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2020 STRATEGIC PLAN



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Prologue

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Have you not known? Have you not heard? The LORD is the everlasting God, the creator of the ends of the earth. He does not faint or grow weary; his understanding is unsearchable....Those who wait for the Lord shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not be faint. Isaiah 40:28, 31

Today, we Episcopalians find ourselves in a time of immense change. For several decades, the influence of churches like ours has been waning in American society, and the Holy Spirit has been calling us to find new ways to accomplish God's mission. The turmoil of the year 2020, as we launch this strategic plan, brings new anxiety and questioning about the mission of our church. For some, it is a time of grief and fear.

Yet fear does not excuse us from our mission as followers of Christ. In fact, God has promised to give us strength, vision, and wisdom to face our challenges. In other words, God gives us courage. Courage is the strength to act in the face of fear. Courage is the decision to take a risk for the right cause. Courage is the faith that when we work for God's mission, the Holy Spirit will empower us to accomplish what God calls us to do.

Courage is a word that comes from the Latin for "heart." To have courage is to have the heart to live in the truth of God's love for us and God's love for this world.

This is a time for Courageous Love. It's a time for us to put our hearts into God's mission for this time and this place – the Episcopal Diocese of San Diego.

As we launch this strategic plan in the year 2020, our world faces many challenges--pandemic, racial injustice, economic struggle, and deep division. In the face of anxiety, we may wonder whether God still has a mission for the Episcopal Church here. Yet there is no time when God's love is more vital than a time of trouble and stress. There is no community more in need of the good news of Jesus than a community that lives in a time of turmoil. In fact, that's exactly the kind of world Jesus came to. It's the kind of world in which Christianity first thrived. And it's the kind of world that is hungry for the transformation only the living God can offer.

Yes, this is a time of immense change. But change brings new opportunities for the church. Change is something that comes to us from the outside. Change is out of our control. Change happens to all people. The mission question is how we respond to change. We can try to ignore it. We can live more deeply into the way we have always done things.

Or we can allow change to bring transformation. Change comes from the outside; transformation is how we respond on the inside. Transformation is a gift of the Holy Spirit. Transformation allows us to discover new approaches and overcome unanticipated challenges. Transformation is what God brings to us in Christ, and transformation is what Christ calls us to offer to the world.

Transformation gives us courage. When we act prayerfully, boldly, and strategically, even in the face of fear, we are acting with courage. When we have courage, with Christ's help, we can transform our congregations. We can transform our communities. We can transform our world.



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This new strategic plan for the Diocese of San Diego is a plan that clearly acknowledges the change that is happening in the world around us, and responds with joyful, courageous transformation. The plan comes to you after a year of prayer, listening, discernment, discussion, and just plain courageous thinking about what God is calling us to do. Jesus commanded us to share God's love, and in the Diocese of San Diego, we are deeply committed to sharing that love. This strategic plan outlines specific action steps that will help us share God's love in our diocese over the next five years, 2021-2025.

This is a plan that brings excitement, because it requires us to act boldly in the face of change. It requires us to act in faith that the Episcopal Church has life-transforming good news to share with the world. It trusts that as we follow the guidance of the Holy Spirit, our churches will grow – not only in membership, but also in love, discipleship, and service. The plan calls for us to do some courageous things, like redevelop three to five existing congregations, plant two new churches, and start three new campus ministries. It challenges us to proclaim the gospel boldly to the people in our communities who do not know Jesus. It calls us to concentrate time and resources on training and equipping innovative, entrepreneurial, and faithful leaders for our church. It engages us ever more deeply in service to those who need a helping hand, and it asks us to advocate for God's love to be lived concretely in our world.

This is a plan that will call for courage, because it will cost time, money, and effort. It will require the will to work together for God's mission. It will challenge us to risk failure and try again. It will ask us to accept change and respond with transformation. It will depend on our ability to trust God's promises, because we know that God is faithful.

How This Plan Was Created

This strategic plan process started even before I was elected as your bishop, with listening sessions you held to identify what kind of bishop God was calling to the Diocese of San Diego. After I was ordained, I held a number of listening sessions to hear your hopes and dreams for our church. We then called together a diverse, representative group of people to take your dreams and translate them into ambitious plans for our diocese.

This plan is ambitious. It anticipates growth. It expects us to reach many new people with Jesus' love. It challenges us to serve our communities and help our world become a more just place. It foresees that the coming years will be times not just of change, but of transformation, because Christ's love transforms people, churches, neighborhoods, and communities.

This plan requires love. And it expects courage – the strength to act even when we are afraid.

This is a plan that calls for Courageous Love.

Faith tells us that God is. Love tells us that God is good. But hope tells us that God will work God's will. And hope has two lovely daughters: anger and courage. Anger so that what cannot be, may not be. And courage, so that what must be, will be. – St. Augustine of Hippo

The Rt. Rev. Dr. Susan Brown Snook
Fall 2020



Current State of the Church

This section provides an overview of current trends in the United States, the Episcopal Church, and the Diocese of San Diego. It considers researched data, demographic trends, and publications that track political, economic, social, and religious changes, including source data. The section is intended to deepen our ability to see the Holy Spirit moving in ages, cultures and denominations.

For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. - 1Corinthians 12:12 NRSV

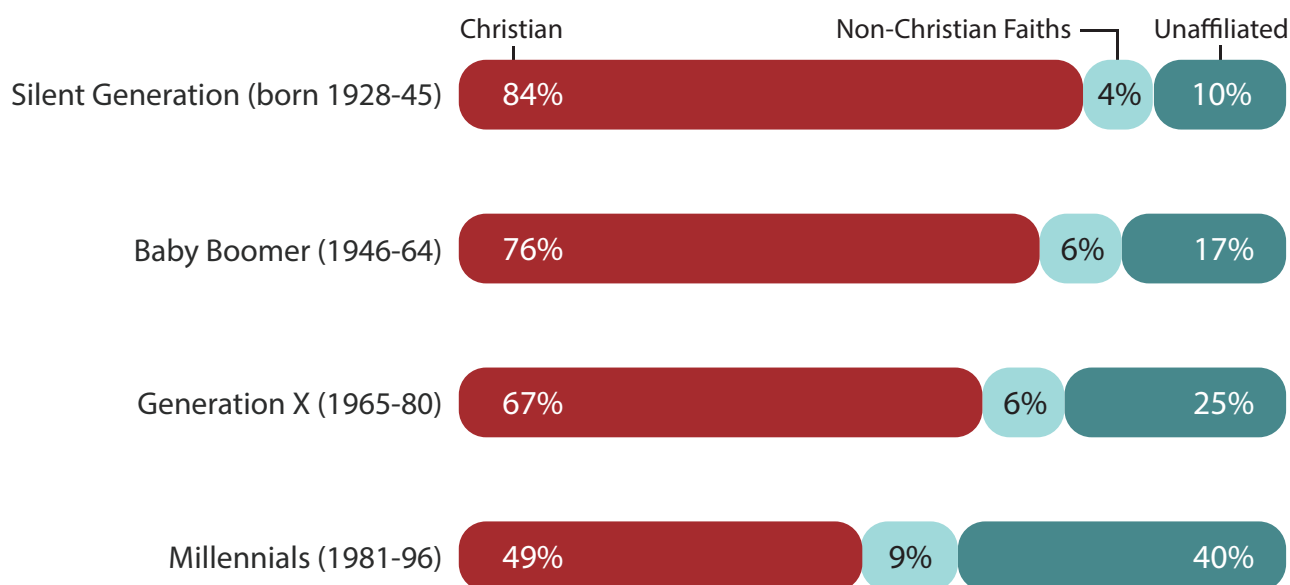
Christians in the United States

In 2007, 78.4% of U.S. adults identified with a Christian denomination. In 2019, 50% of Americans identified as members of a church. Of that number, 43% of U.S. adults identify as mainline Protestants and 20% as Roman Catholics.

Worship attendance is also declining. Over the last decade, the share of Americans who say they attend religious services at least once or twice a month dropped by 7%.

Large generation gap in American religion

Large generation gap in American religion ...





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More than 84% of the Silent Generation (those born between 1928 and 1945) describe themselves as Christians, as do 76% of Baby Boomers. Of those born in Generation X, 67% identify as Christian, and 49% of Millennials describe themselves as Christians.

Side by side with Americans who identify as Christians, there are other groups: agnostics, those with no religious affiliation (NONES), and the Spiritual but not religious (SBNR) or Spiritual But Not Affiliated (SBNA). Those groups represent 26%, an increase from 17% in 2009. There has also been modest growth in the share of Americans who identify with non-Christian faiths, such as Islam and Hinduism. Muslims now account for 0.9% of the U.S. adult population , and Hindus account for 0.7%.





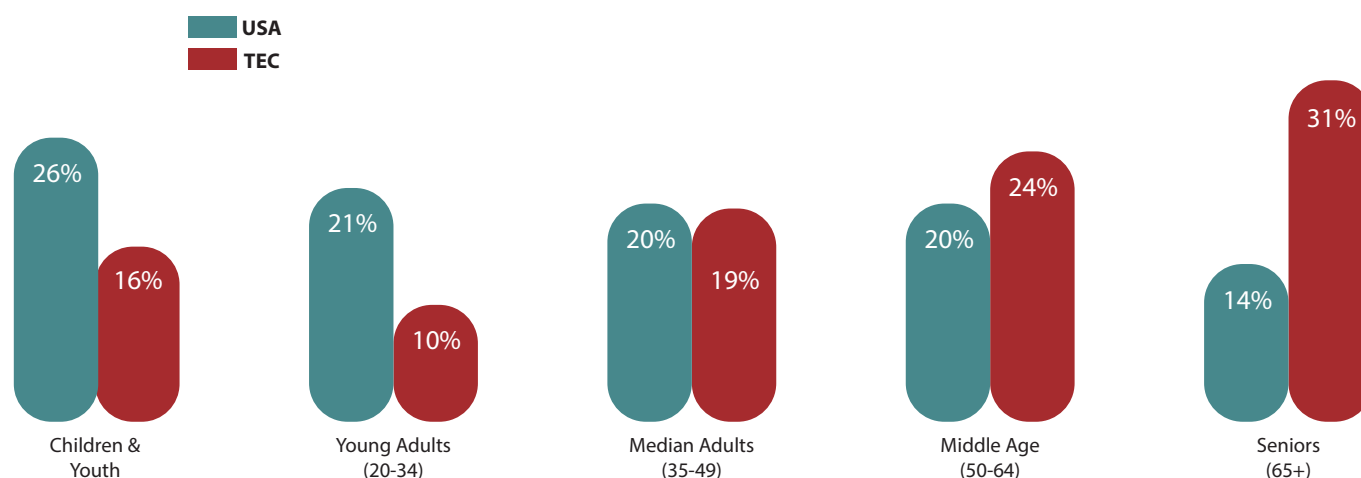
Episcopal Church Statistics

Episcopal Fast Facts indicates that domestic dioceses in the U.S. continue to decline in membership and attendance. By 2019, baptized membership was down to 1.68 million, an 18.5% drop since 2008. Average Sunday Attendance was 533,000, down 24.4% since 2008. In 1965 there were over 3.4 million Episcopalians in a population of 199 million. In 2018 there were 1.67 million Episcopalians in a population of 328 million. That means the Episcopal Church's market share of the population declined from 1.70% to .0509%. Also, 74% of Episcopal churches average 100 or less in Sunday attendance. Only 4% average 300 or more. The average Sunday attendance is 53.

The Episcopal Church has the same generational challenge as other Christian denominations. More than 55% of Episcopal clergy are over 55, with more than 40% of Priests and Deacons expected to retire in the next eight years. The average age of Episcopalians is from the high 50s to the low 60s. In contrast, the average age of Americans is in the 30s. Few Episcopal churches have thriving church schools or youth groups, and many churches struggle to attract young families.

However, there is positive news about church growth in our region of the United States. As reported in "New Facts on Episcopal Growth and Decline," churches in Western states are most likely to experience growth. This growth is related to population growth through the "Sunbelt" migration. The Episcopal Church has fewer churches in the West than in any other region. Many of the churches here are doing well. While overall levels of religious affiliation are lower than in some other areas of the country, the religiously engaged segment of the population is quite active, resulting in more rapidly growing churches than in other parts of the country. The West is also a region with considerable experimentation and flexibility in religious expression and structure. Congregations located in newer suburbs and new church plants are more likely to experience growth than older congregations. Churches are least likely to grow in rural areas and small towns. Churches that are predominantly Hispanic or Asian, or that are multi-racial or multi-ethnic, are more likely to experience growth than mostly white/Anglo or predominantly African-American or Black churches.

Figure 5. Age Structure of the USA and The Episcopal Church: 2014



2. "Episcopal Church Domestic Fast Facts":
<https://episcopalchurch.org/research/episcopal-church-domestic-fast-facts>



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The Episcopal Diocese of San Diego

OUR DIOCESAN MISSION FIELD ENCOMPASSES MANY ETHNICALLY DIVERSE COMMUNITIES

According to a well-defined diversity index developed by Environmental Systems Research Institute, San Diego County ranks 12th in diversity in California. Likewise, Riverside County ranks 15th in size of Latinx communities in California, and it ranks 9th in size of Latinx communities in the nation. Over 50% of Yuma residents identify as Latinx. Neighborhoods in southern and eastern San Diego County are among the region's most diverse, as are the northern San Diego neighborhoods of Mira Mesa and Rancho Peñasquitos. Coastal communities from Carlsbad to Point Loma, and border communities, including San Ysidro and western Chula Vista, are among the least diverse. Southeast San Diego County, which continues to attract new residents and grow in diversity, includes a sizable African-American population.

The increase in Latinx people in our diocese between 2000 and 2010 was driven mainly by population growth among existing residents. Latinx people are younger than other racial and ethnic groups and tend to be in their prime working and childbearing years. In 2009, the Census Bureau's American Community Survey showed that 61.3% of Latinx people in San Diego County were born in the U.S. Of the county's Latinx population, approximately 87% came from Central and South America (22,187 and 17,491, respectively). The fastest-growing Latinx population is from Guatemala, with an increase of 116% (3,375 to 7,305 residents) in North County. By 2035, the majority ethnicity in San Diego will be Latinx.

There is also a significant Asian presence in the City and County of San Diego. The latest census figures indicate that 16.7% of the City's population and 12.6% of the County's population identify as Asian. The San Diego neighborhoods of Linda Vista, Serra Mesa, University City, and Mira Mesa have high Asian populations.

According to the Executive Insite reports, Latinx people account for 25% of the population living within a 3-mile radius of 28 churches in our diocese. These reports also indicate that Asians account for at least 15% of the population within a 3-mile radius of five Episcopal churches (Good Samaritan, St. Timothy's, Good Shepherd Bonita, St. Bartholomew's, and St Peter's Del Mar).

San Diego County also has more Native American reservations than any other county in the United States. However, the reservations are proportionally minimal, with total land holdings of 193 square miles of the 4,205 square miles in San Diego County. Of the 20,000 Native Americans who make up the four tribal groups that live in San Diego County, only a small percentage live on reservation land.

3 The term "Latinx" is used in California to refer to Latino Americans of all generations and genders (Latino and Latina). They may be first-generation immigrants or several generations removed from the arrival of a relative from Latin America, and they may or may not speak Spanish.

4 Based on a diversity index calculated by inewsource using U.S. Census Bureau data: <https://data.inewsource.org/interactives/updated-san-diego-countys-most-diverse-neighborhoods/>



We see similar diversity in Riverside, Imperial, and Yuma counties. The five largest ethnic groups in Riverside County are White (Non-Hispanic) (34.5%), White (Hispanic) (26.2%), Some Other Race (Hispanic) (20.6%), Asian (Non-Hispanic) (6.48%), and Black or African American (Non-Hispanic) (6.15%). 41.9% of the people in Riverside County, CA, speak a non-English language, and 90.5% are US citizens.

The five largest ethnic groups in Imperial County are White (Hispanic) (53.8%), Some Other Race (Hispanic) (24.8%), White (Non-Hispanic) (11.3%), Two or More Races (Hispanic) (3.66%), and Black or African American (Non-Hispanic) (2.28%). The Imperial and Mexicali Valleys have diverse a diverse population of Africans, Europeans, east and south Asians, and Native Americans.

Yuma County is primarily Hispanic/Latino; 59.7% of its residents are Hispanic or Latino. Non-Hispanic white residents represent 35.3% of the County's population. The sum of these two percentages is 95%, which means that there are relatively small numbers of Asians, African Americans, and other non-Hispanic ethnic groups in Yuma County.

Large Military Presence

In San Diego County, there are approximately 110,700 active duty military personnel and 118,300 family members, which represents 7.6% of San Diego County's total population. The military, especially the Navy and Marine Corps, is the second-largest contributor to the San Diego County economy after agriculture. An estimated 60.7% (71,759) of military families in San Diego County have children.

In Yuma County, Arizona, the US Marine Corps Air Station and the US Army Yuma Proving Ground are two of Yuma County's principal industries. At MCAS Yuma, there are 6592 military personnel.

In Imperial County, Naval Air Facility El Centro serves as an aircrew training facility and the winter home of the Blue Angels.

MORE INTERESTING FACTS

- The population growth in San Diego is expected to continue well into the future.
- San Diego is a young city with a median age of 35.4 years.
- A high school diploma or higher is held by 86.7% of adults in San Diego County, and the median income is relatively high (\$70,588).
- San Diego is also a charitable community, giving generously to many causes.
- The Diocese of San Diego comprises 12,894 members (2018) and 43 congregations. It extends from Hemet to the Mexican border, and from the Pacific Ocean to Yuma, Arizona.
- Imperial County has the lowest per capita income of any county in Southern California and among the bottom five counties in the state.
- The busiest air station in the Marine Corps, MCAS Yuma supports 80 percent of the Corps' air-to-ground aviation training and shares one of the longest runways in the country with the Yuma International Airport.

5. "World Population Review, California 2020": <https://worldpopulationreview.com/us-cities/san-diego-ca-population>



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Particular Challenges in Our Diocese

The Strategic Planning Committee identified the following areas as particular challenges for our diocese. There is a shortage of clergy both nationally and local, and close to 50% of the clergy in our diocese serve part-time. Most clergy lack fluency in Spanish and Asian languages. Although the level of financial support diocesan-wide is sound, overall there is a steady decline in plate and pledge giving. As mentioned above, resources are not evenly distributed, and some congregations are financially distressed. The high cost of living, especially housing, and often the lack of full benefits prove to be an obstacle to recruiting new clergy from outside the state.

Areas of Strength

The current Presiding Bishop, The Most Rev. Michael Curry, and our diocesan bishop, The Rt. Rev. Dr. Susan Brown Snook, emphasize evangelism and church growth as the Church's mission. The diocesan CAT survey of 2018 revealed that the lay people and clergy also are focused and energized by church growth, evangelism and increasing all types of diversity within the church membership. In the diocesan listening sessions, people indicated enthusiastic support for serving all people, being more diverse, accepting, and being inclusive and culturally open.

The data shows that the EDSD has some congregations that are fiscally sound and other congregations that are in distress. The Holy Cow Consulting survey (Congregational Assessment Tool) shows that people in the diocese want to take a leadership role in working with churches that are struggling.

The San Diego Diocese has other strengths upon which to build. The church serves the communities generously through Episcopal Community Services, Senior Care Facilities, Food Distribution Programs, Showers of Blessings, and other outreach ministries. Church members remain loyal to their churches and give generously; for example, the average pledge in 2018 was \$2,964. There are also significant real estate assets.

Conclusion

The Episcopal Diocese of San Diego is in a region of the country where new churches are doing well, and where Christians are deeply engaged in ministry. We have highly diverse populations in all of our counties, and our recent diocesan CAT survey shows that our members are deeply motivated to engage our neighbors, to spread the Gospel, to serve them, and to grow the Episcopal Church. In short, our Diocese has many strengths and assets to employ in reversing trends in declining membership and evangelizing in our neighborhoods.

⁶ "How Nonprofits Are Crunched for Data," Jennifer Davies, San Diego Magazine, Sept. 17, 2019: https://www.sandiegomagazine.com/local-charities/how-nonprofits-are-crunched-for-data/article_ef74a93d-449f-5caf-97e7-bbec032eb7cc.html



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Vision, Mission and Values

Before a diocese can make plans, it needs to spend time dreaming about what God wants us to be and to do. After reviewing diocesan surveys and spending time in retreat together, the Strategic Plan Committee developed a vision statement, a mission statement, and a set of values that we believe were inspired by the Holy Spirit. We need these vision and mission statements and values to ground every part of our strategy as we live out God's mission for us. Through listening to our members, praying about God's call, and discussing what enlivens us all spiritually, we have discerned our vision, mission, and values. These will help us articulate the particular ways God is calling us to follow Jesus.



A vision statement describes what we hope will happen in our diocese as we live out the mission God gives us.

As a growing, diverse, worshipping community of Jesus Christ's followers, we will courageously share God's transforming love in our neighborhoods and beyond.

VISION



A mission statement describes what we do to make God's vision for our diocese a reality.

We will connect an ever-growing number of people to God in Jesus through evangelism, discipleship, and service.

MISSION



Our values articulate what is most important to our diocese and what makes our spirits thrive and pulse with excitement.

Our Values are Diversity, Transformation, Love, Courage, and Evangelism.

VALUES





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Our Values

DIVERSITY

We believe that all people are created in God's image, and therefore we celebrate the dignity of every human being. We believe every person, in all their diversity, is essential to building up and reflecting the Body of Christ.

TRANSFORMATION

We follow in St. Paul's footsteps, seeking to learn from those we meet and to be transformed by God's love in relationship with each other. We strive to be the church of the future by continually evolving as disciples of Jesus and creating space for new ideas and viewpoints.

LOVE

Rooted in prayer, we strive to follow the Great Commandment: Loving God with all our heart, soul and mind, and loving our neighbor as ourselves. As agents of God's love, we love and serve our neighbors and our enemies through ministries of service, justice and compassion.

COURAGE

We act courageously when called by God, even in the face of uncertainty and resistance in our work of building the Body of Christ. We know that the Holy Spirit is with us and gives us the strength to do the right thing even in the face of high cost of consequences.

EVANGELISM

Believing that evangelism is love in action, we share the love of God and spread the Good News of Christ with people who may not know him. We witness to the power of God in our lives every day through word and example.



Goals, Objectives, Actions and Resources

OUR GOALS FALL INTO SEVEN STRATEGIC PRIORITY AREAS: CHURCH GROWTH, DISCIPLESHIP, EVANGELISM, SERVICE, ADVOCACY, LEADERSHIP, AND STEWARDSHIP

This section describes the goals, objectives, actions, and necessary resources needed to carry out the mission of God in the Diocese of San Diego. A goal is a broad, visionary, aspirational statement that inspires and guides our planning and implementation. An objective is SMART: specific, measurable, achievable, relevant, and time-oriented (we say when we will do it and complete it). Actions are the smaller steps we take to achieve objectives. We set a goal in seven key areas of ministry as well as two or three objectives in each area. In some cases, we already have the financial and human resources to achieve objectives. In other cases, we will need to do special fund raising to grow the Episcopal presence in San Diego and to spread the good news about Jesus to people who do not yet know him.





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Church Growth

GOAL: WE FULFILL JESUS' GREAT COMMISSION BY INCREASING THE NUMBER OF EPISCOPALIANS IN THE DIOCESE.

OBJECTIVE 1 Establish 30 new missional expressions reaching military, campus, and Latino/Asian communities by December 31, 2025

ACTIONS

- Establish three campus ministries, one each at SDSU, UCSD, and another location by December 31, 2025
- Identify and resource 7-10 congregations to offer military ministry to active duty, military families, and veterans
- Identify and resource 20 congregations to offer in-culture and/or in-language worshipping communities for Latinx and Asian members of their community

RESPONSIBLE PARTIES – Evangelism, Discipleship and Church Growth Committee, Canon for Discipleship and Evangelism, Military Missioner, Latino Missioner

KEY PARTICIPANTS - Finance Committee

OBJECTIVE 2 Establish five to eight new church communities by December 31, 2025

ACTIONS

- Identify and redevelop at least 3-5 congregations into thriving worshipping communities by December 31, 2025
- Plant two new churches by December 31, 2025

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Canon for Discipleship and Evangelism

KEY PARTICIPANTS Healthy Church Work Group

OBJECTIVE 3 Grow current congregations by 20% in membership and average weekly attendance by December 31, 2025

ACTIONS

- Equip, train, and resource our congregations to get to know their neighborhoods and develop missional strategies to create a culture of commitment to church growth across the diocese (including lay and clergy members) by December 31, 2025
- Equip, train, and resource our congregations with an effective communications strategy to create a culture of commitment to church growth across the diocese (including lay and clergy members) by December 31, 2023

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Canon for Discipleship and Evangelism, Director of Communications



Discipleship

GOAL: WE EQUIP CONGREGATIONS TO ENABLE ALL PEOPLE TO GROW AS FOLLOWERS OF JESUS THROUGH INTENTIONAL PERSONAL AND COMMUNAL PRACTICES.

OBJECTIVE 1 Support and engage 100% of our congregations in discipleship programs and resources by December 2023

ACTIONS

- Develop and maintain two central online hubs with engaging and accessible resources for children, youth, families, and adults. One hub, "DiscipleshipEDSD.org" will focus on resources for adults. The other hub, "myfaithtogo.org" will focus on resources for children, youth, and families.
- Offer online training and workshops to clergy and lay regarding the utilization of seasonal resources
- Promote and enable the use of Forward Movement discipleship resources: Enroll at least 10 congregations to use "Revive" discipleship program, and recruit 100% of congregations to participate in a diocesan wide "RenewalWorks" survey

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Canon for Discipleship and Evangelism

KEY PARTICIPANTS Faith to Go team, School for Ministry

OBJECTIVE TWO Initiate at least one discipleship small group in 100% of the congregations in the Episcopal Diocese of San Diego by December 31, 2023

ACTIONS

- Develop and offer tools and resources for small group leaders including launching small groups, structure, format, content, leadership, etc by December 31, 2021
- Offer regular small group leadership training sessions by December 31, 2023
- Conduct small group "vision trainings" with clergy by December 31, 2021

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Canon for Discipleship and Evangelism

KEY PARTICIPANTS Diocesan Clergy



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Evangelism

GOAL: WE EQUIP ALL EPISCOPALIANS TO SHARE THE LOVE OF GOD AND SPREAD THE GOOD NEWS OF CHRIST WITH PEOPLE WHO MAY NOT KNOW HIM.

OBJECTIVE 1 Schedule revival(s) in 2021 where half of the participants are not practicing Christians (expected attendance 5000)

ACTIONS

- Host four mini-revivals in anticipation of December 3, 2021.
- Hold a revival on December 3-5, 2021

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Canon for Evangelism and Discipleship, Communications Director

KEY PARTICIPANTS Revival Chair(s), eRevival Chair

OBJECTIVE 2 Create and implement an integrated communications strategy, incorporating marketing and communications, that helps people come to know Christ. This will be measured by metrics such as YouTube likes, email engagement, subscriptions

ACTIONS

- Redevelop EDSD website with an evangelism focus by November 2020
- Develop a video ad campaign that addresses COVID-19 and how we are church during COVID-19
- Develop a communications basics curriculum for congregations on all aspects of website design, social media engagement, and marketing by June 30, 2022

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Director of Communications

KEY PARTICIPANTS Canon for Evangelism and Discipleship, congregation communications teams

OBJECTIVE 3 Develop an integrated training and coaching series in evangelism with the goal of 75% of congregations participating in one of the evangelism options by December 31, 2022

ACTIONS

- Identify and train missional community leaders by December 31, 2021
- Online and in-person workshops on evangelism by February 28, 2021
- Lead congregations in a community assessment process through December 31, 2022
- Incorporate evangelism training into our leadership training and recruitment at the School for Ministry and elsewhere beginning September 1, 2021

RESPONSIBLE PARTIES Evangelism, Discipleship and Church Growth Committee, Canon for Discipleship and Evangelism

KEY PARTICIPANTS Visiting speakers, School for Ministry, Commission on Ministry



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Service

GOAL: WE BUILD RELATIONSHIPS TO KNOW AND LOVE GOD AND OUR NEIGHBORS AND WORK TO MEET EACH OTHER'S NEEDS.

OBJECTIVE 1 Incorporate Christian spiritual practices into all service opportunities to share the Good News to all those serving and all who are served by December 31, 2023

ACTIONS

- Develop ten suggested spiritual practices to encourage faith building through service opportunities by January 31, 2021
- At all diocesan events, incorporate a spiritual practice into the service project offering by June 30, 2023

RESPONSIBLE PARTIES Service and Advocacy Committee, Canon for Discipleship and Evangelism

KEY PARTICIPANTS Service Summit, Episcopal Community Services, Cursillo

OBJECTIVE 2 Empower churches to connect with their neighbors and community programs by December 31, 2024

ACTIONS

- Identify and implement three easily replicable programs of collaboration that share church and community financial and human resources by December 31, 2024
- Tithe 10% of any strategic plan fundraising to assist congregations and community partners in offering services to the community
- At diocesan events, promote successful service bright spots at one congregation that can be replicated by others
- Work with the Service Summit to collect and promote service opportunities by December 31, 2021
- Promote multi-congregational service efforts that involve members of all ages in the neighboring community

RESPONSIBLE PARTIES Service and Advocacy Committee, Diocesan Facilities Manager and Safety Officer

KEY PARTICIPANTS Service Summit Leaders, North County Showers of Blessings, Showers of Blessings, Youth Collaborative



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Advocacy

GOAL: WE ENGAGE MORE PEOPLE IN ADVOCACY TO BRING ABOUT PEACE, JUSTICE, AND A RIGHT RELATIONSHIP WITH JESUS AND ALL OF CREATION.

OBJECTIVE 1: Enculturate holy conversations about immigration, creation care, racial reconciliation, affordable housing, and gun violence to inspire prayer, action, and service by December 31, 2025

ACTIONS

- Hold advocacy learning opportunities at every diocesan convention and Leadership Academy during 2020-2024
- Disseminate learning resources for all ages across the diocese by May 31, 2023
- Teach and practice nonviolent communication skills and actions in our churches' neighborhoods from September 1, 2021-December 31, 2024
- Establish at least one Sacred Ground Dialogue Circle in each congregation by January 31, 2024
- Obtain grants to support advocacy

RESPONSIBLE PARTIES: Service and Advocacy Committee, Director of Communications

KEY PARTICIPANTS - Youth Missioner, Faith to Go Team

OBJECTIVE 2: Collaborate with advocacy partners to promote at least four opportunities per year that engage Episcopalians in social justice work

ACTIONS

- Host or participate in worship and prayer services to invite discernment and action by December 30, 2024
- Amplify the Bishop's presence and voice in advocacy actions
- Adopt a Digital Advocacy Tool Platform to increase our engagement by December 31, 2021

RESPONSIBLE PARTIES: Service and Advocacy Committee, Communications Director, Bishop

KEY PARTICIPANTS: Liturgy Committee, EPPN, EPPN of CA, Office of Government Relations, San Diego Organizing Project



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Leadership

GOAL: WE SEEK, INVITE, AND DEVELOP TRANSFORMATIONAL SERVANT LEADERS.

OBJECTIVE 1 Develop a clergy competency model by March 31, 2021

ACTIONS

- Gather clergy to obtain their feedback on the clergy competence model by January 31, 2021
- Obtain feedback from the Commission on Ministry by December 30, 2020
- Finalize the clergy transformational leadership competency model by March 31, 2021
- Present the clergy competency model to Executive Council April, 2021

RESPONSIBLE PARTIES Leadership and Congregational Development Committee, Bishop, Canon to the Ordinary, Canon for Discipleship and Evangelism

OBJECTIVE 2 Incorporate transformational leadership model into clergy recruiting and training by April 30, 2021

ACTIONS

- Develop a new ordination discernment process and criteria that identifies transformational leaders by February 28, 2021
- Review and update the School for Ministry curriculum to produce transformational leaders by May 31, 2021
- Review and update our clergy call process to recruit transformational leaders by May 31, 2021

RESPONSIBLE PARTIES Leadership and Congregational Development Committee, Bishop, Canon to the Ordinary, Canon for Discipleship and Evangelism

KEY PARTICIPANTS School For Ministry, Commission on Ministry, Transformational Leadership Committee



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Leadership Continued

OBJECTIVE 3 Implement a congregational development leadership program in at least 50% of congregations by December 31, 2025

ACTIONS

- Send a group of potential facilitators to training as a pilot program by April 30, 2022
- Implement an ongoing training program for lay and clergy teams to develop congregational leadership skills in the EDSD by August 31, 2022
- Identify congregations to participate in the training by April 30, 2022
- Assess the effectiveness of the program by May 31, 2023
- Make modifications and/or adaptations specific to EDSD (e.g. mutual ministry reviews) by December 31, 2025

RESPONSIBLE PARTIES Leadership and Congregational Development Committee, Bishop, Canon to the Ordinary

KEY PARTICIPANTS School for Ministry, Healthy Church Working Group





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Stewardship

GOAL: ENERGIZED BY FAITH, WE EMPOWER CONGREGATIONS AND INDIVIDUALS TO BE CARING STEWARDS OF ALL OF GOD'S ABUNDANCE.

OBJECTIVE 1 Encourage all congregations in the EDSD to embrace comprehensive stewardship practices by December 31, 2025

ACTIONS

- Assure that 80% of our churches switch to solar power by conducting an energy audit and providing ongoing consultation services to facilitate implementation by December 31, 2024
- Examine diocesan and church-held assets and collaboratively determine how best to utilize these assets to fund renewing congregations and plant new churches by June 30, 2021
- Conduct two workshops per year on year-round stewardship starting in the fall of 2021
- Develop a compendium on Christian year-round stewardship resources and update on a regular basis by September 30, 2021
- Offer to help smaller congregations to lower costs by creating "administrative hubs" where possible by June 30, 2022

RESPONSIBLE PARTIES Stewardship Committee, Director of Operations, Missional Advancement Officer, Chief Financial Officer

KEY PARTICIPANTS Property Committee, Healthy Church Work Group

OBJECTIVE 2 Increase church member engagement and congregational vitality by more fully utilizing member's spiritual gifts by December 31, 2023

ACTIONS

- Ensure that 80% of the diocesan ASA, including diocesan leadership, has participated in a common spiritual gifts inventory, updated annually by September 30, 2021
- Support semi-annual gatherings of larger and smaller churches to identify ways that congregations can collaborate and share resources starting June 30, 2022
- Conduct spiritual gift inventory at Leadership Academy starting January 1, 2021
- Establish a diocesan-wide spiritual gift inventory to know, use, and share our gifts of the Holy Spirit by December 31, 2021

RESPONSIBLE PARTIES Canon for Discipleship and Evangelism, Communications Director, Missional Advancement Officer

KEY PARTICIPANTS –Diocesan clergy and vestry members



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OBJECTIVE 3 Establish a missional advancement office that will diversify and expand the Diocesan funding sources and raise 35% of the budget of the diocese by December 31, 2024

ACTIONS

- Monitor and forecast Diocesan revenue based on the uncertainty of the future (esp. COVID-19) and the impact on Diocesan and congregational operations starting June 1, 2020
- Solicit and obtain funds from donors to fund the Missional advancement officer position by June 30, 2021
- Draft a job description by January 31, 2021
- Hire a missional advancement officer by June 30, 2021
- Begin operation of Missional Advancement Office by September 30, 2021
- Assess the need for a campaign to fund the goals of this strategic plan

RESPONSIBLE PARTIES Stewardship Committee, Bishop, Canon to the Ordinary, Treasurer, Missional Advancement Officer

KEY PARTICIPANTS Finance Committee, Investment Committee

OBJECTIVE 4 Create a culture of tithing in the diocese so that 35% of diocesan members are tithing by December 31, 2025

ACTIONS

- Encourage church members to increase pledged giving by at least 1% of their income annually for five years until they reach 10% (tithing) by December 31, 2025
- Develop a vision/dream statement to excite and nurture giving/tithing by December 31, 2022.
- Develop a witness treasure chest of 100 ways to talk about our faith, God's abundance, and share the gifts of the Spirit

RESPONSIBLE PARTIES Stewardship Committee, Missional Advancement Officer

KEY PARTICIPANTS Diocesan clergy and vestry members

NECESSARY RESOURCES

Ambitious goals and visions require significant resources of all sorts: financial, human, and spiritual. This section describes the financial resources needed to fund our vision for the next five years.

By the end of 2021, we need to identify resources already held and/or plan a fundraising campaign to raise \$2.95 million to meet the objectives identified in this plan. The plan includes the engagement of a missional advancement officer, who will help us determine the best ways to raise the needed funds.

The spreadsheet on the next page details the cost analysis for the strategic plan.

MINISTRY Priority / Action Steps	Total Cost	Including in Operating Budget	Fundraising & Other Resources
STEWARDSHIP			
Conduct 2 workshops per year on year-round stewardship	\$12,000	\$12,000	\$0
Spiritual gifts inventory	\$2,000	\$2,000	\$0
Mixed Economy semi-annual gatherings	\$1,600	\$1,600	\$0
Draft a job description	\$0		
Begin operation of Mission Advancement Office	\$540,000	\$60,000	\$480,000
Treasure chest of 100 ways to talk about our faith	\$1,000	\$1,000	\$0
ADVOCACY			
Advocacy learning opportunities	\$10,000	\$10,000	\$0
Disseminate learning resources	\$2,000	\$2,000	\$0
Teach and practice nonviolent communication skills	\$3,000	\$3,000	\$0
Sacred Ground scholarships	\$4,000	\$4,000	\$0
Host or participate in worship and prayer services	\$6,000	\$6,000	\$0
Amplify Bishop's presence and voice in advocacy actions	\$2,000	\$2,000	\$0
Digital advocacy tool	\$0	\$0	
CHURCH GROWTH			
Redevelop at least three congregations	\$830,000	\$100,000	\$730,000
Plant two new churches	\$415,000	\$415,000	
Establish two campus ministries	\$123,000	\$10,000	\$113,000
Offer military ministry	\$30,000	\$10,000	\$20,000
Resource congregations for Latino and Asian ministry	\$732,000	\$732,000	
Resource congregations for getting to know neighborhood	\$5,000	\$5,000	\$0
Resource congregations for communication strategy	\$3,000	\$3,000	\$0
DISCIPLESHIP			
Develop and maintain two hubs for resources	\$1,000	\$1,000	\$0
Online training and workshops	\$2,000	\$2,000	\$0
Spiritual gifts workshop	\$500	\$500	\$0
EVANGELISM			
Hold 4 mini revivals	\$25,000	\$25,000	
Organize revival	\$75,000	\$75,000	
Redevelop website with evangelism focus	\$4,000	\$0	
Develop ad campaign	\$6,000	\$6,000	\$0
LEADERSHIP			
Update School for Ministry curriculum	\$1,500	\$0	
Training program for lay and clergy	\$75,000	\$15,000	\$60,000
SERVICE			
Implement programs of collaboration	\$10,000	\$10,000	
Tithe to service projects	\$290,000	\$290,000	
TOTALS	\$3,211,600	\$261,600	\$2,950,000



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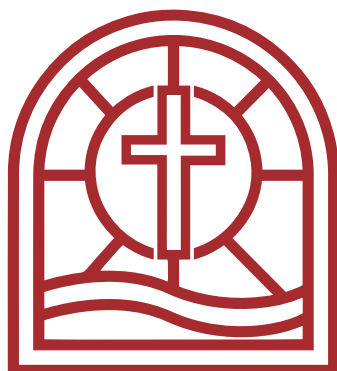
Acknowledgements and Resources

Members of the Strategic Planning Committee

The Rt. Rev. Dr. Susan Brown Snook	Bishop of San Diego
The Rev. Janine Schenone, Co-Chair	Good Samaritan San Diego
Ms. Jen Jow, Co-Chair	St. Paul's Cathedral
Ms. Judy Burton	St. Margaret's Palm Desert
Mr. Chris Christopher	St. James La Jolla
Ms. Martha Curatolo	St. Paul's Cathedral
Dr. Ward Fleri	Good Samaritan San Diego
Mr. Butch Glosson	Good Shepherd Hemet
The Rev. Canon Nancy Holland	Deacon, former Canon to the Ordinary
Mr. Rom Ituarte	St. Phillip's Lemon Grove
Mr. Joseph Jok	St. Luke's North Park
The Rev. Lorenzo Lebrija	St. Paul's Palm Springs
Ms. Charlette Preslar	Christ Church Coronado
Dr. Frank Rojas	St. Thomas Temecula
Ms. Jan Romerdahl	St. Margaret's Palm Desert
Mr. David Tremaine	Good Samaritan San Diego
The Rev. Bill Zettinger	St. Bartholomew's Poway
The Rev. Canon Gwynn Lynch	Canon to the Ordinary
Canon Christian Gillette	Canon for Evangelism and Discipleship
Mr. Chris Tumilty	Director of Communications
Mr. Allan Dorsey, Consultant	St. Peter's Del Mar

The Committee acknowledges and thanks Keren Mondaca, Executive Assistant to the Bishop, who scheduled and managed countless complex Zoom meetings. She was instrumental in helping us get on with our work in the face of COVID-19 restrictions.

Photography by Susan Forsburg



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RESOURCE PUBLICATIONS

Episcopal Diocese of San Diego Strategic Plan, 2014

<https://episcopalchurch.org/research/parochial-report-results>

<https://episcopalchurch.org/research-and-statistics>

HolyCow Consulting: The Congregational Assessment Tool, EDSD 6/5/2019

Leading Beyond the Blizzard: Why Every Organization Is Now a Startup

Methodology Statement: 2019/2024 Esri Diversity Index, July, 2019:

Strategies for Winter: Redemptive Leadership in Survival Times

PEW Research Center, Religion & Public Life <https://www.pewforum.org>