITIES. THIS IS EVANGELISM" I TOLD THE 2025 COUNCIL. "THIS IS SERVICE. THIS IS WHAT IT MEANS TO BE THE CHURCH IN OUR TIME."

2. Leadership for the Church of Tomorrow

The next decade requires a new kind of leader, one that is adaptive, entrepreneurial, and deeply rooted in the Gospel.

- **The Leadership Fund** – This initiative provides ongoing development for clergy and lay leaders, ensuring that we are forming resilient, innovative leaders for a changing world.
- **Formation for Digital & Hybrid Ministry** – The world has changed, and so must we. We will train leaders in digital evangelism, hybrid worship models, and new forms of community engagement.
- **Racial Justice & Inclusion Initiatives** – Our work in racial justice continues with millions in investment toward historic Black congregations, scholarship funds for students of color, and leadership training in reconciliation ministry.

"I HAVE LAID MY HANDS ON NEW DEACONS, PRIESTS, AND BISHOPS. I HAVE ALSO SAT BESIDE THEM AS THEY SIGNED OVER THEIR ORDERS. I HAVE WALKED WITH CLERGY IN TIMES OF GREAT JOY AND DEEP SORROW. AND IN ALL OF THIS, I HAVE BEEN REMINDED: LEADERSHIP IS NOT ABOUT STATUS. IT IS ABOUT SERVICE," I TOLD THE 2025 COUNCIL.

FAITH IN THE FUTURE

THE ROADMAP FOR 2025 AND BEYOND

3. Financial Sustainability & Innovation

Ministry must be sustainable. Over the last sixteen years, we have made strategic financial decisions to ensure that we are not reliant on assessments alone. The next step is expanding financial models that empower mission.

- **GCF & EHF Strategic Growth** – The Great Commission Foundation and Episcopal Health Foundation will continue expanding their support for church planting, community engagement, and missional expansion.
- **Mission-Oriented Budgeting** – Congregations will be equipped with financial training, grant-writing resources, and fundraising support to move toward long-term sustainability.
- **Benevolent Giving Structures** – The diocesan assessment model will consistently undergo revision to lower financial burdens on smaller congregations while providing additional funding to those most in need.

“STATISTICALLY, DESPITE SIGNIFICANT LOSSES DUE TO DEATHS, CULTURAL SHIFTS, AND COVID, WE HAVE MAINTAINED RESILIENCE. WE ARE NOT JUST RETURNING TO PRE-PANDEMIC NUMBERS; WE ARE REACHING PRE-2008 LEVELS, THANKS TO STEADY NEW MEMBER GROWTH,” I TOLD THE 2025 COUNCIL. “THIS IS NOT THE FRUIT OF CHANCE—IT IS THE RESULT OF DELIBERATE INVESTMENT IN MISSION.”

THE CALL FORWARD

As we look ahead, we must recognize that we are no longer in a time of maintenance. We are in a time of multiplication.

- **Multiplication of Leadership** – Raising up hundreds of lay leaders and bi-vocational clergy who will serve in new ways.
- **Multiplication of Mission** – Launching new church plants, missional communities, and digital ministries to reach the next generation.
- **Multiplication of Impact** – Ensuring that our congregations are not simply maintaining but transforming their communities through service and evangelism.

“WE HAVE FAITH IN THE FUTURE. BUT WE ARE ALSO INTERESTED IN FAITH IN THE FUTURE,” I TOLD THE 2025 COUNCIL. “AND FAITH IN THE FUTURE MEANS STEPPING FORWARD, NOT LOOKING BACK.”

This is our time.
This is our mission.
And the work ahead is good.

THE WORK

OF THE OFFICE OF CONGREGATIONAL AND MISSION VITALITY

The Office of Congregational and Mission Vitality in the Episcopal Diocese of Texas is a strategic execution-focused department responsible for developing, coaching, and mobilizing leaders to expand, strengthen, and sustain Episcopal communities across the Diocese. Its work is data-driven, impact-oriented, and deeply rooted in mission, ensuring that congregations are vibrant, self-sustaining, adaptive, and missionally engaged in their local contexts.

Core Responsibilities of the Office

The office operates at the intersection of church growth, leadership development, financial sustainability, governance coaching, and strategic mission execution. It does not directly lead formation efforts but instead collaborates with key partners to ensure congregational and mission vitality is integrated with discipleship, formation, and community engagement.

1. Church Growth & Revitalization

- Leading the expansion of congregations with a focus on church planting in underserved and high-growth areas.
- Revitalizing struggling congregations, ensuring sustainability through coaching, financial support, and strategic interventions.
- Implementing new congregational models, including missional communities, bilingual congregations, and hybrid worship formats.

2. Hispanic Ministry Expansion

- Developing and supporting Hispanic congregations, ensuring culturally contextual leadership and financial sustainability.
- Building bilingual leadership pipelines, training both clergy and lay leaders for Hispanic ministries.
- Integrating Hispanic congregations into diocesan growth strategies, ensuring equitable access to resources.

3. Campus Mission Growth

- Strengthening Episcopal presence on college campuses, creating strong bridges between youth ministry, campus mission, and post-graduate engagement.
- Establishing sustainable campus ministry models, leveraging both clergy and lay-led structures for long-term viability.
- Collaborating with the Office of Christian Formation to ensure discipleship pathways for students and young adults.

4. Governance Coaching & Congregational Conflict Mediation

- Providing governance coaching to ensure vestries and clergy have the leadership and financial skills needed for sustainability.
- Offering structured mediation processes for congregations facing leadership challenges or financial instability.
- Training clergy and lay leaders in conflict resolution and best practices for church governance.

THE WORK

OF THE OFFICE OF CONGREGATIONAL AND MISSION VITALITY

5. Leadership Development & Coaching Networks

- Establishing a structured coaching framework, ensuring clergy and lay leaders receive ongoing formation in leadership and governance.
- Developing regional coaching cadres, empowering local leaders to provide congregational support.
- Coordinating efforts with the Canon for Formation to integrate leadership development with spiritual formation.

6. Financial Sustainability & Strategic Budgeting

- Developing and managing budgets for each congregational and mission vitality strategy in collaboration with the Finance Office.
- Ensuring financial accountability for mission funds, diocesan grants, and investment strategies.
- Providing quarterly impact reports to the Diocesan Foundations, demonstrating measurable growth and resource effectiveness.

7. Coordination with Key Partners

- Office of Christian Formation (Canon for Formation)
 - Regular collaboration on discipleship, leadership formation, and integration of spiritual growth with mission strategy.
 - Ensuring congregations have access to formation resources while prioritizing execution and sustainability.
- Episcopal Health Foundation (EHF) Congregational Engagement Office
 - Ongoing engagement with community-based initiatives, ensuring congregational mission aligns with community health and justice work.
 - Partnering on resource deployment, training, and impact measurement.

8. Creation Care & Long-Term Sustainability

- Equipping congregations for environmental stewardship, integrating energy efficiency, disaster preparedness, and resilience strategies.
- Collaborating with EHF and other diocesan partners to address climate-related challenges impacting congregations and their communities.



EHF Congregational Engagement and EDOT Mission Amp began work together to develop a menu of offerings for EDOT congregations last year.

THE WORK

OF THE OFFICE OF CONGREGATIONAL AND MISSION VITALITY

Operational Framework: Execution & Accountability

The Office of Congregational and Mission Vitality is structured around a clear execution model, ensuring that all strategic goals are measurable, time-bound, and financially sustainable.

- EOS (Entrepreneurial Operating System) principles drive clarity, accountability, and results.
- Quarterly impact reviews ensure strategic alignment with the Diocesan Foundations and senior leadership.
- Collaboration across diocesan offices ensures that church growth is integrated with discipleship and community engagement.

The Office's Role in the Diocese's Future Strategy

Over the next 10 years, the Office of Congregational and Mission Vitality will play a critical role in reshaping the Diocese, ensuring that the church adapts to demographic, economic, climatological, and technological shifts.

- Expanding Hispanic and younger demographic representation in the Diocese.
- Addressing the ongoing decline in Average Sunday Attendance (ASA) through new growth strategies and revitalization.
- Strengthening financial sustainability models for congregations.

Conclusion: A Strategic, Impact-Driven Office

The Office of Congregational and Mission Vitality is not a reactive support team—it is a proactive, execution-focused office that mobilizes leaders, deploys resources, and measures impact to ensure the Episcopal Diocese of Texas remains a leading force in congregational growth, mission expansion, and transformative leadership.



REFINED ORGANIZATIONAL STRUCTURE

FOR THE OFFICE OF CONGREGATIONAL AND MISSION VITALITY

The Office of Congregational and Mission Vitality in the Episcopal Diocese of Texas is a strategic, execution-focused department responsible for equipping leaders, fostering collaboration, and mobilizing mission strategies to expand, strengthen, and sustain Episcopal communities across the Diocese.

This office does not directly run programs but builds capacity through coaching, leadership development, and regional collaboration while aligning with the Episcopal Health Foundation (EHF) and the Office of Christian Formation.

The team leverages existing expertise in church planting, campus ministry, Hispanic ministry, and missional communities while ensuring regional leadership through Area Missioners who provide coaching, collaboration, and governance support for congregations.

CORE LEADERSHIP & STRUCTURE

1. Canon for Congregations (Executive Leadership & Strategy)

- The chief strategist, coach, and overseer for congregational and mission vitality, growth, and sustainability.
- Manages Area Missioners and Specialized Missioners to ensure alignment with diocesan priorities.
- Builds and sustains collaborative partnerships with EHF, the Office of Christian Formation, and the Financial Services Department to align resources with mission needs.
- Oversees budgeting and reporting, in collaboration with Financial Services.
- Provides quarterly strategic updates to the Diocesan Foundations to demonstrate impact and mission effectiveness.

2. Administrative Assistant (Operations & Support)

- Supports office logistics, scheduling, reporting, and communications.
- Coordinates financial tracking and grant applications with Financial Services.
- Manages meeting logistics for regional and mission-specific gatherings.

REGIONAL LEADERSHIP: AREA MISSIONERS

Given the geographic and demographic complexity of the Diocese, regional leadership is crucial for coaching, collaboration, and sustainability support.

3. Four Area Missioners (Regional Coaching & Collaboration)

Each Area Missioner is responsible for coaching and supporting congregations, missional communities, and Diocesan schools in their region. They focus on building collaboration, ensuring leadership development, and fostering sustainability.

Proposed Regional Areas (Reflecting Diocesan Coverage)

- North Texas Area Missioner (Fort Worth, College Station, Waco, Tyler, surrounding rural areas)
- Central Texas Area Missioner (Austin, Bryan, Temple/Killeen, rural congregations)
- Southeast Texas Area Missioner (Houston, Beaumont, Galveston, Bay City, Lake Jackson)
- East Texas Area Missioner (Tyler, Longview, Nacogdoches, smaller congregations across the region)

Responsibilities of Area Missioners:

- Coach clergy and lay leaders in governance, leadership, and mission execution.
- Facilitate congregational collaboration, aligning with EHF community engagement strategies.
- Support vestries and leadership teams in financial sustainability and strategic planning.
- Guide struggling congregations through revitalization efforts.
- Work closely with specialized Missioners to ensure local integration of church planting, campus ministry, Hispanic ministry, and missional communities.

SPECIALIZED MISSIONERS FOR GROWTH AREAS

In addition to regional leadership, the Diocese maintains dedicated Missioners who specialize in key areas of growth and mission expansion.

4. Missioner for Church Planting

- Leads all new church plants, ensuring financial sustainability, leadership recruitment, and missional strategy.
- Coaches new church planters, ensuring long-term success.
- Collaborates with Area Missioners to identify viable locations for new church development.
- Works with Financial Services to secure funding and measure church growth impact.

5. Missioner for Hispanic Ministry

- Supports and grows Hispanic congregations, ensuring leadership pipelines, financial sustainability, and bilingual resources.
- Develops culturally specific mission strategies, supporting Spanish-speaking clergy and lay leaders.
- Partners with EHF and community organizations to expand Hispanic outreach and social engagement.
- Works with Area Missioners to ensure Hispanic congregations are fully integrated into diocesan strategy.

SPECIALIZED MISSIONERS FOR GROWTH AREAS

In addition to regional leadership, the Diocese maintains dedicated Missioners who specialize in key areas of growth and mission expansion.

6. Missioner for Campus Ministry

- Oversees and expands 27 campus missions, ensuring Episcopal presence and discipleship growth.
- Develops lay-led and clergy-supported campus mission models for sustainability.
- Collaborates with the Office of Christian Formation to integrate discipleship programs with campus ministries.
- Coaches local campus ministers, ensuring strong connections between students and local congregations.

7. Missioner for Missional Communities

- Supports the 50 missional communities in developing sustainability models and leadership structures.
- Trains leaders to plant and sustain missional communities, ensuring alignment with diocesan priorities.
- Works with the Missioner for Church Planting to explore new forms of Episcopal faith communities.
- Collaborates with Area Missioners to ensure missional communities are connected with the broader Church.

SUPPORT & COLLABORATION WITH OTHER DIOCESAN OFFICES

In addition to regional leadership, the Diocese maintains dedicated Missioners who specialize in key areas of growth and mission expansion.

8. Financial Services Department (Budgeting, Reporting, Data Analysis)

- Provides financial tracking, analysis, and reporting for all mission efforts.
- Manages grant distribution and investment strategies for church growth and sustainability.
- Prepares financial data and impact reports for the Diocesan Foundations.

9. Episcopal Health Foundation (EHF) Congregational Engagement Office

- Works alongside Area Missioners to connect congregations with community engagement initiatives.
- Ensures church vitality efforts align with community health and justice strategies.
- Facilitates funding opportunities for congregations engaging in social justice and mission work.

10. Office of Christian Formation

- Collaborates with the Missioner for Campus Ministry and Area Missioners to ensure formation resources are integrated into mission growth strategies.
- Supports leadership development and discipleship training, particularly for new and revitalized congregations.

TOTAL RECOMMENDED TEAM

1. Canon for Congregations (Executive Leadership & Strategy)
2. Administrative Assistant (Operations & Support)
3. Four Area Missioners (Regional Coaching & Congregational Support)
4. Missioner for Church Planting (New Church Growth)
5. Missioner for Hispanic Ministry (Hispanic Congregational Expansion)
6. Missioner for Campus Ministry (College Mission Growth)
7. Missioner for Missional Communities (Innovative Church Models)

Total Full-Time Positions: 9

- 1 Canon for Congregations
 - 1 Administrative Assistant
 - 4 Area Missioners
 - 4 Specialized Missioners
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JUSTIFICATION FOR THIS TEAM

- **Scalability:** Area Missioners ensure distributed leadership and coaching, reducing administrative burden on the Canon for Congregations.
 - **Targeted Growth:** Specialized Missioners for Church Planting, Hispanic Ministry, Campus Ministry, and Missional Communities focus on strategic expansion areas.
 - **Financial & Governance Stability:** Financial Services handles reporting, ensuring that mission leaders focus on execution rather than financial administration.
 - **Collaboration with EHF & Christian Formation:** Regional coaching structures are aligned with EHF, ensuring local churches are active in community engagement.
 - **Clear Accountability Model:** Quarterly reporting ensures mission effectiveness and financial sustainability.
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CONCLUSION: A TEAM BUILT FOR EXECUTION & GROWTH

This team structure ensures that the Canon for Congregations leads strategically rather than operationally, with strong regional coaching, mission specialists, and financial oversight.

By aligning mission strategies with financial sustainability and leadership development, the Office of Congregational and Mission Vitality will drive measurable growth, revitalization, and missional expansion—ensuring that every congregation in the Episcopal Diocese of Texas is equipped to thrive in the years ahead.

STRATEGIC COMMUNICATION & LEADERSHIP MOBILIZATION PLAN

Leveraging Technology & Healthy Organizational Communication to Strengthen Congregational and Mission Vitality

In a Diocese as large and diverse as Texas, clear, consistent, and interactive communication is critical for ensuring the strategic alignment and mobilization of both paid and unpaid servant leaders. The goal is to ensure that every congregation, school, campus mission, and missional community is aligned, engaged, and supported through technology-driven communication, coaching, and collaboration.

Core Communication Responsibilities & Opportunities

To achieve execution at scale, the Office of Congregational and Mission Vitality will develop and implement a phased, robust communication strategy that ensures transparency, alignment, and real-time collaboration among the Canon for Congregations, Area Missioners, Specialized Missioners, Clergy, Vestries, and Cadres of Unpaid Leaders.



KEY RESPONSIBILITIES FOR COMMUNICATING STRATEGY & SHARING MINISTRY

1. Internal Digital Ecosystem for Leadership Coordination & Coaching

Digital Platforms for Communication & Collaboration

- Microsoft Teams / Slack – Real-time communication and collaboration for staff, Area Missioners, and key congregational leaders.
- Diocesan Leadership Portal (DLP) – A custom-built online dashboard for tracking church health metrics, strategic goals, and real-time progress on mission initiatives.
- Asana / Trello / ClickUp – Project management tools to track initiatives, church revitalization projects, and leadership development progress.

Monthly Digital Strategy Meetings

- Canon for Congregations meets with Area Missioners & Specialized Missioners monthly to review key priorities and ensure coordination.
- Quarterly alignment meetings with EHF and Office of Christian Formation to ensure strategic cohesion.
- Recorded updates shared across diocesan channels to keep clergy, vestries, and lay leaders informed.

2. Cadre of Unpaid Leaders: Training & Equipping for Mission

Regional Coaching Teams & Digital Training Hubs

- Each Area Missioner will oversee a team of trained, unpaid servant leaders (coaches) to support congregations locally.
- Monthly virtual leadership roundtables provide ongoing formation, strategy updates, and troubleshooting opportunities.
- Regional leadership training retreats (bi-annually) ensure servant leaders are empowered and connected to diocesan priorities.
- Online leadership certification programs equip vestry members, lay leaders, and church planters in governance, evangelism, and discipleship.

Digital Resource Library & On-Demand Coaching

- Webinar Series (quarterly) on church revitalization, governance, Hispanic ministry, and missional communities.
- Podcast & Video Updates from the Canon for Congregations to share insights, success stories, and challenges across the Diocese.
- Mentorship Hub – Digital space where experienced leaders mentor new church planters and missional community leaders.

KEY RESPONSIBILITIES FOR COMMUNICATING STRATEGY & SHARING MINISTRY

3. Financial Transparency & Strategic Goal Tracking

Data-Driven Decision Making & Reporting

- Real-time tracking dashboards for monitoring church health metrics, engagement levels, and financial sustainability.
- Quarterly financial & impact reports shared via the Diocesan Leadership Portal for transparency and accountability.
- Annual Strategic Review involving staff, Area Missioners, EHF, and Diocesan Foundations.

4. Engaging Congregations & Empowering Lay Leaders

Hybrid Training Model for Vestries & Congregational Leaders

- Quarterly virtual vestry training sessions covering financial stewardship, governance, and leadership development.
- Regional in-person training opportunities for congregations engaged in revitalization, church planting, and Hispanic ministry.
- On-Demand Video Library of best practices, available 24/7 for vestry members and lay leaders.

Monthly Digital Communications Strategy

- E-Newsletters & Targeted Updates tailored for clergy, vestries, and key lay leaders.
- Social Media & Community Engagement to highlight successful church plants, campus ministries, and missional communities.

5. AI & Technology-Enhanced Leadership Development

AI-Powered Insights & Predictive Analytics

- AI tools analyze congregational health, flagging potential issues in financial sustainability, leadership turnover, or declining engagement.
- Automated coaching reminders & content delivery to servant leaders based on their specific roles and development goals.

Interactive AI-Enhanced Learning

- AI-powered chatbots available on the Diocesan Portal to answer common governance, financial, and missional community questions.
- AI transcription services to automatically summarize key meetings and highlight action items.

6. Unified Branding & Strategic Messaging

Centralized Messaging for Alignment & Engagement

- Diocesan-wide sermon series templates to align congregations around core mission themes.
- Consistent visual identity & messaging across diocesan digital platforms.
- Video storytelling initiatives highlighting impactful church revitalization, campus ministry, and Hispanic congregation growth.

TECHNOLOGY-DRIVEN COMMUNICATION STRATEGY AT A GLANCE

Communication Method	Purpose	Audience	Frequency
Microsoft Teams / Slack	Leadership Collaboration	Canon, Missioners, EHF, Formation Office	Daily
Diocesan Leadership Portal	Strategy, Metrics, Coaching	Area Missioners, Coaches, Vestries	Real-Time
Asana / Trello	Project Management	Church Planting, Missional Communities	Weekly Updates
Quarterly Webinars	Leadership & Governance Training	Clergy, Lay Leaders, Vestries	Quarterly
Podcast & Video Updates	Storytelling & Strategy Insights	Diocese-wide Audience	Monthly
E-Newsletters	Key Strategy & Engagement Updates	Clergy, Vestries, Lay Leaders	Monthly
AI-Driven Learning Hub	24/7 Governance & Leadership Support	All Episcopal Leaders	On-Demand
Social Media & Digital Engagement	Sharing Success & Encouraging Engagement	Public, Diocese-Wide	Weekly
Regional Leadership Retreats	Deep-Dive Training & Networking	Area Missioners & Coaches	Bi-Annually
Annual Strategic Review	Evaluating Impact & Future Planning	Canon, Foundations, Senior Leaders	Annually

CONCLUSION: A FULLY INTEGRATED, TECHNOLOGY-ENABLED LEADERSHIP & COMMUNICATION STRATEGY

This communication and mobilization strategy ensures that the Office of Congregational and Mission Vitality is not just a top-down operation but a dynamic, interactive, and servant-led network.

By leveraging AI-driven tools, regional coaching teams, virtual learning platforms, and collaborative leadership structures, the Diocese can:

- Empower hundreds of unpaid servant leaders to execute mission strategies effectively.
- Ensure financial transparency & strategic alignment across all congregations.
- Foster a culture of collaboration & innovation, strengthening congregations at all levels.
- Drive measurable growth in church vitality, Hispanic ministry, campus missions, and missional communities.

This approach not only strengthens congregational health but also ensures that every church, campus ministry, and missional community is fully integrated into the Diocese's strategic vision—leveraging the best technology to equip the Church for a thriving future.

★ The Episcopal Diocese of Texas