

THE UNITED CHURCH OF CANADA
FIRST DAWN EASTERN EDGE REGIONAL COUNCIL
REGIONAL COUNCIL EXECUTIVE
March 9, 2021 at 9:30am via video conference

RC23

ATTENDANCE

Attendance

Bob Bennett, Elizabeth Dawson, Peggy Johnson, Faith March-MacCuish, Christopher Mazhandu, Simon Muwowo, Debra Sparkes-Mercer, Grant Stuckless, Paul Vardy, Roy West.

REGRETS

Regrets

Paula Gale.

WELCOME AND OPENING PRAYER

Welcome

The President welcomed members to the meeting of the Executive. Debra Sparkes-Mercer opened the meeting with a scripture reading from Proverbs, a Lenten devotion, *Walking the Labyrinth*, and prayer.

Opening Prayer

QUORUM AND CONSTITUTION OF THE COUNCIL

Quorum

The President, Peggy Johnson, noted that a quorum was present and constituted the council in the name of Jesus Christ, the head of the church, for all the business that shall properly come before it.

Constitution of the Council

ACKNOWLEDGING THE LAND

Acknowledging the Land

The President, Peggy Johnson acknowledged the territory on which we gather. We strive for respectful partnerships with all the peoples of this land, the Beothuk, Mi'kmaq and Metis on the island of Newfoundland, and the Innu and Inuit of Labrador, as we work towards healing and reconciliation.

AGENDA

Agenda

MOTION: (Simon Muwowo/Roy West)

That the agenda be adopted as circulated.

CARRIED

MINUTES

Minutes

MOTION: (Bob Bennett/Christopher Mazhandu)

That the minutes of the January 21, 2021 Executive meeting be adopted.

CARRIED

MOTION: (Roy West/Elizabeth Dawson)

That the minutes of the February 22, 2021 Executive meeting be adopted.

CARRIED

BUSINESS ARISING

Business Arising

Vacant Land at 320 Elizabeth Avenue

The Executive Minister noted that this item has been brought forward from the previous minutes. The Executive had agreed that the vacant land be used for a parking lot, however since the pandemic we have not been able to move forward with this project. It is asked that this matter continue to be brought forward to the next meeting of Executive.

Vacant Land 320 Elizabeth

Future Planning Working Group

Roy West, Elizabeth Dawson and the Regional Minister, Heather Sandford, are working on this item, but have not had a recent meeting. The team are looking towards a more streamlined process for the annual paperwork required from congregations. The Executive asked that the Regional Minister call a meeting of this group.

Future Planning

HALO Report**HALO Report**

The Executive Minister reported that this work is in process. Some information has been sent from the Region, and this report will be sent once it becomes available.

Chaplaincy
Options Working
Group**Chaplaincy Options Working Group**

The Executive Minister reported that this group has met. Some conversations with Eastern Health have been stalled since the pandemic, but the United Church would like to have conversation about possible new models. Currently the United Church has the third largest population declared by those admitted for hospital stays. The group plan to meet again and will bring a further update to Executive at that time.

Insurance Town
Hall**Insurance Town Hall**

The Executive Minister noted that the Town Hall has taken place. A memo outlining the insurance options for 2021 has now been sent as follow-up from this event.

Clarenville PC**Clarenville Pastoral Charge**

Paul Vardy, Division of Human Resources Chair, reported that conversations have taken place with the pastoral charge and minister regarding the recommended review. Support persons have also been named for the pastoral charge and the ministry personnel. The Office of Vocation Response Committee has been in contact with the name of the reviewer who has been engaged for this work.

MOTION: (Paul Vardy/Bob Bennett)

That Linda Foy be named as the reviewer for the Clarenville Pastoral Charge, (Review File 2021-0222-01).

CARRIEDCorrespondence**CORRESPONDENCE** – Appendix AThank you and
Appreciation

1. **Thank you and Appreciation** – Letters of thanks and appreciation were received, acknowledging the Christmas gift from the Region, anniversary gifts, and leaving gift.

MOTION: (Faith March-MacCuish/Grant Stuckless)

That the letters of cards and thanks be received for information.

CARRIEDLand Use
Proposal

2. **Land Use Proposal** – Letter received from Miriam Bowlby regarding alternative uses for the vacant land at 320 Elizabeth Avenue. The Executive discussed proceeding with the parking lot project for the short term as planned, which would allow for fulsome planning for a longer-term project. The group working on the parking lot project will continue this work, including future planning and visioning. The United Church also has consultants which can also be contacted for assistance.

MOTION: (Roy West/Paul Vardy)

That Simon Muwowo be added to the Elizabeth Avenue land use working group.

CARRIEDReports**REPORTS**President**PRESIDENT**

The President expressed gratitude to the Executive for their support over the past two years. So much has changed, from the transition from Conference to Region, and from operating throughout a pandemic. The President thanked the Executive Minister and the Executive for their leadership, and all staff for their contributions.

The President said a true highlight of her time was the virtual Milestones and Ministry and Celebration of Ministry Service, showing all that we were able to accomplish in this time.

The Executive thanked the President for her dedication and work throughout the past two years.

EXECUTIVE MINISTER

Executive Minister

The Executive Minister shared that part of her Lenten journey is expressing gratitude. She expressed gratitude to the Executive for the leadership they offer and the gifts and skills that each bring to the region. The Executive minister recently met with the United Church staff leaders, who are reporting that annual givings to mission and service and down by 2.5 (two point five) million. The Executive Minister was pleased to share that congregations in First Dawn Eastern Edge Regional Council have reached over 99% (ninety-nine) of targeted assessments.

Work has continued to be very busy. A tri-regional Town Hall was held on annual meetings, with over 260 (two hundred and sixty) participants, and a workshop was also help on anti-racism. Property work continues to generate a lot of files. The Executive Minister thanks all committees for continuing their great work.

HUMAN RESOURCES – Appendix B

Human Resources

Paul Vardy, chair, present the report of the Division. The chair highlighted work of the division, including work of the Pastoral Relations Team.

MOTION: (Paul Vardy/Grant Stuckless)

In camera

That we move in camera.

CARRIED

MOTION: (Paul Vardy/Grant Stuckless)

Out of Camera

That we move out of camera.

CARRIED

Paul Vardy reported that one particular loss during these pandemic times has been covenanting services. He thanked the pastoral charges for their patience with this process.

COMMUNITIES OF FAITH SUPPORT AND PLANNING – Appendix C

Communities of Faith Support and Planning

Bob Bennett, chair, presented the report of the Division. The chair expressed thanks to Grant Stuckless for his work on the MAP Team.

FINANCE AND ADMINISTRATIVE RESOURCES – Appendix D

Finance and Administrative Resources

The chair, Roy West, presented the report of the Division. There is one motion to bring forward, regarding the installation of a new elevator at the regional council office.

MOTION: (Roy West/Bob Bennett)

That the Regional Council Executive approve a new elevator replacement from Lawton’s Drugs at an estimated cost of \$38,700.00 (thirty-eight thousand seven hundred) and necessary repair work to the elevator shaft, carried out by Core Contracting, at an estimated cost of \$8,892.01 (eight thousand eight hundred and ninety-two dollars and one cent). These costs to be paid from the discretionary fund.

CARRIED

The chair also noted that the bookstore has had a difficult year, as a result of the pandemic.

Regional
Council
Services and
Support

REGIONAL COUNCIL SERVICES AND SUPPORT

The chair, Simon Muwowo, noted that no report from the Division was available for this meeting of the Executive.

General
Council
Representative

GENERAL COUNCIL REPRESENTATIVE – Appendix E

Paul Gale provided a written report to the Executive, included in the appendix.

Staff Support
Committee

STAFF SUPPORT COMMITTEE – Appendix F

Paula Gale, regional representative, provided a written report, included in the appendix. The Executive Minister noted that a new representative from First Dawn Eastern Edge, Jim Evans, has joined the committee.

New Business

NEW BUSINESS

Justice,
Mission and
Outreach

JUSTICE, MISSION AND OUTREACH STRUCTURE – Appendix G

(Laura Hunter joined the meeting)

Corresponding
Member

Corresponding Member

MOTION: (Grant Stuckless/Simon Muwowo)

That Laura Hunter be a corresponding member of the March 9, 2021 meeting of the Executive.

CARRIED

Laura Hunter, Justice, Mission and Outreach Minister was welcomed to the meeting. Laura Hunter presented a proposed structure for Justice, Mission and Outreach work in the region, including definitions to help understand the most effective structure to serve future work and context. The President thanked Laura Hunter for the presentation, and for her ministry in the region. The Executive asked that further discussion take place for the next meeting of the Executive as to how the proposed structure will report through the regional governance structure. The Executive can forward all comments to Simon Muwowo.

MOTION: (Simon Muwowo/Christopher Mazhandu)

That the model for Justice, Mission and Outreach work be accepted as presented and that permission be given to the Justice, Mission and Outreach Minister to work with the Nominations Team to bring this group together.

CARRIED

(Laura Hunter left the meeting)

Ukulele Church

UKULELE CHURCH

(Catherine Stuart joined the meeting)

Corresponding
Member

Corresponding Member

MOTION: (Debra Sparkes-Mercer/Grant Stuckless)

That Catherine Stuart be a corresponding member of the March 9, 2021 meeting of the Executive.

CARRIED

Catherine Stuart, Children, Youth and Young Adult Minister, introduced the Executive to Ukulele Church, a new ministry for children ages 5-12 in the regions, which offers bible stories, crafts and music each Sunday afternoon.

More details are available on the regional website, through the minister of Children, Youth and Young Adults. The ministry has also received a grant through *Embracing the Spirit*, and encourages the Executive to invite youth in the region to join. This information will be shared in the weekly announcements. The President thanked Catherine Stuart for the joyful news of this new initiative and for her ministry in the region.

Reports

REPORTS (continued)

UNITED CHURCH WOMEN

United Church Women

Debra Sparkes-Mercer updated the Executive on the work of the UCW.

MOTION: (Paul Vardy/Bob Bennett)

That the reports of the President, Executive Minister, General Council Representative, Staff Support Committee, United Church Women and Ukulele Church be received for information.

CARRIED

MOTION: (Roy West/Christopher Mazhandu)

That the reports of the divisions of Human Resources, Community of Faith Support and Planning, Regional Council Services and Support, and Finance and Administrative Resources be accepted as presented.

CARRIED

BROADVIEW REGIONAL REPORT

Broadview

A new section is being offered to regions in the pages of *Broadview*, called the Regional Report. The Executive discussed the package of information received and the associated costs of the publication. The Executive agreed that this information would be forwarded to the Communications Team for consideration and recommendation, and to prepare an announcement for the Region.

ADJOURNMENT

Adjournment

MOTION: (Debra Sparkes-Mercer/Simon Muwowo)

That having no further business, the meeting adjourn.

CARRIED

BENEDCITION

Benediction

Paul Vardy closed the meeting with prayer.

NEXT MEETING

Next Meeting

The next meeting of Executive will be at the call of the President. The agenda for the meeting will include the draft Budget for 2022, Justice, Mission and Outreach structure, and Annual General Meeting.

Rev. Peggy Johnson
President

Rev. Faith March-MacCuish
Executive Minister

Appendix A

LETTERS OF THANKS AND APPRECIATION

Correspondence List

Thank You & Appreciation

Thank you for the Christmas Message

Rev. Patricia Ritchie
Rev. Joe & Mrs. Carole Burton
Rev. Dr. George LeDrew
Rev. Marion Davis
Rev. Clem Rodgers
Rev. Boyce Parsons
Mrs. Anne Saunders
Rev. George Kean
Mrs. Pansy Harris
Mr. Gary & Mrs. Verna Adams
Rev. Florence Sanna
Mrs. Mervie Snook
Rev. Dr. Morley Hodder
Ms. Lorraine Moores
Rev. Silas & Mrs. Blanche Rodgers
Rev. Boyd Hiscock
Rev. Arthur G. Elliott
Rev. Dr. Tony & Mrs. Beverly Newell
Rev. Ralph Moores
Rev. Eric Hillier
Mr. Hubert F. Tucker
Ms. Edna Elliott
Rev. Clayton & Mrs. Lorraine Parsons
Ms. Kathleen Newbury
Rev. Royden & Mrs. Jeanette Reynolds
Mrs. Phyllis Gard
Rev. Hubert Mercer
Rev. Russell Small

Thank you for the Anniversary Gift

Rev. Arthur G. Elliott
Rev. Ralph Moores

Thank you for the Leaving Gift

Rev. Adekunle Benjamin Adeniyi

Appendix B

HUMAN RESOURCES

**First Dawn Eastern Edge Executive
March 9, 2021
Human Resources Accountability Report**

Stoneville-Change Islands Pastoral Charge - Hoping to have an in-person meeting in the Spring re. future direction of Pastoral Charge.

Pastoral Charges without Ministry Personnel - We are in the process of contacting all Pastoral Charges with Ministry Personnel to see how things are going as they move forward.

Licensing – The Licensing Team and Office of Vocation have been in touch with Alice Moores, DLM regarding a sacraments license. This matter has come to a satisfactory conclusion.

Springdale Pastoral Charge - MAP in progress.

Green's Harbour Pastoral Charge - In process of calling Ministry Personnel to fill a half-time position.

Heart's Content Pastoral Charge - Planning a service of closure for Trinity United, Winterton.

Botwood Pastoral Charge - Still awaiting appointment forms.

Gander Pastoral Charge - is in Search process.

Fogo Pastoral Charge - They are working through the process of possibly moving to half-time ministry. Rev. Liberty Matabire's immigration process is in progress.

Oakland Pastoral Charge - The Pastoral Relations Team met with members of the Charge to assist them as they move forward. Rev. Myles Vardy is the Pastoral Charge Supervisor.

Covenanting Services - Covenanting Services for Topsail Pastoral Charge and St. John's George Street Pastoral Charge has been postponed to a later date.

Clarenville Pastoral Charge

Clarenville Pastoral Charge and Rev. Bob Mercer have been informed that we are initiating a review of the Pastoral Charge and that we are requesting, through the Office of Vocation, that a review be initiated for the Ministry Personnel.

RETIREE SUPPORT TEAM - Contact has been made with some of the Retirees. There is some concern around medical benefits.

CHAPLAINCY TEAM - Rev. David Guzzwell is helping with chaplaincy during Rev. Bill Bartlett's ease-back process.

Appendix C

COMMUNITIES OF FAITH SUPPORT AND PLANNING

**Communities of Faith Support and Planning
March 9, 2021**

The Following MAPs Have been approved since our last meeting:
Gander

MAPs in Process:
Raleigh-Griquet
Change Islands
Nipper's Harbour
Newtown-Lumsden
Red Bay
Gambo
Springdale

Appendix D

FINANCE AND ADMINISTRATIVE RESOURCES

**Report to the Regional Executive of the First Dawn Eastern Edge Region
of The United Church of Canada
from the Division of Finance and Administrative Resources
March, 2021**

1) Action Item

The Regional Office Request

The Regional Office has to replace the elevator in the building. The Office has received a quote of \$38,000 from Lawton's Drugs for the installation of an elevator replacement. Before the replacement can be carried out necessary repairs must be made to the Elevator Shaft. A quote has been received from Core Contracting of \$8,892.01 for the shaft repair work

Motion:

The Division of Finance and Administrative Resources recommends to the Regional Executive the approval of a new elevator replacement from Lawton's Drug at an estimated cost of \$38,700 and the necessary repair work to the elevator shaft to be carried out by Core Contracting at an estimated cost of \$8,892.01. It is recommended that these costs be paid from the Discretionary Fund.

2) For Information

Since the last Regional Executive Meeting the following actions have been taken on behalf of the Region:-

- a) Creston North Church – Approval of Sale for \$115,000.
- b) Hant's Harbour Church – Approval of Sale for \$16,000.
- c) Baie Verte Manse – Approval of Sale for \$130,000.
- d) United Church Bookstore – Approval of a request to reduce the contribution paid to the Region for 2020 from \$30,000 to \$20,000. This request became necessary due to the reduction in business caused by the Covid-19 pandemic. If necessary, the Division will entertain a further request for 2021 later in the year
- e) Bridges to Hope – Approval was given for their new (and reduced) renovation plan which is currently underway.

Respectfully submitted,
Roy West,
Chair, Division of Finance and Administrative Resources

Appendix E

GENERAL COUNCIL REPRESENTATIVE

GENERAL COUNCIL REPORT to FDEE Executive March 2021

The General Council Executive met on January 23, 2021. As neither the minutes or a summary of that meeting have been published, I feel as if this report will not give you the complete, or maybe even correct, picture of the meeting. Until the minutes are published, I am not privy to decisions made unless they were communicated through the church's social media. This is one difference with our new structure as we do not have a Regional rep to the GCE and, in the days when I was, I was able to report back after being physically at the meeting. Here are some highlights I gleaned from the workbook for the January meeting. Again, I do not know what was officially passed or with what changes.

The **GS83 Remit** passed by all 16 Regional Councils and declared by GCE to come into effect as of March 1, 2021. This will make the statement re ministry personnel inclusive of persons of all gender identities.

GCE received the report of the **Mental Health Working Group** and authorized the General Secretary to work with the Regions to implement recommendations as appropriate.

Implement the revised **Overtime Work Policy** as well as the **Domestic and Sexual Violence Leave Policy**. A new **Remote Working Policy** was also approved as was the **Nominations Report**.

The **Moderator** has been building working relations with the new General Secretary and helping with business planning as they look at new online tools to help with all meetings and especially the next GC. He also took part, along with Michael Blair, with the United Church of Christ in a public **prayer worship prior to the US Election**.

Richard continued to offer **resources through online worship** for Longest Night during Advent and maintains very good **contact with clergy and lay through social media** and pre-recorded video messages for church anniversaries and such.

GC9a Anti-Racism Common Table established to bring together all pieces of the work being done on Dismantling White Privilege, Anti-Racism and its sub groups and to replace those four current working reference groups.

A **working group** to be established to work on the recommendations coming from the **Iredesce Project** and to report back to GCE by November of 2021.

Reverend Michael Blair, in his **General Secretary's report**, also reported on the **branding research** done over the last couple of years and highlighted that "*discover the power of prayer*" and "*action and community*" were phrases that resonated in the research and will be incorporated in church usage for branding purposes in the coming months. Along similar lines, a report was received showing that we need to **invest more in the fundraising message for the national church**.

M&S income is estimated to be down 2.5 million, mostly through congregational giving but with a rise in Direct Giving to the fund, thereby showing the need for advertising and getting the M&S message out there to many, not just to those in our pews. **Income from assessments** was down 1.5million while our **investments did well** with about a 11.9% return for 2021.

The **Anglican Church of Canada** has agreed to join us and the Presbyterians in relocating their national offices to the **ecumenically shared space** at 300 Bloor. This sharing of office space will likely not happen now until 2024, due to COVID restrictions.

Appendix E - continued

GENERAL COUNCIL REPRESENTATIVE - continued

Conversations ongoing with the **theological schools** regarding the relationship with the national church, research being done as to the church's role in the **60s Scoop, UCRD** sales down but going to a fully online platform in 2020 was a smart move. A larger social media push for advertising is planned. Heartfelt responses were received in response to the **Apology to Maternity Home Mothers**.

Michael gave a lengthy report on the work done around **Risk Management** for us as an organization. I recommend you go to read this.

<https://unitedchurch.sharepoint.com/:w:/s/UnitedChurchCommons/ETr4d8cirZdHqOscRnP3xwsBfla2d89gSvqLICg3CX-XbQ?e=Na2Sy5&wdLOR=cB78E816A-AC31-6D4D-A073-7A7823E2C023>

I would also draw your attention to the **budget information**, reminding you that this is simply information from the pre-meeting documents, not the official minutes as those have not been released as of the date of my reporting.

<https://unitedchurch.sharepoint.com/:w:/s/UnitedChurchCommons/EZuv8FRfDWVAsIOYoTM39D0BzQ5-kivZQe2EIYSW1VA5bQ?e=a3xxAu&wdLOR=c959FDA89-6DB9-A246-8763-D702B94FC421>

There has also been a proposal put forward for a **review of the Green Shield benefits plan**, especially as to how it relates to pensioners.

The **General Council Sub-Executive** also held a meeting since my last report but those minutes are not available to us at this time.

Big news! The latest version of The Manual is out, published electronically.

https://united-church.ca/sites/default/files/the-manual-2019_0.pdf

A **special meeting of GC43 has been called for March 20th** to make a decision about moving the GC44 meeting to a virtual event, as opposed to gathering in-person in Calgary in the Summer of 2022. COVID had already moved it from its July 2021 original date.

Respectfully Submitted,

Paula Gale, GC43 Commissioner/FDEE Regional Executive Member

Appendix F

STAFF SUPPORT COMMITTEE

Tri-Region Staff Support Committee

The committee met on February 16, 2021 via Zoom. Jim Evans was welcomed to the group, joining Paula Gale as the other FDEE representative to the Staff Committee. Paula was absent from this meeting due to pastoral responsibilities.

The Executive Minister that staff are continuing to cope during the pandemic some better than others, as the move between Public Health Alert Levels has been hard on the staff and their work in all three regions. The St. John's office has again moved to home settings due to the recent COVID outbreak since Feb. 10.

The Zoom platform is being used, creatively, by staff to connect to people in the Regions, but in some pastoral relations work where it was deemed necessary, staff have met face-to-face, following all public health guidelines.

A meaningful virtual Christmas celebration with staff was held in December, with thanks to Reverend Faith. Boxes were mailed or delivered to each staff person. A Zoom party was organized where games were played, snacks enjoyed and boxes opened. Gift certificates to local restaurants were included in the gift boxes.

Reverend Faith completed one on one staff meetings in January. She will now begin with Staff 360 reviews with the three regional minister personnel.

Faith also reported about her work as part of the leadership team of the national church. The new General Secretary Michael Blair has now introduced the opportunity for the Executive Ministers to meet one-on-one with him, as opposed to as a group, and this seems to be a positive change as unique concerns to the Regions she serves can then be discussed directly with him.

It was discussed how the pandemic and restrictions has been hard on many congregations. There is a sense of anxiety/angst amongst some clergy about entering the second year of not meeting in-person, and what this may potentially mean in terms of attendance when congregations will once again be able to gather in person. Faith was applauded by committee members for her timely diligent support to the Regions on these matters.

The Tri-Regional Staff Support Committee annual budget is \$1,500 per year with that shared between the 3 regions at \$500 each.

The committee will meet again on April 15, 2021.

Respectfully Submitted,

Paula Gale, FDEE representative to the Tri-Region Staff Support Committee

Appendix G

JUSTICE, MISSION AND OUTREACH STRUCTURE

Working structure for Justice, Mission and Outreach Joint Committees of the Atlantic Regions

Feb 2019

It is proposed that at this time it makes sense for the former Maritime Conference Regions work together similarly to previous structure, and that in First Dawn Eastern Edge (NL) will be working to discover and establish the most effective structure to serve their future work and context.

The Justice, Mission and Outreach Committees (JMO's) of Fundy St. Lawrence Dawning Waters (NB,PEI, Gaspé) and Region 15 (NS, Bermuda) will begin working together in the following ways:

- **Joint Committees** - will consist of 2 co-chairs (1 from each region), 2 co-secretaries, convenors of Working Groups, partner representatives, and members-at-large. The numbers will be approximately 5 – 8 members from each region, striving for a balanced representation of voices from around the regions (young, older, rural, urban, clergy, lay leaders, intercultural)
- **Working Groups** – will work on specific topics or tasks of concern to the Regions. They will work across regional boundaries. They will be formed upon the recommendation of the Joint Committees and affirmation by a Regional Council. They will be formed when there is a person with a passion to convene and lead the group. Working Groups are encouraged to add members as needed with the skills and interests to support the work. Working Group convenors become members of the JMO Joint Committees
- **Clusters** – geographically close groups who choose to come together to work on Justice, Mission, or Outreach projects focussed in their local area. They are not formally part of the Joint Committees but they will be encouraged to make connections and seek support as needed through the Committee, Working Groups, and Justice and Mission Network.
- **Justice and Mission Network** – this network is being established to make connections, share information, to inspire and encourage Justice Mission and Outreach work of all 3 Regions. It will consist of a database of individuals, communities of faith, and organizations who have expressed an interest in receiving communications related to social justice and outreach topics in the Atlantic Regions. It will be a means of sharing stories, invitations to action, learning events, etc. The database will be tended by the Minister for Justice and Mission and chairs or appointees from the JMO Committees.

In First Dawn Eastern Edge Region, actions for social justice are happening primarily at a congregational level or in local clusters informally. The Minister for Justice and Mission is having ongoing meetings and conversations with groups and individuals to discover common passions and explore potential directions for the social justice work in their area. Any interested individuals will be encouraged to connect with the Justice and Mission Network to be in regular communication about their work and whatever else may be taking place.

Appendix G - continued

JUSTICE, MISSION AND OUTREACH STRUCTURE - continued

Justice, Mission, and Outreach Structure

The structure can be visualized in this way:

