

20/20 Initiative

Communications Plan

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Executive summary

The Episcopal Church has embarked on an initiative to double average Sunday attendance by the year 2020. The 20/20 Initiative will require a change in the very culture of the Church. The goal of the following communications plan is to:

- Assist leadership, lay and clergy in the Episcopal Church, understand what the 20/20 movement is
- Communicate the 20/20 Initiative to every aspect of the Episcopal Church
- Broaden knowledge and experience of 20/20
- Provide resources for its proliferation
- Identify other areas of the initiative with specific communications needs
- Teach each person that mission is personally transforming and also transforms the world

The goal of 20/20 initiative within the Episcopal Church is to double the number of average Sunday attendance by the year 2020 by focusing on mission and Christian formation. This initiative provides a God-given moment in the Church to accomplish a change in ethos that will provide growth, prosperity and influence in the culture for generations to come. It is a movement from scarcity to abundance, from worry to hope, from self-concern to reaching outward.

The official name of the Episcopal Church is the Domestic Foreign Missionary Society, created by the General Convention of 1821. The 20/20 Initiative is a return to the essence of that name.

The Episcopal Church grew, as did most Christian faiths, throughout the 19th and 20th centuries, recognizing exponential growth following the Second World War. It was understood that the culture of the United States was Christian.

In the last decades of the twentieth century, despite sporadic program efforts at evangelism, the Episcopal denomination declined, as did most mainline denominations.

The Church had settled into a maintenance culture existing mainly to meet the needs of its own membership.

In 2000, the Church's 73rd General Convention adopted a resolution (A034) called "20/20, A Clear Vision," that established an initiative to double the number of members in the Episcopal Church by the year 20/20. The initiative has since been modified to double the average Sunday attendance. Presiding Bishop Frank Griswold supports the initiative and has promised the support of the Church Center staff for implementing the 20/02 initiative.

A034 responded to a movement already underway and quietly building with increased urgency from every corner of the Church. A profound change in attitude, away from an issues-dominated church culture to one of mission-mindedness, has produced healthier churches and church growth in a number of places. Resolution A034 embraces this change to:

- Shift the corporate culture from maintenance to mission
- Strategically plant new churches and restart others
- Become more diverse
- Recruit and equip innovative leaders
- Strengthen and teach Christian formation so people can share their faith with others, becoming disciples who make disciples.

The 20/20 vision is based on the belief that the Episcopal Church--its leadership and its members--is willing to make the necessary changes to become a church of disciples eager to proclaim and live out the Gospel to love and serve one another.

The Church's mandate is to bring hope and transformation to a world that finds itself in conflict and despair--a culture in which many people have no life of faith at all.

This plan will outline communications steps to accomplish the 20/20 initiative. Areas of congregational development, new church plants, spiritual formation and leadership

recruitment will work concurrently on strategic plans which will all need to be communicated and appear part of the same package.

It is hoped the steps in this plan will provide a strategy by which all members of the Church can become aware of this movement and their critical role in helping to accomplish it. There is a need for a sustained, saturated campaign to make the initiative take root in the minds and hearts of all church members so that they can in turn create BHAG's (Big, Holy, Audacious Goals) for their own congregations and begin to reach out to others.

Situation analysis

The late-twentieth-century Christian Church has failed to satisfy the spiritual hunger in America. As a result, it has drastically declined in membership across denominations. According to the Rt. Rev. Claude E. Payne, Bishop of Texas, "returning to a biblically based model can restore the missionary power of the first-century Christianity to twenty-first-century denominations and their congregations." The power to transform individual lives and, through them, to transform society, rests in this model. The 20/20 initiative provides the vision to make this a reality from every congregation in the nation.

The United States is no longer a Christian culture, reflected in declining membership within the church as well as a documented and profound spiritual hunger within the secular culture. The Church is called to be an agent of transformation in the world, loving "others as Christ loved us" which translates directly into mission.

Strengths:

- A good "product"
- Historic, identifiable symbols
- Faithful and dedicated people
- Buy-in from leadership
- A culture in need
- Diocesan structure to drive vision

Weaknesses:

- Reputation of being white and elite
- No public recognition by some
- Resistance to change
- Existing church structures and time it takes to reach consensus
- Funding

Opportunities:

- To make a difference in the world
- To transform lives
- To grow

Threats:

- Infighting on issues that divert energy
- Gatekeepers who do not want to change anything
- Unchurched or younger generation's aversion to institutions
- Secular press coverage of negative issues

SWOT Explanation

The Episcopal Church offers a unique expression of the Christian faith, based in scripture, tradition and reason. Worship styles range from traditional to contemporary and sometimes charismatic. The Episcopal Church is a welcoming faith for those who have questions and doubts, a faith based on grace instead of sinfulness. The Church's openness to questions, coupled with its history and formal, yet participatory worship positions it apart from other Christian denominations.

The Episcopal Church no longer enjoys broad recognition among the general public. When it *is* recognized, it has the reputation of being a "country club" church, with well-educated and well-healed Anglo parishioners.

The Episcopal Church has not been known for its openness to people from all walks of life; its work in missionary endeavors or in the mission field, like the Mormons; for its knowledge of the Bible as are the Baptists; or for the spiritual formation training of its membership. While the Episcopal liturgy is transcendent, it is the Roman Catholics who are more closely associated with "Mass."

In the past, some Episcopalians looked at church as an extension of their social life, a private chaplaincy with a paid Christian on call for marriages, funeral or the

periodic hospital visit. Today, some would like the Church to remain "as it has always been." There is resistance to change, diversity and even mission. The gatekeeper mentality it alive and well in places.

Fortunately, there are many committed and spiritually mature members who will support initiatives that serve others and spread the Gospel of Christ. People who are engaged in ministry to others, who have experienced a transformation in themselves or seen it in others, are very effective ambassadors.

With the advent of women's ordination came the beginnings of a rift in the church that would eventually pit "conservatives" against "liberals." This has grown to include those who believe the Church should sanction same-sex marriages and ordain practicing homosexuals and those who are vehemently opposed to it. Not everyone who supports the ordination of women also agrees with the blessing same sex-unions, but the lines are drawn between conservatives and liberals none-the-less, posing a barrier for any new initiative.

Arguments and sexuality issues are usually the only thing that merits secular press coverage of the Church. This makes it incumbent on the Church to place positive stories of transformation in local media wherever possible.

Believing that a spiritually hungry world is in need of a healthy, mission-oriented Church, some leaders focused on mission rather than issues. They countered talk of schism with rhetoric of "one church in mission," and sought ways to improve the health of congregations, promote congregational development, find alternative leadership for dying congregations, increase diversity, recruit new and younger seminarians, plant new churches and focus their vision on reaching into the world.

Locally sponsored vision and mission conferences for bishops and their staffs have allowed leadership from "both sides of the aisle" to re-evaluate the importance of proactive mission work and the need to have a focused vision for Church growth. More than half the bishops in the Episcopal Church have attended one or more of the Clear Vision Conferences sponsored first by the Diocese of Texas and now cosponsored by Texas with the national Church Center and the Dioceses of Maryland, San Diego, Virginia and Western Tennessee.

By 2000, this refocus on mission became the basis for A034. It was approved with great enthusiasm by the House of Bishops, the House of Deputies and subsequently supported by the Presiding Bishop and the Church's Executive Council.

There are many ways into a church of community of faith other than Sunday morning worship. Programs, classes, mission opportunities are all portals through which new members may become familiar with persons of faith and even experience some personal transformation without having to join an institutional church.

The focus on mission has served to redirect the diocesan work of resourcing congregations and helping them become more healthy--prepared to actively engage their communities. Here, the structure of the Episcopal Church serves as a beacon of the vision, led by a strong CEO, the bishop. Diocesan structure also allows diocesan staffs to act as a focal point for leadership and a resource for congregations, centralizing information, planning and providing training. Statistics can be tracked and programs defined on a diocesan level to evaluate effectiveness of communications strategy and the 20/20 initiative.

Mobilizing public opinion

The Church has:

- Organized groups to implement the actions
- Identifiable symbols of the cross to arouse emotion

- Slogans to compress issues
 - 20/20, A Clear Vision
 - BHAG, Big Holy Audacious God
 - Transformation of lives
 - Moving from maintenance to mission
 - Making disciples who make disciples

- Events and forums to focus attention, provoke discussion and gain support
 - General Convention
 - National teleconferences
 - Diocesan councils
 - Regular church services/programs to use as vehicles for information
 - Ministries to personify the goal of transformation

- Working to make bridge into the secular media to be heard

- Can provide a sustained saturation campaign to spread new idea
 - Personal contact
 - Diocesan newspapers
 - Web sites, teleconferences
 - News service, national and international
 - National paper and publications
 - Local church, seminary and school newsletters and efforts

Analysis

Research

Formal

- 1998 Zaccheus report-study done across the country that:
- 2001 Roper report
- Gallup Polls
- Statistics from parochial reports: attendance, giving
- Percepts demographic information
- Graphs from Episcopal Diocese of Texas give 7-year history of vision (see addendum 1)
- Survey's, diocesan
- National Office of Congregational Development
- Research and analysis office of the Episcopal Church (new)
- Data compiled on andromeda.rutgers.edu/lcrew/rel2.html@data

Informal

- Feedback from web site
- Video news clips
- Magazine and newspaper coverage
- Commercial programming trends
- Public discussion in relationship to disasters
- Phone interviews

Research explanation

The **1998 Zaccheus Report** is one of the broadest grassroots studies in mainline Protestant denominational history. It serves as an internal audit and examines Episcopal identity and vocation. Conducted in nine dioceses throughout the country with more than 2,000 respondents, the report examines emerging trends and patterns of leadership as well as the crucial issues, opportunities and challenges facing Episcopal ministries.

Initial results from the 2001 research firm **Roper ASW** indicate Episcopalians agree on several areas of mission focus: youth, spiritual growth, discipleship and reaching out to the unchurched. Other priorities included full status for women, expanding lay leadership training and increasing diversity of church membership.

Ongoing **Gallup polls** indicate a coming religious revival that presents "remarkable challenges and opportunities" for faith communities. The challenge is that most people say they believe in God, but they don't know what they believe. The Episcopal Church is positioned perfectly to respond to these people.

More **informally**, trends on television, i.e. including a bishop on ER who helps a young doctor return to his faith, commercial success of *Touched by an Angel*, proliferation of religion sections in major newspapers, front cover stories on Jesus in *Time* and *Newsweek*, all indicate that commercial media recognize a market for spiritually-based material.

Research needed:

The Executive Council has approved the establishment of a research and analysis unit at the Church Center under the direction of a skilled statistician and researcher, to collect appropriate data, and to analyze and interpret it on a consistent and long-term basis. The office will identify the base figure of worshipers in Episcopal churches as of 2000 and redesign the parochial report to include data appropriate to the fulfilling of the 20/20 vision. Information will help evaluate ongoing effectiveness of 20/20 initiative.

Define problem/opportunity

Since the late 1950's church leaders, both ordained and lay, have long recognized declining church membership. Volumes have been written to address the situation. Church growth of years ago has become the graying of the Church in 2002. The basic church culture has a siege mentality in many locations, focused inwardly on maintaining everything just as it was. This kind of church holds no relevance for today's youth or to the culture in which it exists. The need is clear that a sea change must take place if the Church is to be relevant.

Gallup polls and other research indicate heightened spiritual hunger in society. While 80% of people say they believe in God, they don't know what they believe. It is the Church's responsibility to be an agent of transformation in this world. The church has the opportunity to become more relevant to more people if it can respond by reaching out to these people without a faith home.

Publics/Objectives/Tactics

Internal

House of Bishops-holds the keys to diocesan leadership. Bishops can promote a vision within their dioceses or they can do nothing, stifling any initiative for growth. It is strategic to make use of the Church's centralized leadership and diocesan structure.

- Objective is to create synergy around 20/20 and have all bishops become banner carriers for the initiative in their local dioceses and by the end of 2002, provide the Communications Office with their diocesan vision statement.
 - Encourage a 20/20 focus at October 2002 meeting of HofB (coordinate with Barbara Braver).
 - The Rev. Charles Fulton, national 20/20 coordinator, to present an update and encourage all bishops to attend November Vision Conference in Texas.
 - Presiding Bishop to demonstrate his support and that of entire Church Center towards the initiative.
 - Ask bishops who have engaged initiative locally to share stories.
 - Bishops to receive prepared information package on 20/20 initiative prior to October 2002 meeting, as well as regular newsletter. --Offices of the Presiding Bishop, Congregational Development and Communications, Church Center, October 2002

General Convention deputies are committed, knowledgeable church leaders, clergy and lay, who run the gamut of conservative to liberal. They have already demonstrated their support by approving A034 in 2000.

- Objective is to keep them informed of initiative progress and secure their continued support for the effort through legislation presented at the GC2003.
 - Provide each an update with information packet/cd with stories from a variety of dioceses where initiative is engaged, personal testimonies of how 20/20 is changing lives and helping churches grow, new church plant information, new youth initiatives, etc.
 - Focus next General Convention on 20/20 with Bible study questions on mission and evangelism, exhibitors required to have a 20/20 component, speakers and any presentations to be examples of results or need of the initiative. --General Convention Office to coordinate with Communications Office, July 2003

Church Center staff, New York are seen as unresponsive in some dioceses. This office is the logical place to centralize information and materials and find staffing to oversee efforts.

- Objective: To improve, within six months, the responsiveness of Church Center staff to dioceses and local congregations and make the vast resources available from the national office made known beyond the Church Center. This is a major touch point for dioceses and congregations and the Church Center staff must become truly responsive to the larger church in perception and reality.

- This will take personal meetings of PB with staff leadership regarding their interaction with the Church at large.
- Revise web site and begin monthly e-mail newsletter to diocesan executives regarding resources, highlighting different sections each time.
- All Church Center staff should be on mailing list for 20/20 e-zine and encouraged to provide responses and comments themselves. Building critical two-way communications-including them in 20/20 and encouraging them to do a better job of communicating when speaking with diocesan or congregational leaders.
- They can also solicit responses from people with whom they come into contact. It is critical that the ethos of 20/20 is communicated to this group and their role in its accomplishment be highlighted. --Church Center leadership, Immediate and ongoing

Institution of the Church (hospitals, jubilee centers, schools) provide one of the most direct contacts the Church has with potential members and the public beyond Sunday morning worship services. This group includes parents of students in Episcopal Schools who are not members, patients in Episcopal hospitals and church-sponsored health clinics and the general public who drive by Episcopal churches daily.

- Objective is to increase this group's exposure to the Episcopal Church and the 20/20 initiative by the end of 2002 providing all touch points information on the 20/20 Initiative relevant to their role in representing the Church and its mission.
- To improve their ability to be ambassadors of the Episcopal Church.

- Use personal contacts and meetings, information packets, video tapes and PowerPoint presentations by 20/20 spokespeople and diocesan leadership
- Press packets, video from the presiding bishop and local bishop, teleconference or video presentation is appropriate for hospital and school personnel. --Local bishop and diocesan leadership to gather boards from local schools and institutions and present vision.
- E-zine and newsletters to introduce and update them. Make sure they have basic information about the Episcopal Church as well. --Diocesan leadership, bishops and board chairs to disseminate information provided by Communications Office and written by local communications people.
Immediate and ongoing.

Diocesan offices are areas where there is much turf-protecting going on.

- Objective is to improve ministry staffs' ability to work as a team, focused on healthy church growth, carrying the 20/20 message from the diocesan leadership to the congregations. This group will also provide resources to their own congregations. Very important to have the diocesan bishop on board (see House of Bishops above) in order for the 20/20 initiative to be a priority.
 - Use national meetings for these groups -- treasurers, communicators, CODE -- to introduce 20/20 initiative. --Bishops are the carrier of this imperative.
20/20 representatives can be used for presentations, supported by printed and electronic materials from Communications Office. 2002 - ongoing

Seminaries

Deans-this group of leadership grooms and trains future clergy and church leaders.

- Objective is to incorporate 20/20 into the curriculum of all Episcopal seminaries by 2004 school year in such a way that doing mission and incorporating the need to reach out to the unchurched becomes a natural extension of whatever ministry future priests engage in.
 - Make mission work a required part of training as well as incorporating it into other facets of traditional studies.
 - Choose a respected dean to carry the message to deans at their regular meetings together. Each would then be able to implement his/her own model.
- Fall, 2002
- Support materials, information packets, e-zine, etc. to deans and seminary professors, e-zines or newsletters to seminarians. --Designated dean and Communications office.

Faculty-all subjects could incorporate examples of mission oriented ministry in their curriculum from history to liturgies, and how to conduct worship that is welcoming to the visitor who doesn't understand what is going on. See above for tactics. --Dean and resource section on web site. Beginning 2002-2003 where possible and increasing by 2003-2004.

Students-group from which sustained leadership will be developed to continue the initiative and church growth. This will probably be an easier group than any to convince of the urgency of this initiative.

- Add them to mailing lists for continuing information and solicit feedback on e-mail forums. --Faculty, designated spokespersons and add to mailing lists.
- Beginning with 2002-03 school year

Congregational level

Clergy-resistant at first, don't want to be told how to do anything. It is critical to hold clergy accountable for growth in their congregations and their efforts to reach to unchurched people in their communities. Most are eager to receive training, enthusiastic about responding and using resources that are available. Many have incredible ideas.

- Objective is to increase the resources and training for lay leadership available to clergy in order to make their job easier and to gain their buy-in for 20/20 initiative within the next two - three years.
 - Diocesan and national leadership support must be perceived using national teleconferences, articles in national and diocesan papers and during personal visits from bishop.
 - Make Percepts demographic studies available for their particular area, provide training, evaluations, and make sure they are on-line. In short, give them tools and support. --
 - National Communications Office to write grant proposal for computers for all churches which are not currently on-line.
 - Diocesan offices to distribute resources, compile success stories, provide congregational development training.
 - National Communications office to create a congregational new bulletin on 20/20 initiatives to publish ideas and resources. Send electronically or mail where necessary.
 - Include forum for clergy of different sized churches (resource, program, transitional and family) on the 20/20 web site. --Diocesan and national

communications and congregational development offices, bishops.

Beginning fall 2002.

Parish staffs and active lay leaders

- Objective is to increase their understanding of the 20/20 initiative and have them desire a growing and engaging congregation.
 - Provide needed training for leadership development so that staff and leadership become banner carriers within the church and encourage participation from others.
 - Bishops to meet with congregations and leaders on their regular visitations and do a vision presentation for them.
 - Provide leadership on diocesan level to do mission oriented training for adult education classes and encourage participation in diocesan sponsored leadership training (all of which will have 20/20 focus). --Bishops, diocesan offices of congregational development, communications, stewardship, Christian Formation. Immediate

Members-some will resist change but they are the foot soldiers in the process. This is also where the work is already being done and the best source of stories exists.

- Objective is to educate members at large in such a way that they perceive their role in the success of 20/20 initiative and encourage sharing of stories where 20/20 stories are taking place, doubling the number of those received by Episcopal Life by the spring of 2003.
 - National and diocesan newspapers, church newsletters, video taped presentations from presiding bishop or local bishop. Pew sheets, bulletin

inserts, personal contact, banners on church websites, ads in church publications and newspapers, posters, cd's with info packets. --Diocesan communications offices with resources from national Church Center. Beginning with press releases in 2000, beginning of initiative in March 2002, ongoing.

New members-the most likely torch bearers for this movement. They have recently become members and are eager to share the experience; open to idea because they have no preconceived notion they are not supposed to be involved in mission.

- Same as above

Ongoing members-much resistance here with old members who don't want anything to change or anyone new sitting in "their" pews.

- Objective is to change their perception of the Church as a chaplaincy for the chosen few.
 - They can be reached by many of the same methods as new members but will need more personal reassurance and challenge from clergy and diocesan leadership.
 - Sermons from the pulpit on responsibility to reach out.

Youth-current and future church and the group from which future leaders will come.

- Objective is to bring them into the decision-making process up front, listen to them, and strategically recruit future clergy from this group, doubling the number of under 30 postulants by 2004 and placing young adults on every planning team for 20/20 initiative. With the help of clergy and diocesan

leadership, this group should be targeted for focus groups, committees and designers of the 20/20 materials.

- Tactics to reach them with 20/20 information should be heavily electronic- a special e-zine developed by youth for youth. --Office of Congregational Development with help from Communications and particularly dioceses strong in youth ministry. Now and forever.

Visitors

- Objective is to welcome visitors in a non-threatening way, provide needed information and offer an inclusive community using support materials provided to churches.
 - Help prepare churches to welcome visitors. Congregational development seminars and materials. Provide a checklist for all churches to measure their preparedness. Available now.
 - Brochures (see addendum 2), signs, visitor friendly worship booklets so they are not lost during the service, cd's and video tape about the church's efforts to reach the spiritually hungry with information on the Episcopal Church, trained greeters. --Church Center office of electronic media, communications and diocesan offices to provide training materials. Spring 2003

External

Anglican Communion-70 million Anglicans worldwide

- Objective is to keep information about initiative and effects up to date using:

- Episcopal News Service, Anglican Communion News Service, Anglican World and
- Continuous briefings of the Archbishop of Canterbury on 20/20 Initiative's progress.
- ECUSA should also invite leadership from Anglican Communion to visit the Church in the US to experience missionary work here and make connections. This will help dissipate issues-oriented focus of some. -- Presiding Bishop and Communications Office. Already visiting House of Bishops and some dioceses at invitation of PB. Ongoing.

Media

- The objective is to create long-term relationships with media representatives to change the content of coverage from sensational to transformational. Stories about mission trips, personalities in the church, programs that involve the Episcopal Church in mission activities in the community (Church under the bridge, Way Station ministry to the homeless, Astronomer priest, etc.) and strategic placement of mission-oriented stories will support local involvement in the initiative.
 - To accomplish this, diocesan offices will coordinate focused training of designated communications people in each congregation who will provide stories from their congregation to local media, thereby creating a bridge between the Church and the public community in which it exists. (See addendum 3)

- News bureaus providing transformational stories that are in line with news of the day-to promote positive coverage and raise name recognition.
- Advertisements-print and broadcast ads that promote the Episcopal Church as a place where all are welcome. (See addendum 4)

Public

- Objective is to continue reaching this group through community programs (health fairs, after school programs, outreach ministries) and strategically placed stories and advertisements, bill boards and broadcasts --local communications directors from diocese and parishes. Immediate

Program planning

Key message points:

- The Episcopal Church has a clear vision of being One Church
- A community of miraculous expectation
- Dedicated to the transformation of lives
- Desirous of becoming a more diverse church, more closely mirroring the culture
- Mission-minded, both domestic and foreign
- Dedicated to doubling average Sunday attendance from 830,000 to 1,660,000 by the year 2020
- Planting 300 new churches by 2006

Explanation

The vision of being one church must have the element of "miraculous expectation" because none of this transformation is possible without the power of the Holy Spirit.

The Episcopal Church must respond to the changes in the demographic makeup of the country. This means starting new, and supporting existing churches to intentionally attract populations that may or may not be able to support themselves. It means providing worship services in Spanish, Chinese and Ibo so that people can worship in their native languages and it means maintaining an active pastoral presence in those communities. Resources will have to be provided in these languages. (see addendum 5 and 6)

Local 20/20 representatives must be identified and trained to communicate and encourage the 20/20 initiative throughout the country. They will provide a very localized "speakers bureau" for meetings of bodies, committees, organizations and smaller groups in every province and diocese. The designated person might be someone on the diocesan bishop's executive staff, a committed layperson or a member of the group of under-35 clergy identified by the national Church Center. They must be willing to make presentations to local diocesan and congregational groups and other groups meeting in the area. Training for these representatives will be developed by national Church Center Offices of Communications and Congregational Development and provided at a provincial level.

Support materials will include:

- Comprehensive web site designed to become the central repository for resources and information on 20/20 initiative. It will include:
 - Stories of transformation in different locations and in churches of different sizes (200 words or less synopsis with contact info)
 - Resources for training communications people
 - Resources for congregational development
 - Establish forums for discussion of initiative, based on committee membership as well as open to all membership in the Church. (will help provide informal feedback and increase buy-in)
 - Include targeted messages written to and by different groups
- **Press information kit** (with PowerPoint and cd) with information on the initiative, brochures, vision statements of all diocese and step by step vision procedures, the resolution, examples of 20/20 activity in congregations of all sizes, resources, websites and plans for future implementation. The kit/cd will be provided to diocesan contacts, seminary deans, all committees and groups of General Convention and anyone else who requests a copy. Entire format will also be included on website.
- **Diocesan newspapers, national organizations and General Convention** will all be encouraged to use 20/20 initiative as a focus for their work to further disseminate the movement.

- Eventually, **video** taped examples of programs depicting ministries in congregations that have responded to the 20/20 initiative will be made available for wide-distribution.

General Convention, July 2003

For 20/20 to become viable as an identified movement across the church, it must be introduced as such in an organized and celebratory effort. The 74th General Convention meets next year in Minneapolis. 20/20 will be the theme of the convention, daily Bible study will use passages regarding mission and stories of growth and miraculous transformation will be produced in a video during the next year to be used throughout the 10-day convention. These will show how an attitudinal change in congregations has resulted in transformation and growth and will showcase the grass roots movement and churches of all sized of towns and cities, with attention to diversity.

Each exhibitor will be asked to show how their group has positioned itself for mission as part of their communications.

As a major celebration of 20/20, the large celebratory gathering on the central Friday evening will be a mock taping of the Garrison Keillor radio broadcast. Keillor will be hired to write and perform a program about the Episcopal Church, as it is today and as it might be in 2020, in the same vein as he reports on happenings at the Lutheran Church in Lake Woebegone.

The "radio show" will begin with the Church today, introducing a maintenance-minded congregation that doesn't see the need to grow or do anything different than they have ever done. Musical groups will highlight the many facets and cultures within the

Episcopal Church today-a Christian rap group from an Episcopal Church in Harlem, worship music in the Hispanic Salsa tradition from East Los Angeles, a choir from the homeless men's shelter in Seattle, etc. The final monologue or news from Lake Woebegone would be done from the future: the Episcopal Church of 2020, doubled in size and reflective of a diverse community. It would be similar to the first monologue but would celebrate what could happen in the best of all cases if the 20/20 initiative is successful.

An edited videotape of this performance will be made available to all churches in the country along with basic information on the initiative and with questions for adult and youth groups intended to begin discussion about what the initiative would mean locally. It would also include a response form to be reviewed by the research and analysis unit at the Church Center.

With an introduction by the presiding bishop, the tape would be suitable for Sunday morning or Wednesday evening education classes and used to introduce the initiative and stimulate discussion. It would also be effective with visitors or new members to explain what the Church's ethos is. As a side note, it would raise awareness of General Convention and the larger picture of what One Church looks like.

Naming the initiative

Whether or not the 20/20 "moniker" is in itself "inspiring" to everyone, it remains that, in practice and with only a few words, it says exactly and succinctly what is intended. It states that the church has a clear vision, and quantifies that vision. Understanding that in the Church, there will be some resistance to the numbers aspect, one can emphasize that counting not only allows us to measure our work, it is Biblical and is an indicator of health.

Additionally, 20/20 is not a new concept that needs much explanation internally or externally. Having 20/20 vision is something everyone desires. The value of the name is that it is clear (no pun intended) and that it does not require an extensive educational process to explain what it means. The Church's efforts can go towards explaining what it means *for the Church*, which is a significant leap when introducing a new concept. An identifiable concept (reflected in the name) is especially significant when introducing something new to different publics.

Timeline

This is not a program with an end date but a change in the ethos of the Episcopal Church. The long term goal is to have 20/20 become the essence of what the Church does and who its members are and to raise awareness of the Episcopal Church as a Christian faith dedicated to being Christ in the world, welcoming and responsive to all people. The result of doing this effectively will be a growing, healthy and diverse church that is relevant in today's culture.

July, 2000	General Conventions approves A034
Oct., 2001	Executive Council receives 20/20 Task force report, revises vision to double average Sunday attendance instead of membership
2002	20/20 focus of interim body meetings, organizational meetings, provincial and diocesan meetings
Feb., 2002	20/20 Strategy groups meet (\$25,000)
March, 2002	Begin coverage of 20/20 in national newspaper, news service and diocesan papers
Sept., 2002	Hire web content manager (\$75,000) and work with agency to develop logo and style manual, build brand image for initiative, design comprehensive website for 20/20 (\$250,000)
Oct., 2002	Finish information packets (\$25,000) for use at House of Bishops House of Bishops to focus on 20/20
Fall	Executive Council, Interim bodies receive information packets
Nov., 2002	V Vision Conference, Diocese of Texas (send some Church Center staff)
July, 2003	General Convention focuses on 20/20 and resources available to congregations and dioceses, tape Garrison Keillor with forward from Presiding Bishop (part of Keillor is absorbed by regular GC budget as are 20/20 materials for GC which must be designed in conjunction with 20/02 style manual - residuals can be reused later) (\$250,000 Keillor and taping + \$35,000 for copies for each congregation and postage)
Aug., 2003	Rollout of Keillor tape with response cards
Fall, 2003	Research and analysis unit evaluates response from Keillor and surveys, polls, clippings, etc. which is made available to other planning groups
Post 74 th GC	Quarterly meeting of accountability group and research and analysis unit to measure effectiveness and provide feedback to Communications Office and Congregational Development Office

Funding for communications efforts for 2002-2003

June 2002	Hire web manager (first year)	\$60,000
Immediate	Research/analysis unit (per year)	175,000
	Hire agency to develop logo, style manual build brand image and design comprehensive website for 20/20	250,000
July, 2002	Information packets with cd/s Brochures, printed materials, cd's	50,000
Aug., 2002	Training 20/20 representatives in 9 provinces	135,000
July, 2003	Garrison Keillor, 250,000 copies and mailing @ \$5	40,000
2002-2003	Ads in church publications	50,000
2003	Videos of progress	200,000
2003	Teleconference (sponsored by Trinity, Wall Street)	----
Total		\$950,000

Overall Budget

The target budget for the 20/20 initiative over the next 18 years is \$2 billion (\$2,000,000,000.00) in new money through a tripartite development program soliciting major gifts, middle market gifts and a grass roots/popular campaign. A board of appointees of the Presiding Officers of the GC and the provinces would also include the treasurer of the Church. The board would have the authority to raise and disburse funds. Additionally, a Council of Advice, lay leaders of the Church, clergy, bishops and major donors, would provide outside guidance and oversight to the work of the board. The board would employ a development office and a grant office.

Concurrent efforts:

Other things that must happen to make the 20/20 initiative move forward include:

- Creative strategies for evangelism developed
- Enhance spiritual formation within congregations. This must be seen as a lifelong endeavor and enhance the belief that being Episcopalian means being involved and taking Sunday to Monday. Planning for this will come from the national office of spiritual formation in cooperation with provincial and diocesan Christian Formation directors and include specifically targeted work for youth and young adults.
 - Currently a 20-session discovery class, based on the Baptismal Covenant, is being written and taped by the Diocese of Texas for nationwide distribution. It will be available in November 2002.
- Recruit and equip innovative leaders
 - New guidelines drawn for Commissions on Ministry who approve postulants for seminary training
 - Renewed efforts to engage in college and university campus ministry that is both multicultural and multi-ethnic
 - Produce profiles and training criteria for alternative forms of leadership in the style of the local lay-leadership and Canon-9 priests with format for instruction and minimum requirements (EX. Matagorda)
- Provide major congregational development and church planting planning-conferences to share information and ideas, examples, support materials

Evaluation

Immediate feedback is available from Gallup polls, statistics gathered from annual parochial reports from each congregation, surveys and specific studies done that provide an internal audit or starting point for measuring the effectiveness of the 20/20 initiative. This provides adequate background information on which to base a communications strategy. A new office for research and analysis has been established at the Church Center to continually track the information gathered from these polls and studies.

Within this information and stated goal of doubling attendance by 2020, an appropriate message may be crafted and ways in which to deliver the message focused on particular publics, electronic, print, video, personal, group or individual. One critical piece is that whatever form the message takes, it must be state of the art in design and presentation.

While it is relatively simple to track how many pieces are mailed (electronically or otherwise) and estimates can be made as to how many people received certain messages, the number of people who actually act on it and respond may be measured by built in mechanisms in the messages. Replies and input from readers must be continually solicited and evaluated.

It will take several years to see the fruits of the labor in renewed ministries, growing churches and transformed lives. Stories about these events will grow in number if the communications plan is proactive about gathering and sharing them. That effort (perhaps in book form) can become a message piece itself.

The Communications Office will track coverage in diocesan and other church publications for coverage of 20/20 and stories that express the initiative's fruition. It would seem that the number of these would grow as the initiative gathers speed in the coming years.

A clipping service should be engaged to gather coverage in secular publications as well as broadcast pieces.

The national group of parish and diocesan editors, communications directors and web managers will be asked to support the effort of ongoing 20/20 coverage at their April 24-28, 2002 meeting and will be asked to provide any resources they know of or have created to the Communications Office for inclusion on the central website to be shared broadly across the country. Additionally, each will be asked to provide "transformation" stories in brief terms for use on the web site and other possible reproduction. Response to these requests will gauge local buy-in for the initiative and indicate where there needs to be an altered effort. This group is positioned to be extremely effective in carrying the message in training local communications people to do the same in their congregations' communities. Coverage will indicate success here.

Ex. In 1998, St. Francis, College Station, Texas sent two people responsible for church communications to a training session sponsored by the diocese. Within the next year, St. Francis was featured in 15 front page stories in the Bryan/College Station Eagle. The church has shown exponential growth in the past several years indicated by its average attendance and increased revenues, improving its ability to make a difference in its community.

Response from electronic forums, targeted to specific publics, will also provide feedback to the Communications Office, allowing alterations to be made to the message as needed. A survey of bishops following their fall House of Bishops meeting and briefing on 20/20 will indicate the amount of local buy-in from the leadership of each diocese.

The initiative has been circulated for two years in committee and will gather strength as it becomes a part of many leadership meetings throughout this year and early next year. A celebratory rollout of 20/20 can be made at the 2003 General Convention and the video from that used to introduce the initiative to every congregation in the Church but it is critical that the communications plan and schedule not be tied to the General Convention or its three-year schedule. The communications plan must be immediate, continuing and capable of responding to feedback.

Response from parishes, requests for materials and measured activity on 20/20 web site will also provide much feedback, especially after the GC videotape is made available to all congregations.

The web site, e-zine and newsletter will all solicit response and ideas from church leadership at all levels. This will provide information from those who are engaged in the initiative. Where response is not evidence will indicate areas of concern.

While much of this response is informal, results of the communications plan will be evident in the initiative's effectiveness in concrete was by the time the 2003 and especially 2004 parochial reports come in. Church growth in terms of average attendance, pledging and operating revenue should begin to rise, as should the number of new church starts. These are hard statistics and can be accessed easily thought the data

base. Areas of concern will show up and can be targeted for more focused communications and congregational efforts.

While most of the evaluation will be done by the office of research and analysis, and much of the initiative's success depends on local leadership support, the communications plan can reach the grass roots and begin to build interest from the most local level, placing accountability on leadership from several directions.