

# **ADMINISTRATION**

## ADMINISTRATION Goal 1.1

### Empirical Metrics

- a) Within 1 year, we will complete and publish a comprehensive analysis of Parish, Deanery and UOC of USA Key Operation Metrics and Statistics obtained from UOC of USA Parishes.
- b) Within 2 years thereafter, we will train Parishes on how to collect and address the issues arising from their Key Operational Metrics.

<b>Administration Goal 1.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Administration Goal 1.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Administration Task Force 1.1 (“ATF1.1”).	Strategic Planning Team and Goal Captain	1 month after Start Date	ATF1.1 members agree to serve
2. Contact a representative sampling of Parishes, Deaneries and UOC of USA ministries and other Strategic Planning Task Forces to research and analyze: (a) what critical data/statistics/information “Key Operational Metrics” should be captured; and (b) why previous efforts to gather this data have failed.	ATF1.1 (with assistance from the other Task Force Groups, Parishes, UOC of USA, etc.)	2 months after step 1	Key Operational Metrics are determined
3. Research and analyze the best modes and strategies to acquire the Key Operational Metrics and organize best practices surveys and other data gathering modalities (e.g., web-based, electronic surveys, letters from appropriate Hierarchs/Deans, etc.).	ATF1.1	2 months after step 2	Strategy for gathering Key Operational Metrics and data collection modalities determined
4. Using agreed upon data collection modalities, solicit Parishes and other identified data sources to receive the proper data required to complete the Key Operational Metrics.	ATF1.1	4 months after step 3	All Parishes are contacted at least twice
5. Follow up with Parishes that have not timely responded and gather data from them.	ATF1.1	1 month after step 4	At least 95% of Parishes have responded
6. Analyze, validate, summarize and publish on the Portal all statistics, data and information compiled into the Key Operational Metrics to aid in capturing trends, correlations and causation analytics.	ATF1.1	2 months after step 5	Key Operational Metrics published
7. Create training program to teach Parishes how to best continue to gather, update and use Key Operational Metrics, with an emphasis on how to address issues identified.	ATF1.1	6 months after step 6	Training program finalized

**Administration Goal 1.1 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Administration Goal 1.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
8. Recruit and train trainers to assist Parishes and conduct national, regional, online and/or other training of Parishes on how to gather and use Key Operational Metrics to diagnose and address key issues identified.	ATF1.1 and recruited trainers	12 months after step 7	All Parishes have received training
9. Contact all Parishes for progress and to validate and update Key Operational Metrics at least quarterly.	ATF1.1	Simultaneous with step 8	All Parishes have been contacted at least twice
10. Gather strategies from Parishes that have successfully dealt with issues identified as a result of Key Operational Metrics and share these successful strategies with all Parishes.	ATF1.1	3 months after step 9	All Parishes contacted to identify lessons learned and best practices circulated to Parishes
11. Continually update Key Operational Metrics and identify new or better ones and improved techniques for their collection and use.	ATF1.1	3 months after step 10	Key Operational Metrics, strategies and processes are updated and all Parishes are notified of changes

## ADMINISTRATION Goal 1.2

### Skills Matching

Within 2 years, we will establish a process and a resource for collecting and matching parishioners' skills and talents with the needs of Parishes, Deaneries and the UOC of USA.

<b>Administration Goal 1.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Administration Goal 1.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Administration Task Force 1.2 (“ <b>ATF1.2</b> ”), including someone with expertise with surveys and data gathering.	Strategic Planning Team and Goal Captain	1 month after Start Date	ATF1.2 members agree to serve
2. Identify the target data for collection for skills matching the needs and talents.	ATF1.2	2 months after step 1	Target data list finalized
3. Develop 2 questionnaires to elicit target data, one for Parish Councils and the other for individual parishioners, and determine the best delivery modalities to solicit and gather data primarily focusing on Parish strategies for information collection.	ATF1.2	2 months after step 2	Parish Questionnaire and Parishioner Questionnaire are finalized and best delivery modalities determined for each
4. Use the best delivery modalities identified in step 3 to deliver both Parish Questionnaire and Parishioner Questionnaire and start to gather the questionnaires and create a Skills Matching Database on the Portal for the information to be maintained and searched.	ATF1.2	8 months after step 2	Questionnaires delivered and Skills Matching Database created
5. Contact each Parish's Priest, President, Parish Council, etc. with communications from the Deans and proper Hierarchs requesting completion of both Questionnaires, initially upon release and at least once during the data gathering period.	ATF1.2 and Metropolitan	Simultaneous with release of step 4 Questionnaires with at least 1 reminder during 8 months	Initial and subsequent communications delivered
6. Develop (a) rules regarding the access and privacy of collecting data; and (b) disclaimers to alert users that individuals in the database are not endorsed by anyone and users should verify their qualifications prior to engaging their services.	ATF1.2	In conjunction with step 4	Data access rules and disclaimer finalized and approved and posted
7. Input the hardcopy data received from Parishes into the Skills Matching Database.	ATF1.2	3 months after step 4	All available data has been entered into the Skills Matching Database

**Administration Goal 1.2 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Administration Goal 1.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
8. Announce the availability and process to access the Skills Matching Database.	ATF1.2 and UOC of USA Communications Task Force	1 month after step 7	Skills Matching Database published
9. Identify, recruit and train individuals within each Deanery with expertise who can offer their talents to Parishes as part of a Special Assistance Team (“SAT”), to serve as needed.	ATF1.2	5 months after step 8	At least 2 SAT members are recruited in each area of required expertise
10. Announce the availability of the SAT to each Parish Priest and Parish Council and develop a process for Parishes to request the assistance of the SAT on a deanery or national level.	ATF1.2 and Communication Task Force	1 month after step 9	Process posted on website and notification is sent to each Parish and Parish Council
11. SAT responds to specific Parish needs, and documents actions taken to develop best practices solutions that will be made available to all Parishes.	ATF1.2	1 month after step 10 and ongoing	SAT addresses needs and gathers best practices database

## ADMINISTRATION Goal 1.3

### UOC of USA Operational and Personnel Needs

Within 18 months, we will complete an administrative, operational and personnel assessment of the UOC of USA and fund any recommendations as necessary.

<b>Administration Goal 1.3 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Administration Goal 1.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Administration Task Force 1.3 (“ <b>ATF1.3</b> ”), including individuals with personnel and human resources expertise.	Strategic Planning Team and Goal Captain	1 month after Start Date	ATF1.3 members agree to serve
2. Establish subcommittees to develop interviewing procedures and data gathering objectives for analysis of: (a) administrative and operational staff and support; (b) ministry programs; and (c) other administrative categories.	ATF1.3	2 months after step 1	Subcommittees created and data gathering objectives finalized
3. Finalize interview procedures.	ATF1.3	2 months after step 2	Interview procedures finalized
4. Execute the interviews and gather all information.	ATF1.3	4 months after step 3	Interviews and information gathering is completed
5. Review, analyze and develop a proposal based on the data gathered and finalize an Administrative, Operational and Personnel Report.	ATF1.3	4 months after step 4	Administrative, Operational and Personnel Report finalized
6. Identify economic consequences and funding strategies to implement the recommendations contained in the Administrative, Operational and Personnel Report.	ATF1.3	4 months after step 4 (simultaneous with step 5)	Funding Strategy identified
7. Present the Administrative, Operational and Personnel Report to appropriate individuals and groups, seek consensus and make appropriate modifications.	ATF1.3	1 month after step 6	Administrative, Operational and Personnel Report presented to all appropriate individuals and groups and revised by consensus
8. Pursue Funding Strategy and any required fundraising efforts.	ATF1.3	3 months after step 7	Fundraising efforts completed as called for in Funding Strategy
9. Complete implementation of final Administrative, Operational and Personnel Report.	Appropriate individuals or groups with authority	1 month after step 8	Implementation complete

# CLERGY

## CLERGY Goal 2.1

### Clergy Development Program

Within 18 months, we will develop a Clergy Continuing Education and Development Program to aid Clergy in their professional, spiritual and personal growth and effectiveness, which we will begin to implement within 18 months thereafter.

<b>Clergy Goal 2.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Clergy Goal 2.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Clergy Task Force 2.1 (“CLTF2.1”).	Strategic Planning Team and Goal Captain	1 month after Start Date	CLTF2.1 team members agree to serve
2. Research available Orthodox and other Christian Clergy education and development programs and professional organizations, and identify best practices, topics and delivery modalities.	CLTF2.1	5 months after step 1	Research complete and best practices and delivery modalities identified
3. Survey Clergy and laity regarding topics that should be included in Clergy Continuing Education and Development Program (“CCED”).	CLTF2.1	Simultaneous with step 2	Surveys complete and list of key topics identified
4. Identify and recruit subject matter experts willing to develop CCED programs and secure rights to use other materials identified.	CLTF2.1 and subject matter experts	2 months after step 2	Subject matter experts agree to serve
5. Create CCED training programs and curriculum, or adapt existing materials and programs for use in UOC of USA.	CLTF2.1 and subject matter experts	4 months after step 4	CCED training program developed
6. Identify and recruit trainers/speakers for each of the topics/events and set schedule based on preferred modality of delivering the specific training, including both online and in-person training, and recording each session for future use.	CLTF2.1	3 months after step 5	CCED Program schedule set and announced
7. Promote CCED Programs to Clergy via all available means and ensure maximum attendance and participation by Clergy.	CLTF2.1	3 months after step 6	CCED Program fully communicated to each Clergy and all Clergy have signed up for at least 1 CCED program
8. Obtain feedback from each program, and continually revise and improve programs and trainers and identify new topics to be included.	CLTF2.1	Continuously after each CCED Program	Feedback after every training is reviewed and adjustments made
9. Determine how to measure effectiveness of CCED Program and make changes in overall Program at least semi-annually.	CLTF2.1	Beginning 6 months after first CCED Program is delivered and continuing semi-annually thereafter	CCED Program effectiveness determined and annual improvements are made

## CLERGY Goal 2.2

### Clergy Compensation and Wellness

Within 18 months, we will assess our Clergy compensation and wellness needs and challenges, which we will begin to address within 18 months thereafter.

<b>Clergy Goal 2.2 Action Plan</b>			
<b>Specific Key Actions Necessary To Achieve Clergy Goal 2.2</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit Clergy Task Force 2.2 (“ <b>CLTF2.2</b> ”), including Wellness Implementation Team (“ <b>WIT</b> ”) and Compensation Team (“ <b>CT</b> ”).	Strategic Planning Team and Goal Captain	2 months after Start Date	CLTF2.2 (WIT &CT) members agree to serve
2. CLTF2.2 develops a survey to inquire from Clergy, Pani Matkas and other interested stakeholders relevant issues and questions.	CLTF2.2 (WIT and CT)	2 months after step 1	Stakeholders identified and agree to serve as WIT/CIT resources
3. Survey is delivered to Clergy, Pani Matkas and interested stakeholders, and results are received and analyzed.	CLTF2.2 (WIT and CT)	4 months after step 2	Survey completed and issues compiled
4. Research best practices from within and outside Orthodox jurisdictions for Clergy and Clergy family wellness and Clergy compensation and benefits.	CLTF2.2 (WIT and CT)	4 months after step 2 (simultaneous with step 3)	Research completed and best practices compiled
5. Results of Surveys and best practices are synthesized to determine most critical Clergy and Clergy family wellness and compensation issues to be addressed.	CLTF2.2 (WIT and CT)	4 months after step 4	Research is completed and synthesized
6. Develop Comprehensive Clergy Wellness Program and strategy to address results of Surveys and best practices.	WIT	6 months after step 5	Comprehensive Clergy Wellness Program developed
7. Identify Clergy Compensation shortcomings and strategies to address them.	CT	6 months after step 5 (simultaneous with step 6)	Comprehensive Clergy Compensation strategy developed
8. Identify resources, best practices and implementation for Comprehensive Clergy Wellness Program, including training, speakers, webinars, in-person training and mentoring, and recruit necessary resources.	WIT	4 months after step 6	Comprehensive Clergy Wellness Program completed
9. Identify strategies to deal with Clergy Wellness and Compensation challenges.	WIT and CT	4 months after step 6 (simultaneous with step 8)	Clergy Wellness and Compensation Strategies completed
10. Implement Clergy Comprehensive Clergy Wellness Program and Clergy Compensation Strategy.	CLTF2.2 (WIT and CT)	12 months after step 8	Materials prepared, drafts circulated and refined to final result

**Clergy Goal 2.2 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Clergy Goal 2.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
11. Evaluate success of Comprehensive Clergy Wellness Program and Clergy Compensation Strategy and make adjustments in both.	CLTF2.2 (WIT and CT)	2 months after step 10	Improvements made to both Comprehensive Clergy Wellness Program and Clergy Compensation Strategy

## CLERGY Goal 2.3

### U.S. Clergy Recruitment

Within 24 months, we will develop and begin to implement a comprehensive U.S. Clergy recruitment program.

<b>Clergy Goal 2.3 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Clergy Goal 2.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Clergy Task Force 2.3 (“CLTF2.3”), including professional recruitment experts, representatives from current Seminary, Clergy and spouses, representatives of other Orthodox and non-Orthodox U.S. seminaries.	Strategic Planning Team and Goal Captain	2 months after Start Date	CLTF2.3 members agree to serve
2. Conduct research and survey of existing UOC of USA Clergy staffing needs and possible impact of retirements and other transitions.	CLTF2.3	5 months after step 1	Clergy Census Survey Research completed
3. Conduct research of best practices, successful US Clergy recruitment programs and strategies within and outside Orthodox jurisdictions.	CLTF2.3	5 months after step 1 (simultaneous with step 2)	Best practices recruitment research completed
4. Synthesize UOC of USA Clergy Survey Research and best practices Recruitment Research and create Comprehensive US Clergy Recruitment Strategy, including targeted audiences and communications strategies.	CLTF2.3	5 months after step 3	Comprehensive US Clergy Recruitment Strategy completed
5. Implement Comprehensive US Clergy Recruitment Strategy, possibly including regional recruitment events, High School Liturgical Assistants Program and other successful recruitment strategies.	CLTF2.3	Continuously throughout the 11 months after step 4	Comprehensive US Clergy Recruitment Strategy
6. Develop new Clergy Mentoring Program to address the unique needs of new and part-time Clergy and their families.	CLTF2.3	6 months after step 4	New Clergy Mentoring Program made available
7. Evaluate Comprehensive US Clergy Recruitment Strategy and Clergy Mentoring Program and make appropriate adjustments.	CLTF2.3	1 month after step 5	Adjustments are made to US Clergy Recruitment Strategy and Clergy Mentoring Program

# COMMUNICATIONS

## COMMUNICATIONS Goal 3.1

### Welcoming Ministry

Within 18 months, we will develop and make available to all Parishes a multilingual comprehensive welcome package, as well as a concurrent training program to promote its successful implementation.

<b>Communications Goal 3.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Communications Goal 3.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Communications Task Force 3.1 (“ <b>COTF3.1</b> ”).	Strategic Planning Team and Goal Captain	1 month after Start Date	COTF3.1 team members agree to serve
2. COTF3.1 compiles and reviews existing welcome materials from varied sources (Orthodox and other).	COTF3.1	3 months after step 1	A variety of materials is reviewed
3. COTF3.1 composes and finalizes text of a welcome package.	COTF3.1	3 months after step 2	An English language welcome package is complete
4. COTF3.1 recruits translators for translating the welcome package into Ukrainian and other languages.	COTF3.1	3 months after step 3	A welcome package is produced in multiple languages
5. COTF3.1 recruits writers, designers, presenters to generate training curriculum (articles, presentations, other media).	COTF3.1	1 month after step 4	Writers agree to serve
6. Produce welcoming training curriculum geared toward laity, Clergy, youth, Seminarians, etc.	COTF3.1	6 months after step 5	Training program text is completed
7. Welcoming training curriculum is published in print and online.	COTF3.1 (Publishers and electronic media directors)	1 month after step 6	Training curriculum is Published
8. Publicize and implement welcoming curriculum at all existing events to Clergy and faithful (e.g., Clergy Conferences, UOL Conventions, Retreats, Seminary).	COTF3.1	1 month after step 6	Training occurs at events
9. COTF3.1 acknowledges working programs by featuring successful implementation at Pilot Parishes.	COTF3.1	2 months after step 6	Content published
10. Modify original package to address the findings revealed via the deployment to the Pilot Parishes.	COTF3.1	3 months after step 6	Content is updated
11. Roll out the welcoming package to all UOC of USA Parishes and provide training how to implement it.	COTF3.1	5 months after step 6	Content is fully disseminated
12. Review results from welcoming package and make improvements and re-circulate.	COTF3.1	At least annually after step 11	Welcome package reviewed, assessed and updated

## COMMUNICATIONS Goal 3.2

### Comprehensive UOC of USA Communications Platform

Within 18 months, we will develop and implement a comprehensive and integrated communications platform for the Church, including all social media, to create extensive and effective communications between all levels of the Church and its present and future members.

<b>Communications Goal 3.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Communications Goal 3.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Communications Task Force 3.2 (“ <b>COTF3.2</b> ”).	Strategic Planning Team and Goal Captain	1 month after Start Date	COTF3.2 team members agree to serve
2. Define performance metrics for all content delivery platforms (print, electronic, face to face), research new/alternate platforms.	COTF3.2	3 months after step 1	Plan is reviewed by COTF3.2
3. Evaluate current platforms for effectiveness, generate plan to address areas of improvement.	COTF3.2	2 months after step 1	Plan is reviewed by COTF3.2
4. If necessary, remove/consolidate redundant accounts.	COTF3.2	1 week after step 3	Redundant accounts consolidated
5. Produce best practices material (criteria, metrics, multi-platform scheduling clearinghouse, editing, administrative oversight) for all content delivery platforms.	COTF3.2	3 months after step 4	Criteria are reviewed by COTF3.2
6. Convert best practices material into training curriculum.	COTF3.2	1 month after step 5	Training curriculum is completed
7. Onboard content production team members, writers, editors, graphics, video and content aggregators.	COTF3.2	3 months after step 6	Team is assembled
8. Onboard members for the “Support Team” to provide training and support.	COTF3.2	3 months after step 7	Support Team is on <b>boarded</b>
9. Establish submission methods for easy sharing of content generated at Parish level and develop Parish Training Program.	COTF3.2 and Support Team	3 months after step 8	Content is shared via UOC of USA platforms
10. Convene training retreat or multiple regional training events.	COTF3.2 and Support Team	6 months after step 9	Training is delivered
11. Evaluate training and communications platform and make and provide improvements to Parishes.	COTF3.2	Beginning 2 months after step 10 and at least semi-annually thereafter	Evaluation is completed and improvements made and announced

## COMMUNICATIONS Goal 3.3

### Cohesive UOC of USA Brand

Within 12 months, we will create a cohesive brand for the UOC of USA and its ministries, which will be fully implemented 12 months after its creation.

<b>Communication Goal 3.3 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Communications Goal 3.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Communications Task Force 3.3 (“ <b>COTF3.3</b> ”), including a branding team of designers and artists.	Strategic Planning Team and Goal Captain	1 month after Start Date	COTF3.3 team members agree to serve
2. Conduct introductory video conference meeting to clarify COTF3.3 requirements.	COTF3.3	1 month after step 1	Meeting occurs as scheduled
3. Recruit a larger and diverse focus group to give feedback to branding team (10-15 individuals) (must include a hierarch and 1 member from each UOC of USA ministry).	COTF3.3 and focus group	1 month after step 2	Focus group agrees to serve
4. Branding Team develops and designs the specific components of the brand.	COTF3.3 Branding Team (Designers)	1 month after step 3	Design colors, style, etc. are decided upon
5. Branding Team present new design to the COTF3.3 for input.	COTF3.3 Branding Team (Designers)	1 month after step 4	New Brand is approved, or suggestions are made for revisions
6. Branding Team finalizes new brand/logo.	COTF3.3 Branding Team (Designers)	1 month after step 5	Final design is available for review
7. Present the final product to the focus group for review.	COTF3.3, focus group and Branding Team (Designers)	1 month after step 6	Proposed materials, logos, color schemes, etc. are presented to the focus group
8. Focus group reviews proposed materials.	Focus group	1 month after step 7	Revisions and suggestions are returned to the Branding team
9. Focus group presents their findings.	COTF3.3, focus group and Branding Team (Designers)	1 month after step 8	focus group approves design and/or suggests modifications
10. Branding team finalizes designs and specific components of the visual brand.	COTF3.3 Branding Team (Designers)	1 month after step 9	Finalized and approved logos, color schemes, font families, etc. are presented at the Sobor
11. Branding Team presents final version.	COTF3.3, focus group and Branding Team (Designers)	1 month after step 10	Final design is available for review
12. New brand materials are presented to the UOC of USA ministries and training is developed in the proper future use of the design/scheme.	COTF3.3, focus group, Branding Team (Designers) and ministry heads	1 month after step 11	New design/scheme is utilized in all future publications of the UOC of USA publications

**Communication Goal 3.3 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Communications Goal 3.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
13. Introduce concept of UOC of USA branding scheme to Parishes via multiple media and delivery mechanisms.	COTF3.3	1 month after step 12	Parishes are aware of the concept
14. Establish training sessions with the various ministries introducing the brand and teaching how to implement it on industry publications.	COTF3.3	1 month after step 13	Ministries utilize the brand
15. Set up training sessions with Parish representative to introduce the new brand and inform them how they can utilize it.	COTF3.3	1 month after step 14	Parishes utilize the brand
16. Assessment of utilization of new brand/scheme and make necessary improvements.	COTF3.3	Beginning with step 15 and continuously thereafter	New brand materials are being used in all UOC of USA publications and present in a majority of Parishes

# EDUCATION

## EDUCATION Goal 4.1

### Orthodox Education Lifelong Learning Program

- a) Within 18 months, we will develop an Orthodox “Lifelong Learning” Education Program for youth and adults; and
- b) Within 2 years thereafter, we will train Parishes how to implement the Orthodox Lifelong Learning Education Program.

<b>Education Goal 4.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Education Goal 4.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Education Task Force (“ <b>ETF4.1</b> ”), including subject matter experts (“SMEs”) and educational experts.	Strategic Planning Team and Goal Captain	1 month after Start Date	ETF4.1 members agree to serve
2. Collect and review educational material (curricula) from UOC of USA, Parishes and other Orthodox and non-Orthodox sources.	ETF4.1	6 months after step 1	Committee in conjunction with SMEs agree that scope is complete and appropriate for the age
3. Perform a gap analysis of areas covered and add topics that have not been addressed in existing curricula (which may include theological, liturgical, cultural, heritage and other topic areas deemed most critical).	ETF4.1	3 months after step 2	Materials received
4. Develop curricula for all significant areas not addressed by collected material.	ETF4.1	6 months after step 3	All materials are submitted, categorized and analyzed to insure the programs are completely married to best practices
5. Upload best practices education materials on the UOC of USA Portal and invite Parish Priests and Educators throughout UOC of USA to comment on the materials.	ETF4.1	1 month after step 4	Best practices education materials are loaded on the Portal
6. Initiate curriculum as soon as possible on a Parish by Parish basis, including some form of electronic or web-based training on its application and use, and begin to prepare regional in-person training program.	ETF4.1	Beginning 1 month after step 5	Initiation begins and training is delivered
7. Invite Parish Clergy and educators and all those involved in education throughout UOC of USA to providing objective evidence and commentary on the effectiveness of the material and modify curricula and materials accordingly.	ETF4.1	Beginning 4 months after step 6 (with additional effectiveness feedback every quarter)	Quarterly feedback received

**Education Goal 4.1 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Education Goal 4.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
8. Develop and conduct training at multiple regional sites throughout the UOC of USA. Collect assessment questionnaire at each training (both on the training and materials).	ETF4.1 in conjunction with SMEs	8 months after step 7	First training session delivered
9. Quality Assessment: Biennial review, evaluation and update of materials, curricula, plans and program to ensure that all materials are the most effective best practices available and supplement as necessary.	ETF4.1 and on-ramped trainers	Within 3 months of restructuring material and curriculum	Final assessment tool is implemented and updates occur

## EDUCATION Goal 4.2

### Orthodox Leadership Development Program

- a) Within 12 month, we will develop an Orthodox Leadership Development Program focusing on seminarians, Clergy, Parish and ministry leaders, adults and youth; and
- b) Within 2 years thereafter, we will train Parishes how to implement the Orthodox Leadership Development Program.

<b>Education Goal 4.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Education Goal 4.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Education Task Force (“ <b>ETF4.2</b> ”), including individual trainers.	Strategic Planning Team and Goal Captain	1 month after Start Date	ETF4.2 members agree to serve
2. Collect and review materials on leadership from Orthodox and non-Orthodox sources. Determine what is available and what forms of training are needed (web-based, on site, etc.).	ETF4.2	6 months after step 1	Materials collected, categorized and analyzed to ensure they are complete and meet best practices.
3. Perform gap analysis and add topics that have not been addressed.	ETF4.2	2 months after step 2	New curriculum
4. Develop the Training Program.	ETF4.2	8 months after step 3	Completion of the program and approvals
5. Put training materials on the UOC of USA Portal, including space for comments, and make changes to program based on comments.	ETF4.2 and TTF9.4	1 month after step 4	Information on the website and modified program
6. Conduct training at multiple regional sites throughout the UOC of USA; collect assessment questionnaires at each training (both on the training and materials) and modify the program as necessary based on the feedback.	ETF4.2	2 months after step 6	Completion of training at multiple sites
7. Collect feedback from the trainers after each session and modify the program as necessary based on the feedback.	ETF4.2	Simultaneous with step 6 and after each session	Comments collected from trainers for each site
8. Quality Assessment: Biennial review, evaluation and update of materials, plans and program and ensure that all materials are the most effective best practices available and supplement as necessary.	ETF4.2	Ongoing	Biennial assessment complete

# **FAMILY AND YOUTH**

## FAMILY and YOUTH Goal 5.1

### Family Lifecycle Program

Within 3 years, we will develop and implement a Family Lifecycle program in Parishes that addresses all aspects of married and family life.

<b>Family and Youth Goal 5.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Family and Youth Goal 5.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Family and Youth Task Force 5.1 (“FYTF5.1”), seeking at least 2 people for each of these 5 critical “Family Subgroups:” (1) marriage prep, (2) divorced/single, (3) parenting, (4) marriage support, (5) widows/widowers.	Strategic Planning Team and Goal Captain	1 month after Start Date	FYTF5.1 members agree to serve
2. Each Family Subgroup researches and evaluates Orthodox and non-Orthodox resources in its subgroup area and endorses best practices recommendations in its area.	FYTF5.1	6 months after step 1	Each Subgroup has prepared its best practices recommendations
3. Each Family Subgroup designs questions for a Family Lifecycle Survey which is distributed to all UOC of USA Parishes.	FYTF5.1 Family Subgroups	6 months after step 1 (simultaneous with step 2)	Surveys are finalized and distributed to Parishes
4. Each Family Subgroup receives and analyzes the results of their Family Lifecycle Surveys and identifies key conclusions which must be addressed, and revises best practices in its area as necessary based on results.	FYTF5.1 Family Subgroups	4 months after step 3	Surveys are analyzed and best practices are revised
5. Best practices are posted electronically and distributed in other formats to Parishes.	FYTF5.1 and UOC of USA tech support and communications	3 months after step 4	Best practices are posted electronically and delivered in other formats
6. Based on best practices resources, Survey results and advice of subject matter experts, a comprehensive Family Lifecycle Program is developed including each Family Subgroup area.	FYTF5.1, Family Subgroups, recruited subject matter experts	10 months after step 5	Family Lifecycle Program finalized
7. Family Lifecycle Program Implementation Teams are formed to help provide regional training and provide Parish implementation support.	FYTF5.1	Simultaneous with step 6	Implementation Teams agree to serve
8. Coordinate at least 4 regional training programs and establish and implement a process to work directly with each Parish.	FYTF5.1	Over the 12 months after steps 6 and 7	At least 4 regional training programs occur and each Parish is contacted to coordinate implementation

**Family and Youth Goal 5.1 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Family and Youth Goal 5.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
9. Conduct evaluation of Family Lifecycle Program implementation and makes appropriate adjustments.	FYTF5.1	Continuous	Evaluation completed and changes made

## FAMILY and YOUTH Goal 5.2

### College Student Outreach Program

Within 2 years, we will develop and implement a comprehensive College Student Outreach Program focusing on the spiritual, physical, emotional and intellectual needs of college students.

<b>Family and Youth Goal 5.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Family and Youth Goal 5.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Family and Youth Task Force 5.2 (“ <b>FYTF5.2</b> ”) to include current and former college students and the Director of Office of Youth and Young Adult Ministry.	Strategic Planning Team and Goal Captain	1 month after Start Date	FYTF5.2 team members agree to serve
2. Contact all UOC of USA Parishes and identify willing liaisons to conduct focus groups (“ <b>Parish Liaisons</b> ”).	FYTF5.2	3 months after step 1	List of Parish Liaisons has been developed
3. Craft the focus group outlines, questions and protocols, to identify and prioritize college student needs and issues from their vantage point, and how best to minister to them.	FYTF5.2 and Parish Liaisons	3 months after step 1 (simultaneous with step 2)	Focus group outlines have been crafted
4. Research other best practices being used to address needs of college students and minister to their needs.	FYTF5.2 and Parish Liaisons	3 months after step 1 (simultaneous with steps 2 and 3)	Other best practices are summarized
5. Train and work closely with Parish Liaisons to conduct the interviews and act as a steering committee to coordinate support activities at all Parishes.	FYTF5.2 and Parish Liaisons	2 months after steps 2, 3 and 4	List of contact information has been developed and Parish Liaisons are trained
6. Using modern technologies, conduct focus groups contacting: (a) our current parishioner students wherever they go to school; (b) other Orthodox students attending local colleges; (c) former college students from our Parishes; (d) young adults who have completed their studies; and (e) parents or guardians of college students.	FYTF5.2 and Parish Liaisons	6 months after step 5	Progress Reports are submitted by Parish Liaisons in the form of focus group meeting minutes
7. Take best practices and focus group analysis and create College Student Outreach Program.	FYTF5.2 and Parish Liaisons	6 months after step 6	College Student Outreach Program is created
8. Conduct training with Parish Liaisons on how best to implement College Student Outreach Program locally.	FYTF5.2	2 months after step 7	Parish Liaison training is completed
9. Implement College Student Outreach Program in all Parishes.	Parish Liaisons	6 months after step 8	College Student Outreach Program is implemented in Parishes

**Family and Youth Goal 5.2 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Family and Youth Goal 5.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
10. Results of College Student Outreach Program are assessed and improvements are made.	FYTF5.2	1 month after step 10	Student Outreach Program is updated and improved

## FAMILY and YOUTH Goal 5.3

### Adolescent Outreach Program

Within 2 years, we will develop and implement a comprehensive Adolescent Outreach Program focusing on the spiritual, physical, emotional, social and intellectual needs of adolescents.

<b>Family and Youth Goal 5.3 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Family and Youth Goal 5.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Family and Youth Task Force 5.3 (“ <b>FYTF5.3</b> ”) to include current and former adolescents and the Director of Office of Youth and Young Adult Ministry.	Strategic Planning Team and Goal Captain	1 month after Start Date	FYTF5.3 team members agree to serve
2. Contact all UOC of USA Parishes and identify willing liaisons to conduct focus groups (“ <b>Parish Liaisons</b> ”).	FYTF5.3	3 months after step 1	List of Parish Liaisons has been developed
3. Research: (a) existing UOC of USA youth programs and discover which have been successfully implemented in Parishes and ways to improve programs and communications; and (b) other best practices being used to address needs of adolescents and minister to their needs.	FYTF5.3 and Parish Liaisons	3 months after step 1 (simultaneous with step 2)	Current programs analysis and other best practices are summarized
4. Craft the focus group outlines, questions and protocols, to identify and prioritize adolescent needs and issues from their vantage point, and how best to minister to them as they start to make choices.	FYTF5.3 and Parish Liaisons	3 months after step 1 (simultaneous with steps 2 and 3)	Focus group outlines have been crafted
5. Train and work closely with Parish Liaisons to conduct the interviews and act as a steering committee to coordinate support activities at all Parishes.	FYTF5.3 and Parish Liaisons	2 months after steps 2, 3 and 4	List of contact information has been developed and Parish Liaisons are trained
6. Using modern technologies, conduct focus groups contacting: (a) our current adolescents; (b) former adolescents; and (c) parents or guardians of adolescents.	FYTF5.3 and Parish Liaisons	6 months after step 5	Progress Reports are submitted by Parish Liaisons in the form of focus group meeting minutes
7. Take best practices and focus group Analysis and create Adolescent Outreach Program, possibly including mentorship and different programs for different age groups.	FYTF5.3 and Parish Liaisons	6 months after step 6	Adolescent Outreach Program is created
8. Conduct training with Parish Liaisons on how best to implement Adolescent Outreach Program locally.	FYTF5.3	2 months after step 7	Parish Liaison training is completed

**Family and Youth Goal 5.3 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Family and Youth Goal 5.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
9. Implement Adolescent Outreach Program in all Parishes.	Parish Liaisons	6 months after step 8	Adolescent Outreach Program is implemented in Parishes
10. Results of Adolescent Outreach Program are assessed and improvements are made.	FYTF5.3	1 month after step 9	Adolescent Outreach Program is updated and improved

# **HEALTHY PARISHES**

## HEALTHY PARISHES Goal 6.1

### Healthy Parishes Program

- a) Within 18 months, we will develop a comprehensive Healthy Parishes Program that identifies the elements of a healthy and growing Parish community and the process and techniques necessary to implement this program; and
- b) Within 18 months thereafter, we train each Parish how to successfully implement the Healthy Parishes Program.

<b>Healthy Parishes Goal 6.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Healthy Parishes Goal 6.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Healthy Parishes Task Force 6.1 (“ <b>HPTF6.1</b> ”).	Strategic Planning Team and Goal Captain	1.5 months after Start Date	HPTF6.1 members agree to serve
2. Research all elements of what it means to be a healthy and growing Parish community and the process and techniques necessary to become one, including any existing materials available from Orthodox and non-Orthodox church communities and how to train Parishes most effectively.	HPTF6.1	5.5 months after step 1	Research completed
3. Compile comprehensive Healthy Parishes Outline Report identifying elements of a Healthy Parish.	HPTF6.1	2 months after step 2	Healthy Parishes Outline Report is completed
4. Create Healthy Parishes Resources.	HPTF6.1	4 months after step 3	Healthy Parishes Resource is completed
5. Create Healthy Parishes Training Program that teaches Parishes how to implement and support the concepts and programs identified in the Healthy Parishes Resources.	HPTF6.1	5 months after step 4	Healthy Parishes Training Program is completed and available
6. Recruit Clergy and laity Training, Support and Mentoring Team (“ <b>TSMT</b> ”) who will train and mentor Parishes on the Healthy Parishes program.	HPTF6.1	5 months after step 4 (simultaneous with step 5)	TSMT members agree to serve
7. TSMT develops procedures and logistics to interact with interested Parishes and to conduct regional mentoring and training programs.	TSMT and HPTF6.1	2 months after step 6	Procedures and logistics program resource is complete and
8. TSMT communicates to all Parishes the availability of Healthy Parishes Program and establishes contacts with Parishes interested in either attending regional training or receiving personalized mentoring.	TSMT and HPTF6.1	1 month after step 7	Communication to all Parishes is completed and database of interested Parishes is compiled

**Healthy Parishes Goal 6.1 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Healthy Parishes Goal 6.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
9. At least 4 Regional Training Programs for Parishes are planned and implemented to train and mentor Parishes.	TSMT and HPTF6.1	6 months after step 8	At least 4 Regional Training Programs for Parishes
10. Individualized Parish training and mentoring is implemented in Parishes, with ongoing evaluation, and make appropriate changes to the Programs.	TSMT and HPTF6.1	9 months after step 8 (simultaneous with step 9) and continuously thereafter	Parishes have received individualized training and mentoring

## HEALTH PARISHES Goal 6.2

### Caring Ministry Program

Within 12 months, we will develop a Caring Ministry Program to assist Parishes to better evaluate and address the physical, emotional, spiritual and other needs of its parishioners, to be implemented within 18 months thereafter.

<b>Healthy Parishes Goal 6.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Healthy Parishes Goal 6.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Healthy Parishes Task Force 6.2 (“ <b>HPTF6.2</b> ”).	Strategic Planning Team and Goal Captain	1 month after Start Date	HPTF6.2 members agree to serve
2. Research all effective best practices Orthodox and other Christian ministries and programs focused on Caring Ministries for Parishioners and assess what is effective and which best practices can be used or modified to address the needs of Parishioners.	HPTF6.2	4 months after step 1	Research is complete and compiled
3. Prepare the UOC of USA “ <b>Caring Ministry Program.</b> ”	HPTF6.2	5 months after step 2	Caring Ministry Program has been developed
4. Develop the plan and strategy to best communicate and deliver the Caring Ministry Program to the Clergy, Parishes and Parishioners, including in-person and online training options.	HPTF6.2	simultaneous with step 3	Caring Ministry Communications strategy is developed
5. Recruit a Caring Ministry support team (“ <b>CM Support Team</b> ”) to assist Parishes with ongoing training and support to help address their Caring Ministry Program implementation challenges.	HPTF6.2 and CM Support Team	simultaneous with steps 3 and 4	CM Support Team members have agreed to serve
6. Develop a support process by which Parishes can receive ongoing support to help address their implementation challenges so that they may fully implement the Caring Ministry Program.	HPTF6.2 and CM Support Team	2 months after step 5	Parish Caring Ministry Support Process has been developed
7. Create an overall schedule to ensure each Parish receives the necessary group and individualized training on the implementation of the Caring Ministry Program and support on any unique challenges.	HPTF6.2 and CM Support Team	Simultaneous with step 6	Parish training and support schedule is developed
8. Communicate to Parishes the availability of the Caring Ministry Program and availability of the CM Support Team.	HPTF6.2, UOC of USA Communications Task Force and CM Support Team	1 month after step 7	Each Parish has been contacted to schedule its Caring Ministry Training

**Healthy Parishes Goal 6.2 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Healthy Parishes Goal 6.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
9. Ensure each Parish has received training and schedule regular follow-up with Parishes (at least quarterly) to address implementation questions and issues.	CM Support Team	Beginning 1 month after step 8 and quarterly thereafter	Each Parish has a Support Schedule tailored to its needs
10. Create and publish a database of best practices and solutions to common challenges, and conduct annual follow-up assessment of successes and challenges, and revise and publish the CM Program and Support Process and make improvements where necessary.	HPTF6.2 in conjunction with CM Support Team and Parish CM Teams	At least every 12 months from rollout or last update	Annual update occurs and best practices database is updated and published

# **OUTREACH & EVANGELISM**

## OUTREACH & EVANGELISM Goal 7.1

### Outreach & Evangelism Ministry

Within 24 months, we will create and staff an Outreach and Evangelism Ministry that provides our Parishes with the tools and training necessary to grow.

<b>Outreach &amp; Evangelism Goal 7.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Outreach &amp; Evangelism Goal 7.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Outreach & Evangelism Task Force 7.1 (“ <b>OETF7.1</b> ”), including individuals who have expertise in the fields of church growth and development.	Strategic Planning Team and Goal Captain	2 months after Start Date	OETF7.1 members agree to serve
2. Recruit a Director of Outreach & Evangelism (“ <b>DOE</b> ”) who will be a volunteer with exceptional skills and experience in the field until funds are raised to hire a permanent DOE. (The DOE will be a member of the OETF7.1 and help coordinate its work.) Funding will continue to be pursued for this position until successful after which the position will be filled by a hired experienced professional.	OETF7.1	As soon as possible, but no later than 4 months after step 1	Volunteer DOE is recruited (Once funding is available, DOE will be hired)
3. Research the most effective Outreach and Evangelism programs in Christian churches and identify best practices and produce a report of critical recommendations.	OETF7.1	6 months after step 1	Best practices Outreach & Evangelism research report is completed
4. As a part of the research in step 3, develop a structure and program to establish an Outreach and Evangelism ministry in each Parish (“Parish O&E Ministry”) with a dedicated team willing to actively engage in this ministry.	OETF7.1 and DOE	Simultaneous with step 3	Parish O&E Ministry Program is developed
5. A best practices Outreach & Evangelism Ministry Program is developed and includes a focus at least on the unchurched, seekers from other faiths, lapsed or inactive Orthodox, interfaith marriages and youth.	OETF7.1 and DOE	6 months after step 3	O&E Ministry Program is completed
6. An O&E Ministry Parish Implementation Training Program is developed to teach Parishes how to best implement the O&E Ministry Program, and individuals willing to provide such training are recruited and trained to deliver the program.	OETF7.1 and DOE	Simultaneous with step 5	Training Program is developed and volunteer O&E Ministry Program Trainers are recruited and trained

**Outreach & Evangelism Goal 7.1 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Outreach &amp; Evangelism Goal 7.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
7. The O&E Ministry Program is published and communicated throughout the UOC of USA and provided to the Clergy, Parish Councils and Parish O&E Ministry teams.	OETF7.1, DOE and UOC of USA Communications Task Force	2 months after step 6	O&E Ministry Program is published and widely disseminated
8. O&E Ministry Program training sessions are scheduled both electronically and in person on a regional and national basis.	O&E Program Trainers	Beginning 1 month after step 6 and continuing thereafter	Training schedule is announced
9. An electronic and tangible media O&E Resource Center is created and made available to Parishes to include all forms of the latest and best collateral materials, newsletters, O&E Campaigns, books, brochures, electronic tools and other resources to support Parish Outreach and Evangelism efforts.	OETF7.1, DOE and UOC of USA Communications Task Force	1 month after step 8	Resource Center is publicly available
10. One or more Outreach and Evangelism Conferences (either at the national or regional levels) will be convened to gather all those working on this ministry to share successes, lessons learned and best practices.	OETF7.1, DOE and Parish O&E Ministry members	Ongoing after step 8 with the first conference no later than 6 months after step 8	At least 1 national gathering or 3 regional gatherings occur
11. All Outreach and Evangelism programs and materials will be evaluated and assessed no less frequently than annually and improvements made and published.	OETF7.1, DOE and Parish O&E Ministry members	Continuously beginning 12 months after step 7	Regular annual evaluations and improvements are made

## OUTREACH & EVANGELISM Goal 7.2

### New Successful Mission Parishes

- a) Within 18 months, we will create the process and tools to establish new and successful mission Parishes in areas with potential population growth or the absence of an Orthodox church community; and
- b) Every 24 months, we will establish at least one new, successful mission Parish.

<b>Outreach &amp; Evangelism Goal 7.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Outreach &amp; Evangelism Goal 7.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Outreach & Evangelism Task Force 7.2 (“ <b>OETF7.2</b> ”), including the Director of Outreach and Evangelism (“ <b>DOE</b> ”) identified in O&E Goal 7.1.	Strategic Planning Team and Goal Captain	1 month after Start Date	OETF7.2 members agree to serve
2. Research and produce a detailed and empirical report outlining: (a) the most effective mission Parish development programs in Christian churches and the best practices for Mission Parish creation and support; (b) reasons why UOC of USA Mission Parishes have been successful and unsuccessful; (c) any UOC of USA Mission Parishes which currently may no longer be viable; and (d) the specific geographic areas in the US which might be able to support a new UOC of USA Mission Parish.	OETF7.2 and DOE	9 months after step 1	Research Report finalized and provided to Metropolitan and Metropolitan Council
3. OETF7.2 and DOE convene a Mission Parish Summit with the Hierarchs and Metropolitan Council and develop a strategy to deal with non-viable Mission Parishes and the specific areas where new Mission Parishes will be planted and the timetable for such expansion.	OETF7.2, DOE, Hierarchs and Metropolitan Council	2 months after Step 2 when report is circulated	Mission Parish Summit occurs
4. Prepare a “New Mission Resource” that contains a detailed and comprehensive, highly-researched resource that explains the necessary steps to have a successful Mission Parish and the steps necessary to increase the likelihood of success.	OETF7.2 and DOE	3 months after step 3	New Missions Resource is completed
5. Develop a New Missions Training Program to assist New Mission Parishes and recruit trainers for this program.	OETF7.2 and DOE	Simultaneous with step 4	New Missions Training Program is developed

**Outreach & Evangelism Goal 7.2 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Outreach &amp; Evangelism Goal 7.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
6. Recruit a Missions Support Team comprised of individuals experienced with startups to help deliver the training and support for new or struggling Mission Parishes.	OETF7.2 and DOE	3 months after step 5	Mission Support Team is recruited and trained
7. A development plan to seek funding for New Mission Parishes is developed and potential donors are personally solicited.	OETF7.2 and DOE	3 months after step 6	Development plan is completed and at least 10 solicitations are made
8. A detailed timeline and schedule to establish at least one new mission Parish every 24 months is developed and implemented as well as regular reporting as to the progress and challenges for each new mission Parish.	OETF7.2, DOE, Hierarchs and Metropolitan Council	At least every 24 months starting after step 6	At least 1 new Mission Parish is established every 24 months
9. A methodical evaluation and reporting process will be established to assess the successes and challenges with all New Mission Parishes formed, and strategies to address challenges with appropriate changes to the New Mission Parish program to be implemented.	OETF7.2 and DOE	Ongoing within 1 year after first New Mission Parish is established	Each New Mission Parish is evaluated within 1 year of establishment and New Mission Parish Program is modified accordingly

## OUTREACH & EVANGELISM Goal 7.3

### Philanthropic Outreach

Within 18 months, we will establish the team, tools and training to assist Parishes to better implement a Philanthropic Outreach Program to become more involved with philanthropic and charitable activities at both the local, national and international levels.

<b>Outreach &amp; Evangelism Goal 7.3 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Outreach &amp; Evangelism Goal 7.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Outreach & Evangelism Task Force 7.3 (“ <b>OETF7.3</b> ”), including individuals from various Parishes that have successful philanthropic outreach programs and someone with expertise at creating surveys.	Strategic Planning Team and Goal Captain	2 months after Start Date	OETF7.3 members agree to serve
2. Develop a survey of existing UOC of USA Parishes to ascertain current charitable philanthropic activities being undertaken, including determining how they are structured and their respective successes and failures, and identify local Parish Ministry heads.	OETF7.3	2 months after step 1	Parish survey completed
3. Distribute a Parish survey and follow up with Parishes to get responses.	OETF7.3	3 months after step 2	33% of Parishes have completed survey
4. Research other Charitable and Philanthropic Outreach programs and ministries in other successful Christian Parishes and ascertain what elements led to their success.	OETF7.3	3 months after step 2 - simultaneous with step 3	Independent research completed
5. Compile a comprehensive list of local, national and international philanthropic and charitable organizations and charitable activities (e.g., food drives, clothing drives, soup kitchens, etc.).	OETF7.3	3 months after step 2 - simultaneous with steps 3 and 4	List developed
6. Compile a report of data collected from surveys (steps 2 and 3) regarding existing Parish philanthropic activities as well as other available charitable alternatives.	OETF7.3	3 months after steps 3, 4 and 5	Report completed
7. Based on all available research in prior steps, prepare and publish Philanthropic Resources of successful philanthropic outreach programs and ministries from UOC of USA and other Christian churches, listings of other	OETF7.3	3 months after step 6	Philanthropic Resources prepared

**Outreach & Evangelism Goal 7.3 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Outreach &amp; Evangelism Goal 7.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
additional available charitable ministries as well as supporting educational materials (e.g. brochures, posters, webinars).			
8. Recruit and train a support team that is available to assist Parishes in implementing the Philanthropic Ministry.	OETF7.3	3 months after step 6 – simultaneous with step 7	Philanthropic training and support team agrees to serve
9. Communicate with Parishes the availability of Philanthropic Resources, training and Parish support, and ask each Parishes to appoint a local Philanthropic Outreach liaison who would be the local contact person and follow up on implementation and share experiences with other Parishes.	OETF7.3	1 month after step 8	Parish dissemination complete and public release of Philanthropic Resource
10. Follow-up with each local Parish liaison and ensure local implementation.	OETF7.3	4 months after step 9	Each Parish has been contacted and started implementation

# STEWARDSHIP

## STEWARDSHIP Goal 8.1

### Comprehensive Stewardship Program

Within 3 years, we will research, design, and implement a comprehensive UOC of USA Stewardship Program that is applicable to all demographic groups.

<b>Stewardship Goal 8.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Stewardship Goal 8.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Stewardship Task Force 8.1 (“ <b>STF8.1</b> ”), including individuals to help collect financial/stewardship data from Parishes.	Strategic Planning Team and Goal Captain	2 months after Start Date	STF8.1 members agree to serve
2. Develop a list of questions to use to coordinate communication with Parish Priest, Parish President, and Parish Financial/Stewardship point of contact.	STF8.1	2 months after step 1	Script for calling developed
3. Collect the information needed based on an agreed-upon financial stewardship model, Parish Bylaws, UOC of USA Constitution and any other impediments to stewardship implementation, and determine strategy for dealing with impediments.	STF8.1	2 months after step 2	Information collected and strategy determined
4. Analysis of the data using established tools to identify trends and create list of key factors for consideration in developing stewardship plan based on the baseline assessment.	STF8.1	2 months after step 3	Analysis is completed and list of key factors is determined
5. Identify, collect, review and compile the existing Stewardship programs - internal/external and Orthodox and non-Orthodox.	STF8.1	3 months after step 1	A resource list of existing Stewardship programs to be used as contacts is compiled
6. Collect and synthesize useful components of gathered materials to identify approaches, methodologies and principles to inform UOC of USA Stewardship Plan.	STF8.1	2 months after step 5	A review of the information that has been compiled is completed
7. Develop the UOC of USA Stewardship Program that incorporates stewardship of talents and time and which includes needed materials based on the various educational and best practices methods and content researched.	STF8.1	5 months after step 6	A complete curriculum with an assortment of revised, updated and new materials is available

<b>Stewardship Goal 8.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Stewardship Goal 8.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
8. Determine the information and key messages necessary to inform, introduce and present stewardship to various audiences using the baseline assessment to inform.	STF8.1	1 month after step 7	Documented list of all the information in bullet type format of the information
9. Develop a training plan and schedule to include various methods of education materials (e-learning, paper, in person) to address needs of all key demographics, and 3 levels of stewardship: personal, Parish and UOC of USA.	STF8.1	3 months after step 8	Training plan identifying needed aspects is complete
10. Publish UOC of USA Stewardship Program (electronically, virtually, in hard copy, as needed) and disseminate through identified channels (UOC of USA website, UOW, mailings, other methods, etc.).	STF8.1	1 month after step 9	Stewardship materials are available in an electronic and hardcopy format in both English and Ukrainian
11. Train a team to introduce stewardship at Parish level.	STF8.1	4 months after step 10	Trainers are trained
12. Roll out the UOC of USA Stewardship Program to Parishes and help assess and address specific Parish challenges.	STF8.1 working with the local Priest	Beginning 2 months after step 11 and continuously thereafter	Target number of Parishes have been visited and presented with the program
13. Measure and assess the effectiveness of UOC of USA Stewardship Program semi-annually and make corresponding improvements at least annually.	STF8.1	6 months after step 12	Assessment completed and changes made

## STEWARDSHIP Goal 8.2

### Long Term and Planned Giving

Within 2 years, we will develop and implement a comprehensive and strategic approach to assist the faithful in long-term financial stewardship planning, planned giving and estate and legacy planning.

<b>Stewardship Goal 8.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Stewardship Goal 8.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Stewardship Task Force 8.2 (“ <b>STF8.2</b> ”).	Strategic Planning Team and Goal Captain	1 month after Start Date	STF8.2 members agree to serve
2. Determine audience and methodology for reaching individual donors, including a train-the-trainer process.	STF8.2	2 months after step 1	Methodology and plan determined
3. Create UOC of USA Planned Giving Program.	STF8.2	4 months after step 2	Planned Giving Program developed
4. Determine needs and qualifications for Development Team to help implement Planned Giving Program and train Parishes how to do so locally.	STF8.2	2 months after step 3	Development Team qualifications identified
5. Recruit Development Team.	STF8.2	3 months after step 4	Development Team recruited
6. Create training materials to be used by Development Team to reach various audiences and help train Parishes to implement Planned Giving Program.	STF8.2	3 months after step 4 (simultaneous with step 5)	Materials developed to train Development Team
7. Recruit 5-10% of existing Parishes to serve as pilot Planned Giving Program and train them how to implement it and solicit feedback on success of materials provided.	STF8.2 and Development Team	2 months after step 6	Parishes recruited and trained pre-test with different demographics groups completed
8. Pilot Parishes implement Planned Giving Program and provide feedback on successes and challenges.	Pilot Parishes	6 months after step 7	Pilot Parishes have implemented and provided feedback
9. Planned Giving Program modified based on feedback from Pilot Parishes and prepared for UOC of USA national rollout using tailored forms of communication.	STF8.2, and Development Team	3 months after step 8	Plans established for communication methods and approaches
10. Revised UOC of USA Planned Giving Program rolled out to all Parishes with training on how to implement.	STF8.2, and Development Team	Starting 1 month after step 9 and continuously thereafter	Parishes are trained on Revised UOC of USA Planned Giving Program
11. Assess effectiveness of approaches and revise/re-develop as necessary and communicate changes to Parishes.	STF8.2	Every 6 months and 12 months after step 10 roll out	Assessment is complete and changes are made and communicated to Parishes

# TECHNOLOGY

## TECHNOLOGY Goal 9.1

### Parish and Ministry Web Resources

Within 2 years, we will establish and maintain an up-to-date, effective and standardized web-searchable Parish and national and regional ministry website directory tool and ensure all Parish websites meet a minimum standard.

<b>Technology Goal 9.1 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Technology Goal 9.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Technology Task Force 9.1 (“ <b>TTF9.1</b> ”), including; (a) a Web Development Technician (“ <b>WDT</b> ”) capable of creating a directory of all UOC of USA Parishes; and (b) Information Analysts (“ <b>IAs</b> ”) to perform analysis and create report on existing Parish websites/ reasons Parishes do not have websites.	Strategic Planning Team and Goal Captain	3 months after Start Date	TTF9.1 agree to serve including WDT and IAs
2. Create a basic searchable directory for all Parishes linking to any existing websites for each Parish.	TTF9.1 and WDT	3 months after step 1	Directory is online with links to all active websites
3. IAs perform analysis and create report documenting information about current Parish websites and reasons why Parishes do not have a website.	IAs	6 months after step 1	IAs analysis report completed and delivered
4. Using the information from the IAs’ reports, develop and publish standards for all Parish websites and create a prototype website for those Parishes without a website.	TTF9.1	3 months after step 3	Standards documentation published.
5. Assist Parishes with implementing standards on their existing websites, and create websites for Parishes without them based on prototype when necessary.	TTF9.1	9 months after step 4	All Parishes have web site up to standards
6. Conduct annual assessment process to ensure virtual presence keeps up with technology, expectations and needs.	TTF9.1	Continuously beginning 1 year after step 5	Annual assessment complete and changes made

## TECHNOLOGY Goal 9.2

### Church Services App

Within 2 years, we will develop and maintain an App that will dynamically compile the texts and music for church services in multiple languages.

<b>Technology Goal 9.2 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Technology Goal 9.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Technology Task Force 9.2 (“ <b>TTF9.2</b> ”), including bilingual, liturgically-savvy individuals to gather service texts and music and secure necessary permissions.	Strategic Planning Team and Goal Captain	3 months after Start Date	TTF9.2 team members agree to serve
2. Either recruit volunteer to develop Liturgics App or determine cost for development and institute any fundraising necessary.	TTF9.2	3 months after step 1	Liturgics App creator retained (and any funding raised)
3. Research service texts and music and secure necessary permissions for Liturgics App.	TTF9.2	3 months after step 1 (simultaneous with step 2)	Research completed
4. Secure the texts, music and all legal rights necessary for all usual services (Sundays, Feast Days, Lenten, and Holy Week, etc.).	TTF9.2	12 months after step 1 (begins with step 2)	Enough texts and music (together with necessary rights) are available to do all the services properly
5. Liturgics App is completed and tested.	TTF9.2	3 months after step 4	Testing is successfully completed
6. Liturgics App is rolled out to Parishes by all available communications means.	TTF9.2	2 months after step 5	Liturgics App rolled out to UOC of USA
7. Liturgics App maintenance begins and content updating and management process finalized and published.	TTF9.2	1 month after step 6	Liturgics App maintenance and updating begins
8. Liturgics App continuously updated as needed.	Liturgics App Developer and TTF9.2	Beginning after step 7 and continuously thereafter	Liturgics App updated

## TECHNOLOGY Goal 9.3

### Parish Cloud Administration

Within 2 years, we will assist Parishes in implementing a cloud-based administrative tool to facilitate easier and more effective communications and management of financial, demographic, and personnel information.

<b>Technology Goal 9.3 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Technology Goal 9.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Technology Task Force 9.3 (“ <b>TTF9.3</b> ”).	Strategic Planning Team and Goal Captain	1 month after Start Date	TTF9.3 members agree to serve
2. Identify features and capabilities that are required and desired in a church management solution.	TTF9.3	1 month after step 1	List of required and desired features is created
3. Identify and recruit a pilot group of Parishes to implement solution.	TTF9.3	3 months after step 2	Pilot Parishes commit to implementing administrative tool
4. Identify and research available cloud-based church management tools that include the required and desired features.	TTF9.3	2 months after step 3	List of available programs is created which includes the required and desired features
5. Where possible, obtain trial/evaluation access to each solution to determine the pros and cons of each.	TTF9.3	1 month after step 4	Trial access is granted for each program where available
6. Select administrative tool and purchase licenses or provide Parishes with purchase and pricing information.	TTF9.3	6 months after step 5	Tool, licenses, implementation plan and best practices documentation ready to implement
7. Create implementation plan and best practices documentation.	TTF9.3	Simultaneous with step 6	Implementation Plan and documentation complete
8. Assist Parishes in implementation of tool.	TTF9.3	10 months after step 6	Tool implemented and successfully functioning in all pilot Parishes

## TECHNOLOGY Goal 9.4

### National Collaborative Portal

Within 2 years, we will implement a collaboration software platform to facilitate all national and regional communications, file sharing, project management, education and volunteer coordination.

<b>Technology Goal 9.4 Action Plan</b>			
<b><u>Specific Key Actions Necessary To Achieve Technology Goal 9.4</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Technology Task Force 9.4 (“ <b>TTF9.4</b> ”), including tech-savvy individuals to select, implement and configure a collaboration platform, develop standards and train and support project leaders.	Strategic Planning Team and Goal Captain	1 month after Start Date	TTF9.4 team members agree to serve
2. Research best collaboration platform solutions that will meet the church's needs in facilitating communication, file sharing and task management on diocesan volunteer efforts, with input from affected constituencies.	TTF9.4	3 months after step 1	Multiple Portal solutions identified
3. Select preferred Portal solution and develop standards for implementation.	TTF9.4	3 months after step 2	Portal solution selected
4. Obtain funding for Portal and acquire license and any other necessary technology (e.g., servers).	TTF9.4	6 months after step 2 (simultaneous with step 3)	Portal platform acquired
5. Configure Portal for all ministries and projects to be included in the Portal, including the creation of spaces, user accounts and permissions to control access and security.	TTF9.4	3 months after step 4	Portal properly configured with share spaces created for all projects on Portal
6. Develop standards for Portal projects and training for project leaders.	TTF9.4	3 months after step 4 (simultaneous with step 5)	Standards documents and training documents created and available
7. Migrate Consistory and other ministry data onto the Portal.	TTF9.4	4 months after step 6	All consistory data relevant to ongoing projects on Portal
8. Notify ministry and program leaders of transition and provide training and support migration of their data onto Portal.	TTF9.4	6 months after step 7	Data for all projects are loaded on platform, user accounts for all projects are configured and have appropriate access and support is provided as needed

**Technology Goal 9.4 Action Plan**

<b><u>Specific Key Actions Necessary To Achieve Technology Goal 9.4</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
9. Launch Portal with process for new projects to request and gain access to Portal.	TTF9.4	1 month after step 8	Platform in use. Link or information about access on UOC of USA website, shared on Facebook page and UOW; process to request access live and functional