



# Diocese of Southern Ohio

## Mission Share Review Policy/Process

**Responsible Organization:**

Diocesan Council

### 1. Theological Context

The Diocese has adopted this policy in the interest of promoting our common life in service to God's mission as the Diocese of Southern Ohio reflective of the bounty with which God has blessed us. This policy will help strengthen the ties that bind us together and enable us to increase the ways in which we collectively participate in God's mission of restoration and reconciliation.

Scripture tells us:

"Our desire is not that others might be relieved while you are hard pressed, but that there might be equality. At the present time your plenty will supply what they need, so that in turn their plenty will supply what you need. The goal is equality, as it is written: 'The one who gathered much did not have too much, and the one who gathered little did not have too little.'" (2 Cor 8:13-16)

"In everything I did, I showed you that by this kind of hard work we must help the weak, remembering the words the Lord Jesus himself said: 'It is more blessed to give than to receive.'" (Acts 20:35)

"Jesus answered, 'If you want to be perfect, go, sell your possessions and give to the poor, and you will have treasure in heaven. Then come, follow me.'" (Matt 19:21)

### Our Mutual Responsibility and Interdependence as the Body of Christ

In his first letter to the church at Corinth, Chapter 12, St. Paul outlines what it means for the church to be the Body of Christ in the world. Just as the human body is an integrated, inter-dependent system, so also is the church. And in that same chapter, St. Paul makes it clear that:

- no part of the body can reject another part without sacrificing its own integrity
- every member must support the work of the other parts for the body to work the way God designed it.

"Those parts of the body that seem to be weaker are indispensable, and the parts that we think are less honorable we treat with special honor." (I Cor. 12:21)

So it is in the life of our Diocese. Each member congregation brings a special gift to the life and work of the Diocese, and each congregation requires the support and gifts of the other members of the diocesan body to become most fully the organic Eucharistic community that God desires for us to be. This being true, our life together in the Diocese of Southern Ohio requires us to be mutually accountable, one to another, not only for the welfare of our brothers and sisters but also to build up our local eucharistic communities as the Body of Christ in faithfulness to God's mission.

### Our Mutual Accountability and Responsibility

The Episcopal Church lives within the Anglican tradition of catholicity, under the oversight of



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bishops, as opposed to a congregational system of independent congregations. Our local eucharistic communities are interdependent. There are huge benefits of being part of our Diocese – In giving we share and receive empathy, healing, support, advice, fellowship, professional and spiritual wisdom, companions for the journey. We are not complete without each other.

The purpose of this policy is to remind all of the congregations that together constitute the Diocese of Southern Ohio of our common obligations for mutual support, justice, reconciliation and encouragement among congregations in meeting those obligations.

### 2. Policy:

The Canons of the Diocese of Southern Ohio require that a congregation pay its Diocesan Assessment, otherwise known as Mission Share payment on a monthly basis (Canon XIII, Section 6). Failure to pay the full amount by June 30 of the following year (Canon XVI, Section 18 (a. 2)) can result in a parish being listed as a “congregation at risk” (Canon XVI, Section 19, (b. 5)) or to lose church status and be designated a mission (Canon XVI, Section 17, (c)).

The policy of the Diocese of Southern Ohio allows for a congregation to request a “Mission Share Review” of the upcoming year’s designated percentage. The policy does not allow for a review of prior year amounts that are due to the Diocese. Prior amounts due need a payment plan set up to have those amounts paid off within a specific timeframe subject to approval by Diocesan Council. Forgiveness or reductions of prior amounts due will not be given unless Diocesan Council makes an exception.

Further, it is the policy of the Diocese that a congregation which is one year behind in its Mission Share payments/Assessment will be contacted by the Mission Share Review Committee to see how the Diocese can assist them in resolving this past due debt so that the parish is not placed as a congregation at risk.

Additionally, it is the policy of the Diocese that congregations who are in good standing by keeping their mission share payments current are granted:

- preference for appointments to diocesan committees and councils at the discretion of the bishop(s)
- eligibility to seek grants and loans from the diocesan-wide resources
- permission to move forward in a search for a rector or appointment of an assistant/associate

Conversely, those congregations which are not current with their mission share payments are enjoined from participating in the above privileges. In addition, Canon XVI, Section 18 (b) states that congregations that are not current with their mission payments “shall be denied Lay representation at the year’s Diocesan Convention.” See section 3 below for further discussion.

### 3. Purpose:

The purpose of this document is to state the policy of the Diocese and identify the organizations of the Diocese who are involved in the Mission Share Review process and define their responsibilities.



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The appendices provide the process in detail as well as guidelines and instructions.

The underlying causes for a congregation's financial difficulties can be many, and the solutions must be tailored for each situation. It is necessary however to ensure that the review process is first and foremost a pastoral issue. The process must be fair and balanced, but also must provide a positive experience to the congregation so it may continue to be a vibrant member of the Church.

As described in the Canons of the Diocese of Southern Ohio, section 18 (a) 2 requires a Congregation in Good Standing must pay "its full Diocesan assessment for the preceding calendar year by June 30 of any year or by one week before the scheduled meeting of the Convention if that precedes June 30." Due to circumstances often outside the control of a congregation, the above canon sometimes levies an undue financial hardship on the life of the congregation. The duty of Diocesan leadership is to ensure that such events are recognized and the congregations in question are allowed to maintain their status within the Diocese, while balancing their financial needs with their responsibilities as members of the larger Diocesan family.

#### 4. Scope:

This Mission Share Review Process applies to all individuals and organizations defined below, including Diocesan Staff personnel, which are involved with the Mission Share Review Process. The Diocesan Council is primarily responsible for the Mission Share Review policy/process and will review the policy/process on not less than an annual basis and amend it, as required.

It is imperative for all parties involved to fully understand that a Mission Share Review evaluates the Mission Share that is in place for the current year and does so in response to a request of the parish received in the prior year after the mission shares were calculated and published. The Mission Share Review Committee cannot review the Mission Share that was in effect during the year of the request, nor adjust the share for prior years. The Review Committee may, at its discretion, recommend forgiveness of Mission Share amounts that are currently in arrears as part of an overall financial recovery package. This limitation underscores the importance of accomplishing the reviews in a timely manner. It also places a requirement on the congregations themselves to alert the Diocese as soon as possible if they will request a mission share review.

#### 5. Timeline

The following represents the timeline for Mission Share publication and review process:

<i>Date</i>	<i>Item</i>	<i>Action</i>
<b>Mid Summer</b>	Diocesan Finance Officer publishes draft Mission Shares for the upcoming year.	Vestries and Treasurers review and plan into their budget or initiate a mission share review.
<b>September</b>	Diocesan Finance Officer publishes Mission Shares for the upcoming year for inclusion in Convention	Vestries/treasurers return notification to Finance Officer to concur or notify Diocese that a Mission Share review will be requested. Requesting a Review <b>does not</b> relieve a parish of



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	Budget	published Mission Share.
<b>December 31</b>	<b>Mission Share Review Letter Deadline</b>	Requests for Mission Share Reviews must be received by December 31 of the upcoming year so a review can be scheduled and potential shortfalls are adjusted for in the Diocesan Budget. Canon XIII, Sec. 3 (h)
<b>Seven days after receipt of request</b>	Mission Share Review Request is acknowledged and Review Package instructions forwarded to the parish.	Diocesan Staff sends package of instructions and notifies Diocesan Council of request
<b>Next Diocesan Council Meeting</b>	Council accepts review request	Mission Share Chair begins preparation for review and notifies Commissions of upcoming review to assign personnel.
<b>30-45 days after receipt of package instructions</b>	Parish submits completed Mission Share Review package	Mission Share Chair and Diocesan Staff distributes Mission Share Review Package to Team Members and coordinates meeting date with parish and Team.
<b>As Required</b>	Mission Share Review	Review is held with Team and parish. Initial findings of the Review Team are shared with the parish. Recommendations of Team forwarded in writing to Diocesan Council
<b>Next Diocesan Council Meeting</b>	Diocesan Council Review	Diocesan Council reviews recommendation of Team. Accepts or modifies the recommendation and adjusts Diocesan Budget to accommodate changes.
<b>Diocesan Council Follow Up</b>	Diocesan Council Determination	Council First Vice President and/or Team Leader notifies the parish of its final finding in writing with copies to Diocesan Finance Officer and Commission for action if required.

## 6. Responsibilities:

**Diocesan Council:** As the canonically assigned body responsible to “carry out the programs and policies, to set up and implement the operating budget, and to make related expenditures for the Mission and Ministry of the Diocese of Southern Ohio,” Diocesan Council will be notified by the Canon to the Ordinary (or other assigned member of the Diocesan Staff) that a Mission Share Review request has been made. Council will vote to accept performing the review and the Mission Share Review Committee will lead the review and report back to Council, in writing, the findings of the review. Council will discuss the findings and recommendations and vote to implement the recommendations (as potentially amended). This vote includes amendment of the budget if required. The Mission Share Review Committee Chair will transmit the Council’s decision to the affected parish, the Diocesan Finance Officer and other parties involved with the review.

**Canon to the Ordinary** (or other assigned member of the Diocesan Staff) will receive requests from requesting parishes, notify Diocesan Council, and the Mission Share Review Chair, to transmit instructions for the review package. The Canon will be a member of the review committee and attend the meeting, if possible.



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**Diocesan Finance Officer** will provide a history of the requesting parish's parochial report to the committee as well as a funds remaining report on any budgeted mission share line item funds available. The Finance Officer will provide professional expertise to the Review Committee for analysis of the congregation's budget and investments as well as guidance on potential impacts to the Diocesan budget and cash flow and possible options for alternative reductions in a congregation's mission share liabilities.

**If the Diocesan Finance Officer is unable to attend a parish review, a representative of the Finance Committee** will assign a person to be a member of the Review Committee who will review the overall fiscal status of the congregation including endowments, investments and cash accounts to ensure they are being accounted for correctly, and are being used to the best advantage and return.

**The Commission on Congregational Life** will assign a person to the review committee who will evaluate the overall operation and functioning of the congregation paying particular attention to its outreach, participation in the community and other local churches, physical plant and the health of the congregation. If required following the review, the assigned person will report back to the Commission for future COCL action including potential financial support in accordance with their process and procedures.

### 7. Procedures:

During the distribution of the draft Mission Share Assessment, the Diocesan Finance Officer will include a notification to the congregations that they may request a review of the assessed amount by Diocesan Council by making a written request to Council through the Canon to the Ordinary. This notification will also be included in the final notice for assessment amount distributed in the summer for use in the final budget preparation.

Upon receipt of a request, the Canon to the Ordinary will distribute copies to the First Vice President of Diocesan Council and the Chair of the Mission Share Review Committee. The Canon will acknowledge the request to the congregation and include instructions (Appendix B) for the preparation of a Mission Share Review packet that must be completed and submitted within six weeks of notification. This must be received before a review can be scheduled. The congregation will also prepare to discuss their request at a meeting with the review committee. The congregation will ensure that, as a minimum, the rector or assigned clergyperson, the Senior Warden, the Treasurer and representatives from the Vestry or Mission Council are present at the meeting.

The Mission Share Review Chair or delegate will coordinate a schedule for the review at the congregation's facility. The remaining committees will inform the Canon of their respective assigned members to the Review Committee Chair.

At the Review Meeting itself, the Committee will meet with the representatives from the congregation to receive their request. Following the presentation, if necessary, the members of the Review Committee will meet one-on-one with their congregational counterparts to further review their status.

Following the review, the chair will caucus the Review Committee to receive their assessments and



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recommendations. If appropriate, the Committee will meet the congregational representatives immediately thereafter to provide their findings. The Review Committee chair will document these findings and present them to Diocesan Council at their next meeting for acceptance or modification. The chair will transmit the final disposition to the congregation by letter with copies to the other involved commissions for their information and action if follow up activity is required.



# **Diocese of Southern Ohio**

## **Mission Share Review Policy/Process** **Responsible Organization:** Diocesan Council

### **Appendix A** **Sample Mission Share Review Request Response**

[date]

The Rev. AAA BBB  
Canon to the Ordinary  
Diocese of Southern Ohio  
412 Sycamore Street  
Cincinnati, Ohio 45202

Dear [Rector and Senior Warden]:

We have received your congregation's request for Diocesan Council to review your Mission Share Assessment for [Mission Share Year]. We



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## Appendix B

### Mission Share Review Package (prepared by the requesting Congregation)

In order for the Mission Share Review Committee to review effectively the Mission Share Request, the requesting congregation will prepare and submit the following information to the Canon to the Ordinary or Associate for Financial Management and Oversight to be distributed to the Mission Share Review Committee before the meeting. This package must be completed and received by the Diocese before a Review is scheduled. All material may be sent electronically in pdf format or by mail.

1. Overview/Background:
  - A. Provide a short narrative describing the history of the parish with emphasis on the events of the last five years.
  - B. Please include clergy tenures (full time, interims, part time), changes in membership,
  - C. Please provide the past three years of Annual Meeting Reports.
  - D. Please tell us about local factors directly affecting the congregation (business closings, neighborhood changes and transitions), and any other factors of which the congregation believes that the review committee should know.
2. Financial History
  - A. Provide a financial history for the last five years (minimum) that shows both income and expenditures in sufficient detail to track the major sources of income and categories of expenses.
  - B. Please provide a current balance sheet showing all assets and liabilities of the congregation.
  - C. If there are any endowment or investment funds, provide a list of them with any restrictions on their use and how the funds are held (e.g., stock, PNC mutual funds, money market).
3. Stewardship
  - A. Provide a history of the last five years of congregational pledge, plate and special giving, including the pledged amount versus actual received as well as the number of pledging units.
  - B. Include any events that may be associated with a rapid rise or fall in pledging units or giving amounts.
4. Outreach
  - A. Describe your efforts and programs through which you reach outside your congregation.
  - B. Provide details on projects run by the congregation and the amount of your participation (people, space and financial).



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### Appendix C

#### Mission Share Review Committee Guidelines

##### 1. Overview

A Mission Share Review is often a very stressful time for a congregation. Many have worked very hard to ‘stay afloat’ and have regularly sacrificed to make their Mission Share payments. Therefore, the request for such a mission share review is sometimes requested as almost a last resort – a parish or mission is usually already in difficulty. This factor must remain in the thoughts of the committee throughout the process.

The Mission Share Review must be more than giving a congregation a financial boost. It is a combined process through which multiple facets of the Diocese work with a congregation to objectively review the several areas that affect financial stability and then provide a consolidated plan for the Diocese and the congregation to work together to help them to stay as valuable members of the Diocese and the community.

The underlying causes for a congregation’s financial difficulties can be many, and the solutions must be tailored for each situation. It is necessary however to ensure that the review process is first and foremost a pastoral issue. It must be fair and balanced, but also must provide a positive experience to the congregation so it may continue to be a vibrant member of the Church.

The purpose of this Appendix is to give some general guidelines for the various organizations of the Diocese who are involved in the Mission Share Review process and help define their roles and objectives.

##### 2. Mission Share Review Chair

Ensure that the Review Committee members know the time and location of the meeting so it can begin promptly. Begin with a prayer. Have all attendees introduce themselves and the functions they represent. If time allows (especially if some attendees are delayed), take a tour of the church and facilities. This is the first time that most committee members will have been to this congregation and it will allow the congregation to “show off” their building. Allow the church to present its items for the review, and then see if there are any group questions.

Take a short time to gather the Review Committee together away from the congregational representatives and poll the members for their reaction and top level recommendations. If possible, relay this immediately following your meeting back to the congregation committee, but remind them that this is a preliminary decision and that it needs to be approved by Diocesan Council.

Prepare a short synopsis of the meeting for distribution and concurrence of the Mission Review Committee (See Appendix D for an example). Following coordination, present it to Diocesan Council for acceptance and then send a letter to the congregation documenting Council’s decision with copies to the Review Committee and the chairs of the several committees or commissions if they are tasked with any follow up action to assist the congregation. See Appendix E for an example letter.



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### 3. Finance Committee Representative or Diocesan Finance Officer

This is not an audit of the books. It is a review of the overall financial health of the congregation and assists them to improve their process, if required. Ensure that the investments and endowments are both documented properly and are being held in instruments that provide a solid rate of return. Many congregations have depleted their endowments for survival and have little to no reserve for emergencies (e.g., furnace replacement, major roof repairs). Ensure any outside income from parish related activities (e.g. preschool) are properly documented.

### 4. Committee on Congregational Life

This portion of the review provides a more holistic view of the congregation, reviewing its overall health and place in the local community. Outreach programs, inter-denominational activities and service to the community are important to the congregation and provide a basis for potential ongoing support of the congregation. If the situation warrants, provide the assessment back to COCL for possible long term action. If necessary, inform the congregation of COCL grants and other Diocesan assistance available and offer assistance to apply for them.



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### Appendix D – Example Letter to Diocesan Council

2 April 2007

Mission Share Review Committee for  
St. XXX Episcopal Church, XXX, OH.

Subject: Recommendation for Diocesan Council

Dear Committee Members:

Following our meeting at St. XXX, XXX, we presented some additional tasks to the Rector and Vestry that needed completion prior to making a final decision. These actions included:

- Review the recently submitted Parochial Report to ensure the proper accounting for funds used from savings and investments and correct any errors for amounts that may have been inadvertently used in the Mission Share calculations. Provide the results of this review to the Diocesan Financial Officer and correct the Parochial Report as required.
- Commitment by the Vestry to allocate and regularly pay a portion of their Mission Share to alleviate the impact of paying it in a lump sum before the Diocesan deadline.
- Review the parish investment to ensure a consistent and reasonable return on investment.
- Brief the Vestry on the results of the Review and ensure their commitment to year-round stewardship and to keep the parish members informed of the financial status on a regular basis.
- Provide a nominal schedule for Mission Share payments over a five year period that will allow for a sustainable growth and a reduced financial impact to the parish, but acknowledges the desire of the parish to be a full participant, both spiritually and financially, in the life of the Diocese.

In discussions and email among The Rev XXX, XXX, and myself, these actions have been taken. Endowment/investment income has been reviewed and the common stock is being sold and reinvested in the Diocesan PNC portfolio.

Based on this effort by St. XXX, XXX, I propose the following be presented to Diocesan Council for their approval:

- The request for relief of the 2007 Mission Share be granted, in part, based on the parish's review of the existing finances and current actions toward improvement of their financial position.
- A grant of full relief of the 2006 Mission Share be approved to allow the parish to establish a reasonable five year payment schedule that better reflects the current financial position of the parish and allows them to 'grow' into a full mission share, without penalty, by 2012. The payment schedule is defined below.



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**St XXX Mission Share Payment Schedule**

Year	Current Status		St XXX Revised Request			Mission Review Committee		
		Notes		Notes	Payment Plan	Mission Share	Notes	Payment Plan
2006	\$ 13,061.00	In arrears	\$ 13,061.00	No Change		\$ -	Forgive	
2007	\$ 15,070.00	Current MS	\$ 10,070.00	Reduce by \$5000	\$ 9,665.00	\$ 15,070.00	No Change	\$ 9,200.00
2008	\$ 9,033.00	Calculated	\$ 5,200.00	Their estimate	\$ 9,665.00	\$ 9,033.00	Calculated	\$ 9,700.00
2009	\$ 10,162.13	12.5% growth	\$ 5,200.00	Hold at 2008	\$ 9,665.00	\$ 9,484.65	5% Growth	\$ 10,600.00
2010	\$ 11,432.39	12.5% growth	\$ 5,200.00	Hold at 2008	\$ 9,665.00	\$ 9,958.88	5% Growth	\$ 11,700.00
2011	\$ 12,861.44	12.5% growth	\$ 5,200.00	Hold at 2008	\$ 9,665.00	\$ 10,456.83	5% Growth	\$ 12,803.00
	\$ 71,619.96	Potential Liability	\$ 43,931.00		\$ 48,325.00	\$ 54,003.36	Total "owed"	\$ 54,003.00

- The Mission Share for the year 2012 will be calculated on the Parochial Report for 2010 and will not be subject to the 112.5% growth limitations.
- To ensure the projected growth in membership and pledges are attained and maintained, the Vestry of St. XXX will engage in close consultation and guidance from the Diocesan Evangelism and Stewardship Commission to assist them in their programs.
- Since St XXX, XXX is receiving Diocesan aid in the form of Clergy Support and other programs, the Commission on Congregational Life will maintain its contact with the parish on a regular basis and provide such guidance and assistance as they deem necessary for the continued life of this valuable resource to our Diocese.

This action is based on the loss of pledged income over the preceding years due to departures from the parish and the decline of membership.

Sincerely,

XX  
First VP  
Diocesan Council



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Diocesan Council

### Appendix E – Example Letter to Congregation

23 April 2007

Rector, Wardens and Vestry

St. XXX Episcopal Church

XXX Avenue

XXX, OH 4XXXX

Subject: Mission Share Review

The Mission Share Review Committee that met with you in late February presented its findings to Diocesan Council at their April meeting. This recommendation was based on not only the review itself, but the successful follow up actions and the completion of the additional tasks presented to the Rector and Vestry. These actions included:

- Review the recently submitted Parochial Report to ensure the proper accounting for funds used from savings and investments and correct any errors for amounts that may have been inadvertently used in the Mission Share calculations. Provide the results of this review to the Diocesan Financial Officer and correct the Parochial Report as required.
- Commitment by the Vestry to allocate and regularly pay a portion of their Mission Share to alleviate the impact of paying it in a lump sum before the Diocesan deadline.
- Review the parish investment to ensure a consistent and reasonable return on investment.
- Brief the Vestry on the results of the Review and ensure their commitment to year-round stewardship and to keep the parish members informed of the financial status on a regular basis.
- Provide a nominal schedule for Mission Share payments over a five year period that will allow for a sustainable growth and a reduced financial impact to the parish, but acknowledges the desire of the parish to be a full participant, both spiritually and financially, in the life of the Diocese.

Based on this effort by St. XXX's, XXX, Diocesan Council approved the following:

- The request for relief of the 2007 Mission Share is granted, in part, based on the parish's review of the existing finances and current actions toward improvement of their financial position. The full amount of the 2007 Mission Share will be blended into a five year payment schedule.
- Full relief of the 2006 Mission Share is granted allow the parish to establish a reasonable five year payment schedule that better reflects the current financial position of the parish and allows them to 'grow' into a full mission share, without penalty, by 2012. The payment schedule is defined below.



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St XXX's Mission Share Payment Schedule

Year	Current Status		ST XXX's Revised Request			Mission Review Committee		
		Notes		Notes	Payment Plan	Mission Share	Notes	Payment Plan
2006	\$ 13,061.00	In arrears	\$ 13,061.00	No Change		\$ -	Forgive	
2007	\$ 15,070.00	Current MS	\$ 10,070.00	Reduce by \$5000	\$ 9,665.00	\$ 15,070.00	No Change	\$ 9,200.00
2008	\$ 9,033.00	Calculated	\$ 5,200.00	Their estimate	\$ 9,665.00	\$ 9,033.00	Calculated	\$ 9,700.00
2009	\$ 10,162.13	12.5% growth	\$ 5,200.00	Hold at 2008	\$ 9,665.00	\$ 9,484.65	5% Growth	\$ 10,600.00
2010	\$ 11,432.39	12.5% growth	\$ 5,200.00	Hold at 2008	\$ 9,665.00	\$ 9,958.88	5% Growth	\$ 11,700.00
2011	\$ 12,861.44	12.5% growth	\$ 5,200.00	Hold at 2008	\$ 9,665.00	\$ 10,456.83	5% Growth	\$ 12,803.00
	\$ 71,619.96	Potential Liability	\$ 43,931.00		\$ 48,325.00	\$ 54,003.36	Total "owed"	\$ 54,003.00

- The Mission Share for the year 2012 will be calculated on the Parochial Report for 2010 and will not be subject to the 112.5% growth limitations.
- To ensure the projected growth in membership and pledges are attained and maintained, the Vestry of St. XXX will engage in close consultation and guidance from the Diocesan Evangelism and Stewardship Commission to assist them in their programs.
- Since St XXX, XXX is receiving Diocesan aid in the form of Clergy Support and other programs, the Commission on Congregational Life will maintain its contact with the parish on a regular basis and provide such guidance and assistance as they deem necessary for the continued life of this valuable resource to our Diocese.

This action is based on the loss of pledged income over the preceding years due to departures from the parish and the decline of membership.

This decision is being relayed to the Canon for Ministry, the Diocesan Financial Officer, and the Chairs of the Commission on Congregational Life, Evangelism and Stewardship for their respective actions based on the decision of Council

Sincerely,

XX  
First Vice President  
Diocesan Council

cc: The Rev. XX, Canon to the Ordinary  
XX, Diocesan Financial Officer  
XX, Chair of the Commission on Congregational Life