

Objectives (1-4) active, quantifiable

Short term

1. Secure funding to develop logo
2. By fall, 2002, to introduce the brand for 2020 vision supported by comprehensive web site, info packets to targeted public of
3. to introduce

Long term

Budget 250,000 to begin with
\$50 K for web content manager, first year
\$25 K design logo, prepare standards manual
\$50 K develop web site

Evaluation -

Feed back from internet
Growth
Stories of transformation

Timetable for implementation

Branding by Sept./Oct.
Roll out at General Convention, 2003
Web site by summer
Info and stories beginning soon to diocesan editors to disseminate to local congregations

Publics: church members
Active leadership
Not so active
Clergy
Bishops
Seminary deans
Cathedral deans
General Convention deputies
Executive Council
Staff-815, diocesan, parish
Unchurched public
Media

Strategies

Overarching idea of what we want to achieve
Engage Episcopalians in proactive mission

General Convention:

Pew Internet people: have to have lively website, people on there because someone has told them to go on, invited them
Fundamental to any communications

Are we passive or active

Not being afraid to say we have something to share

Have to communicate the sea change to people:

Episcopalians are born, married or as an upwardly mobile adult to join

Interpretation pieces for leadership:

Goal of communications group -

Helping leadership understand what 2020 actually is

Bishops, clergy, seminaries,

Help every Episcopalian experience what 2020 is

Additional information to help them live that out

Help 2020 happen - implement 2020

How will we know when we have succeeded

Success stories

Transformation of lives -

Turning congregations from naval gazing

By such a date, we will have x number of congregations that exhibit mission movement

The Episcopal Church in mission: 20/20 vision

2020 is a means to enable the Episcopal Church to become a missional church
(proactive and outward looking)

The goal of 2020 is a movement that has risen up in the church, consistent with definition of mission (in the BCP) and provides a god-given movement in the church to accomplish this change in ethos that will provide growth, prosperity and influence in the culture for generations to come. From scarcity to abundance, from worry to hope, from self-concern to reach outward.

A different way of being, a change of heart

double the average Sunday attendance

Who we are, what we are for

Strategy: people who are Episcopalians, leaders, reluctant leaders, bishops,

Information

Stories/anecdotal

Show buy-in

Case statement, executive summary and supporting materials

Opportunity to support

Goal: Broaden the knowledge and experience of 2020 in the Episcopal church

Strategy:

Information

Stories

Buy-in

Tactics:

Provincial synods
Power point presentation
Hand helds
Brochure
Tapes
2020 newsletter
video tapes
banners
banner ads on web
media tours
press releases
video press releases
Episcopal life
Ens
Presentation at meetings
Garrison Keillor
Time before House of Bishops
CDs
Packet-kit
Personalized
Ads in church pubs
Specialized web sites
Personal contact
Jokes
Bulletin inserts
Bishops
Pew sheets
2020 synopsis
to newsletter editors and parish editors
posters

foundational information regarding 2020 --\$250,000 between now and fall

logo/distilled message-brand

web site- sections targeted to certain (and written by) audiences
web manager \$\$

basic materials

by fall

other piece: gather information like:

10-40-40-10

kids not going into church

how we are staffed and budgeted for mission

where is the place where we can gather this together?

Gathering stories: model is power in telling it dramatically not necessarily in all details

Obituaries in NY times: 200 words-not all the minutia but the story of transformation

Invite people to send in to e life: a repository

Researchers have 200 question survey-give each thing a funny name: dismal failure

Gloom to hope, conceived of in a phrase

Mission happens

Signs of life, stories of the unexpected

Congregation focused

Contact with people changes lives

Executive summary

What is 2020

Transformation, new ethos, sea change, calling as back to mission, can be a sea change in the Episcopal Church which will reflect the reality of the culture in which it exists. to increase the average Sunday attendance

The Episcopal Church has embarked on an initiative to double average Sunday attendance by the year 2020. The following plan will:

- define a strategy to communicate the 2020 movement to every aspect of the Episcopal Church
- broaden the knowledge and experience of 2020
- provide resources for its proliferation
- provide tactics for training local communications persons to interact with secular media to further the effort
- identify other areas of the initiative with specific communications needs and make suggestions for those

When the Episcopal Church was founded in this country in 1821, it's legal name was the Domestic and Foreign Missionary Society of the Episcopal Church. It grew as did most Christian faiths, for the next century and a half, recognizing exponential growth following the Second World War. It was understood that the culture of the United States was Christian.

Over the last several decades, despite sporadic program efforts at evangelism, the Episcopal denomination has declined, as have most mainline denominations. The Church had settled into a maintenance culture working mainly to meet the needs of its own members. (figures)

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 2020. The initiative has since been modified to double the average Sunday attendance.

The resolution 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, had produced healthier churches and growth in a number of places. Resolution A034 embraces this change to:

- A shift in 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 world where many people have no life of faith at all.

This plan will outline steps to accomplish the 2020 initiative, recognizing that issues of congregational development, church plants, spiritual formation and leadership recruitment will be making strategic plans that will have to be considered and communicated. It is hoped that this plan will outline 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 won congregations and begin to reach out to others.

Situation analysis:

American culture is no longer Christian and yet there exists a profound spiritual hunger. General Convention deputies and the House of Bishops approved a resolution, A034, to double the membership of the Episcopal Church by the year 2020. Presiding Bishop Frank Griswold supports and has promised the support of the Church Center staff for implementing 2020.

Strengths:

- A good product
- Historic, identifiable symbols

Faithful and dedicated people
Buy in from leadership
A culture in need
Diocesan structure to drive vision

The Church has:

- organized groups to implement the actions
- identifiable symbol of the cross to arouse emotion
- slogans to compress issues
 - 20/20, A Clear Vision
 - BHAG, Big Holy Audacious Goal
 - Transformation of lives
 - Moving from maintenance to mission
 - Making disciples who make disciples
- events to get 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
 - diocesan newspapers
 - web sites
 - news service, national and international
 - national paper and publications
 - local church, seminary and school newsletters and efforts

Weaknesses:

Reputation of being white and elite
No public recognition by some
Infighting
Resistance to change

Opportunities:

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

In the last several decades, the Episcopal Church has approved women's ordination (1977), a new Book of Common Prayer (1979) and has watched as its membership decline (as have all mainline denominations). The Episcopal Church has a reputation of being a "country club" church, with well-educated and well-healed Anglo parishioners. It has been known as *The church of Presidents*. It has been known for its ability to do spectacularly beautiful worship and to throw a good party. It has not been known for its openness to people from all walks of

life, it's work in missionary endeavors or in the mission field, here or abroad or for its knowledge of the Bible or the spiritual formation training of its membership.

Many people in the general public could not tell you what the word "Episcopal" meant, much less spell it.

To its own membership, the Episcopal Church has often been an extension of their social life or constituted a private chaplaincy with a paid Christian on call for marriages, funerals or the periodic hospital call. Church was what "one did" on Sunday mornings.

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 agree with blessing same-sex marriages but the lines are drawn between conservatives and liberals none-the-less.

Today, there are still three dioceses which refuse to ordain women and there are several dioceses whose bishops have ordained practicing homosexuals. Biblical authority-who's got it, who doesn't-became the internal argument and focus of the church. Sexuality issues were the only thing that got press coverage for the Church.

But there were those leaders who refused to become mired in issues and insisted in focusing on what the Church was called to do: transform lives. Believing that a spiritually hungry world was in greater need of a healthy, mission-oriented Church, these leaders began turning the battleship around. They countered talk of schism with rhetoric of "one church in mission," and sought ways to improve the health of their 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 instead of naval gazing in the pews.

In areas where this has begun, the church is growing, lives are transformed. The Diocese of Texas began holding national conferences for bishops and their staffs to talk about vision and mission. Leaders from "both sides of the aisle" attended and talked without focusing on the divisive issues. To date, the fifth annual Clear Vision Conference is being planned and more than half the bishops in the Episcopal Church have attended. Many have returned to bring extended staff members and leaders. What was once sponsored by the Diocese of Texas is now co-sponsored by the national Church Center and the Dioceses of Maryland, San Diego, Virginia and Western Tennessee.

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. By 2000, this refocus on mission became the basis for A034, a resolution of the church's national General Convention and was approved with great enthusiasm.

A034 identifies funds to double the number of baptized members of the Episcopal Church by the year 2020 and calls for a task force to present a strategic plan to the church's Executive Council which shall implement the plan and report to the 74th General Convention in 2003.

Analyze:

Research

Formal

- Zacheus report-study done across the country that
- Executive Council survey
- Gallup Polls
- Statistics from parochial reports
- Percepts demographic information
- Graphs from EDOT give 7 year history of vision
- Graying of congregations
- Giving patterns
- get from Charles Fulton
- Surveys (local and national)

Informal

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

Research needed:

The Episcopal Church Center office will establish a research and analysis unit under the direction of a skilled statistician and researcher to collect appropriate data, analyze and interpret on a consistent and long-term basis, 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.

Define problem:

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. The dynamic growth in churches following WWII has become the graying of the Church in 2002. The basic church culture had become a siege mentality, focused inwardly on maintaining everything just as it

was. This kind of church holds no relevance to today's youth or to the culture in which it exists. The need became clear that a see change from maintenance to mission had to take place if the church was to make a difference in the world and survive.

This change has been described as turning a battleship around-it will take time and will meet with some resistance but the elected leadership from the 100 dioceses in the Episcopal Church in the USA (ECUSA) have approved a resolution to mandate this work.

Identify publics:

Goals:

Communicate 20/20 in a clear and compelling way
defining 20/20 at every level of church culture, to convey this change to every Episcopalian so they understand what this is about, inform them and have them understand the change in culture (or they won't understand why they have to be uncomfortable) and get them to accept this new way of thinking about their ministry as Christians

Internal

- House of Bishops-holds keys to diocesan leadership-church is still very hierarchical in many places and bishops can call for vision and lead the charge or they can dig their heels in and hold to arguing the issues, stalling any mission initiatives or leadership development in their areas, or they can do nothing (we have all kinds)
- General Convention deputies-committed to the resolution, will need to find ways to fund this initiative from revenues that are existing or developing ways to raise funds. Many people in the pews don't even know there is a General Convention and this group is for the most part the hyper-involved parishioner or priest and extremely knowledgeable about the church-also care very much-run the gamut of conservative to liberal and everything in between.
- Executive council-subset of General Convention and runs all standing committees of the church between each triennial convention.
- Church Center-staff of the presiding bishop in New York-seen unresponsive by some dioceses. This is the logical place to centralize information and materials and find staffing to oversee efforts. This is an opportunity for the presiding bishop's office to change their own culture and become truly responsive to the larger church instead of being perceived as setting a liberal agenda.
- Institutions of the church (hospitals, jubilee centers, schools) - one of the most direct contacts the Church has with potential members and the public beyond Sunday morning worship services. It is critical for these groups to be included in the communications program for this initiative so

- they recognize in a strategic way how important their work is and that everyone they speak to is a "touch point of the brand."
- Diocesan offices, in many places there is much turf-protecting going on. It is critical that these groups become so involved in carrying out the initiative that they begin to work as a team, carrying the message from the diocesan leadership to the congregations. Very important to have the diocesan bishop on board in order for this initiative to be a priority.
 - Seminaries
 - Deans-this group of leadership grooms and trains future leaders. 20/20 needs to become part of the curriculum of seminary in 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. Mission is not currently a focus of seminary training and could easily be incorporated into many facets of traditional studies.
 - Faculty-all subjects could incorporate examples of mission oriented ministry in their curriculum from history to liturgics, and how to conduct worship that is welcoming to the visitor who doesn't understand what is going on
 - 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. They are eager to put their call to work.

Parish level

- Clergy-turf protectors, don't want to be told how to do anything and don't want the bishop messing with them. It is critical to hold clergy accountable for growth in their congregations and their efforts to reach the unchurched people in their communities. There tends to be gatekeepers here as we have seen in Texas. When a clergy person remains focused on issues, priorities are out of whack and growth does not happen. An unhealthy church is the result. With accountability from bishops, these clergy either change or leave.
- Parish staffs-in some cases, this is where the pressure comes on the priest. They see other parishes growing and engaging and want the same for their church.
- Active lay leaders-with training about the importance of mission, this group is the banner carrier within the church.
- Members-some will resist change, foot soldiers in the process, must have their buy-in. This is also where the work is already being done and the best source of stories to share.
- 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.

- Ongoing members-much resistance here with old members who don't want anything to change or anyone new sitting in "their" pews.
- New members-most enthusiastic group
- Youth-current and future church and group from which future leaders will come. We need to bring them into the decision making process up front and listen to them. We also need to strategically recruit future clergy from this group.
- Visitors-being prepared to welcome visitors in a non-threatening way, provide needed information and offer an inclusive community-this means support materials provided to churches to help in this effort-signs in the church-(congregational development stuff)

External

- Anglican Communion-Exponential growth throughout the world-wide Communion demonstrates the ability for the Episcopal denomination to appeal to a broad range of cultural backgrounds. In Nigeria there are 16 million Anglicans. In Houston, there are 80,000 Nigerians. When the Episcopal Church is strategically placed within this community, there is a natural affinity with it. Growth of the Nigerian congregation in Houston has gone from 80 to 280 in six months with articles and advertisements in the USAfrica newspaper and direct contact within the Nigerian community from clergy and members of the church.
- Media-work creating 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, Astronomer priest, etc.) strategic placement of mission oriented stories (one on mission trips in Houston Chronicle)
 - Focused training of designated communications people in each congregation that will provide the knowledge and mandate to submit, on a continuing basis, stories from their congregation to local media, thereby creating a bridge between the Church and the public community in which it exists.
 - News bureaus providing transformational stories that are in line with news of the day-to promote positive change and raise name recognition.
 - Advertisements-print and broadcast ads that promote the Episcopal Church as a place where all are welcome. See advertising addendum
- Public-continue reaching this group through community programs (Fun Fair, health fairs, after school programs). 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.

- Local communities-The Episcopal Church needs to get particular information regarding the demographics within a five mile radius of the church in order to tailor ministries that respond to the needs in the immediate surroundings - ex., La Porte after school program - responding to need and growth of program/congregation, attention of media, government agencies, awards, get on local television.

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 representative of 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 2020

The vision of being one church working toward a mission-based expression being Christ in the world will help serve to focus church leadership from issues-oriented speak to the mission work on which all groups can agree. This does not eliminate the issues, it just puts them in perspective and off the front page so those interested in them are not holding the rest of the church hostage with their rhetoric.

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 immigrant populations which 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. (example: 24/7)

For each church to understand the nature of being mission-minded as opposed to maintenance-minded - to become comfortable with the change that this requires, the openness to welcome new members, to teach parish leaders to incorporate members into mission work - feeding the homeless, repairing houses, starting clinics and after school programs for at risk children, going on medical mission trips, becoming a lay chaplain or Stephens Minister, by actively being involved in Christ's mission in the world, not just pew sitters on Sunday morning.

To accomplish this, stories must be shared to show the possibilities, resources must be gathered in one place to make them readily available for congregations.

Enter those is the via media who want to move beyond issues to allow the church to refocus its ministry to remain intact and grow. Today there are 110 dioceses, 8600 congregations and 2.5 million members. Of those members, 830,000 worship each Sunday.

Branding 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 it. 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.

One could say that the 20/20 vision of the Episcopal Church is to double its average Sunday attendance by the year 2020 through increased discipleship and involvement in mission.

Tactics/action steps

Immediate: Executive Council to appoint a relatively small, diverse 20/20 task force to receive information, to serve as an accountable body and to be the review committee for the initiative

Gather a communications committee to generate initial development of logo, website and jumpstart a national communications strategy. To include: Susan Erdey, chair, 20/20 Communications strategy group; Carol Barnwell, President, Episcopal Communicators; Dan England, Communications Director, The Episcopal Church, USA; the Rev. Charles Fulton, Director of Congregational Development, The Episcopal Church, USA; and the Rev. Kris Lee, Media Director, The Episcopal Church, USA.

Short term: by October, 2002

Hire marketing group to help:

- Design logo
- Create branded image for the initiative
- Develop web site to serve as central piece of internal communications

- include stories of transformation in different locations and in churches of different sizes
- Resources for training communications people
- Resources for congregational development
- Establish forums for discussion of initiative. These can be 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
- Identify person in each diocese to be message carrier and contact person. This should be someone on the diocesan bishop's executive staff, capable of giving the 20/20 vision presentation to local diocesan and congregational groups. Training for this group of persons (preferably someone involved in either congregational development or communications) will be developed by national Church Center offices of communications and congregational development and training will be provided at a provincial level.
- Prepare a press kit (include: power point, hard copies and compact disc versions) with information on the initiative, the resolution, examples of how 20/20 growth in congregations of all sizes, resources and plans for future implementation. Disseminate to diocesan contacts, seminary deans, all committees and groups of General Convention and anyone else who requests a copy. Include entire format on website.
- Encourage conferences, annual diocesan councils and other internal groups of church leaders (Coalition of Diocesan Executives, Episcopal Communicators, Provincial Presidents, Episcopal Church Women, etc) to use 20/20 as theme for their annual meetings beginning in 2002. Provide press kit and list of speakers available to talk on 20/20.
- Encourage and gather coverage of 20/20 in diocesan newspapers and on websites.
- Use 20/20 as theme of 74th General Convention in July 2003

For 2020 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 sizes in all sizes of towns and cities with attention to their diversity. Each exhibitor will be asked to show how their group has positioned itself for mission as part of their communications. (EX)

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 the happenings at the Lutheran Church in Lake Woebegone.

The "radio show" will begin with the church today, introducing a maintenance minded congregation who doesn't see the need to grow or do anything different than they have ever done. Musical groups could be from across the country and 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 LA, a choir from the homeless 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 logically.

With an introduction by the presiding bishop, the tape would be suitable for Sunday morning classes or Wednesday evening education times to introduce the initiative. It would also be effective with visitors or new members to explain what the Church's ethos was.

As a side note, it would raise some awareness of General Convention and the larger picture of how we all are One Church at the same time.

Concurrent efforts:

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

- Creative strategies for evangelism developed by
- 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 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