

# Orthodox Christian Prison Ministry

## Strategic Plan 2019



CHRIST. THE PRISONER

*To share the love of Christ and His Church with those who are incarcerated and their families so that lives are transformed and God is glorified.*

*“For I know the plans that I have for you,” declares the Lord, ‘plans for well-being, and not for calamity, in order to give you a future and a hope. When you call out to me and come and pray to me, I’ll hear you.” Jeremiah 29:11-12*



Dear to Christ Members of the OCPM family and friends:

Over this past year, a group of amazing people prayerfully engaged in a strategic planning process for OCPM in order to discern the future plans that God has for this ministry and lay a strong foundation for its success. The ultimate desire in each of our hearts was that OCPM become all that it can be in order to reach out with the love of Christ to the men and women living in the dark world of prisons and jails across our country.

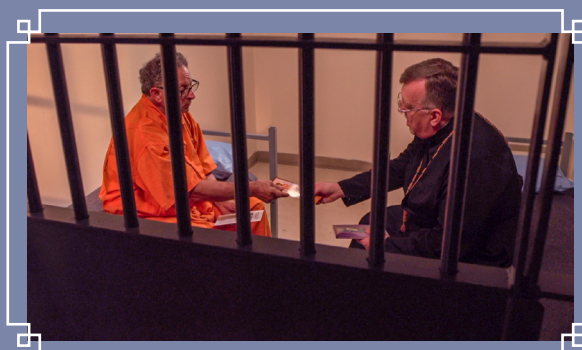
The final result of this hard work is this booklet you hold in your hands. If OCPM is to become all that it can be in the future, it will need your help. Please take time to look over this strategic plan and prayerfully ask the Lord how you can be a part of this vital ministry. You will be answering the call of Jesus to His sheep: “I was in prison and you came to Me.” (Matthew 25:36)

Our first strategic planning session began with this verse of Holy Scripture: “Where there is no vision, the people will perish.” (Proverbs 29:18) In the following pages, you will discover the vision for the future of OCPM. Please join with us in making this vision a reality.

With much love in Christ,



Fr. Stephen Powley  
Executive Director





## EXECUTIVE SUMMARY

OCPM exists to share the love of Christ and His Church with those who are incarcerated and their families so that lives are transformed and God is glorified.

Success in any ministry requires taking an honest look at why you exist, where you are, where you want to be, and how you will get there. Orthodox Christian Prison Ministry recently took that honest look at our ministry. While always keeping in mind the precious men and women in prisons and jails across this country and their families, we put together this comprehensive Strategic Plan. As this Plan is implemented, OCPM will grow and flourish in its calling, ultimately benefiting those who are incarcerated and their families.

Over the past year, a group of committed clergy and laity looked closely at what OCPM is currently doing and what OCPM should be doing. We then took on the difficult task of deciding how OCPM would get there. We had to seriously analyze the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of OCPM. This work involved everyone coming to consensus on each step. This Mission Statement is the result of that work:

*To serve those who are incarcerated and their families, and provide resources, training and support to our ministry partners.*

We discussed at length what values we wanted everyone involved with OCPM to exhibit. In order to be the ministry that God has called us to be, we agreed that we must have these shared CORE VALUES:

- Accept that each person is made in the image and likeness of God
- Loving with compassion and respect
- Integrity
- Committed to excellence
- Team-oriented

Using the acronym PRISON, we came to agreement on where OCPM needs to be going over the next four years. Here is that Vision Statement:

**Within four years OCPM will:**

- P** Partner with affiliates and other organizations
- R** Refine and develop resources and model programs
- I** Inspire through effective communications, information, analysis and metrics
- S** Serve those who are incarcerated and their families
- O** Optimize organizational and financial performance, and become a
- N** Nationally-recognized ministry leader

In order to address our Strengths, Weaknesses, Opportunities and Threats, to stay true to our Mission and Core Values, and to pursue our Vision, we identified three strategic areas of focus. We then organized a separate Task Force to identify and address goals in each area. The three strategic areas of focus we identified are the following:

- Affiliates & Programs
- Communications & Metrics
- Fundraising & Team Expansion

These three Task Forces then developed Strategic Goals and detailed action plans to achieve them. All of which met the “SMART” goal criteria of being Specific, Measurable, Attainable, Realistically written and with an achievable Timetable.

Our Strategic Plan that follows this Executive Summary includes our Statement of Why and the details of our SWOT Analysis, Core Values, Mission and Vision. It also lays out the specific SMART Goals and the very methodical, step-by-step implementation plan and process to achieve each goal, including precise timelines, areas of responsibility and how we will measure success.

This Strategic Plan will provide you, the reader, with a thorough analysis of what we must do and a comprehensive plan to accomplish it in an effective manner. Throughout this process, we kept in mind the precious men and women in prisons and jails across this country and their families.

Even though much work went into the making of this Strategic Plan, it is now that the real work begins as we commit ourselves to implementation. Throughout this process we will assess our successes and challenges in order to make the necessary adjustments. We will continually be measuring our results to ensure our success. We now invite you to join us as we journey into the future answering the call of Jesus to visit those in prison as if we were visiting Jesus Himself.

With this Strategic Plan, we now have a clear road map for how Orthodox Christian Prison Ministry will better share the love of Christ and His Church with those who are incarcerated and their families so that lives are transformed and God is glorified.

## Strategic Plan

### Part 1: The Process, Including Starting with Why

#### I. Start with Why

Have you ever pondered why you received the gift of life from God? Why are you here? These are questions that most of us have pondered at some point in our lives. The answer to those questions truly helps us move forward in life with a purpose in what God has called us to be and do.

In our strategic planning, the first (and perhaps most important) question we needed to answer was: "Why does OCPM exist?" Without answering that question, we truly would not have a vision as to what OCPM should be doing. The Holy Scriptures tell us clearly that *"Where there is no vision, the people will perish."* (Proverbs 29:18) As we began this process, we realized that without a vision, OCPM would perish and the major ministry of our Church to those in prison would be lost.

God's calling to us regarding those in prison is made clear in Matthew 25:36, *"I was in prison and you came to Me."* Whatever is done to a person who is incarcerated and to their families is being done to Jesus Himself. God's calling is there for you to become involved in some way with OCPM so that the love of Christ can be shared with these precious souls.

The following is the Statement of Why adopted by the strategic planning team for OCPM:

#### OCPM Statement of Why

*To share the love of Christ and His Church with those who are incarcerated and their families so that lives are transformed and God is glorified.*

#### II. Purpose of Strategic Planning

Strategic Planning is first and foremost Biblical and Christ-centered. At the very end of our Lord's ministry on this earth, He gave His Apostles a clear strategic plan as to how they were to achieve His vision by saying: *"Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I commanded you."* (Matthew 28:19-20)

In Jeremiah 29:11-12 we hear: *"For I know the plans that I have for you," declares the Lord, 'plans for well-being, and not for calamity, in order to give you a future and a hope. When you call out to me and come and pray to me, I'll hear you.'*

The Book of Acts, written by St Luke, has been described as: *"...a blue print for reproducing the specific details and aspects of the Church...However, it is of great importance for understanding the organization and structure of the Church..."* And, in the rich Holy Gospel, we find Christ's clear strategic direction and plan given to his Apostles: *"But you shall receive power when the Holy Spirit has come upon you; and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth."* (Acts 1:8)

The calling to *"be witnesses to Me to the ends of the earth"* certainly has not changed; it remains God's calling to each of us. The dark and evil world of a prison could easily be listed as part of *"the ends of the earth"*, as anyone who has been around a prison could attest.

#### III. The Strategic Planning Process

Strategic planning is a process to define our direction (strategy) and allocate our resources to achieve our goals. A Strategic Plan must answer four fundamental questions:

1. Why do we exist?
2. Where are we now?
3. Where do we want to be?
4. How will we get there?

#### IV. How Our Strategic Plan Was Developed

To do the initial work, a “Strategic Planning Committee” was formed. We did our best to include people who approached prison ministry from varying positions: People who worked in prisons; people who volunteered in prisons; people who lived in prisons; and people who just had a great heart for those now in prisons.

We followed a Six-Step Strategic Work Plan:

- Step ONE - Strategic Planning Opening Retreat
- Step TWO - Task Force Meetings
- Step THREE - Communications of the Draft Strategic Plan Outline
- Step FOUR - Strategic Planning Second Retreat
- Step FIVE - Finalize Strategic Plan and Roll Out Event
- Step SIX - Implementation of the Strategic Plan

#### Part 2 - Our Mission, SWOT, Core Values, Vision and Strategic Goals

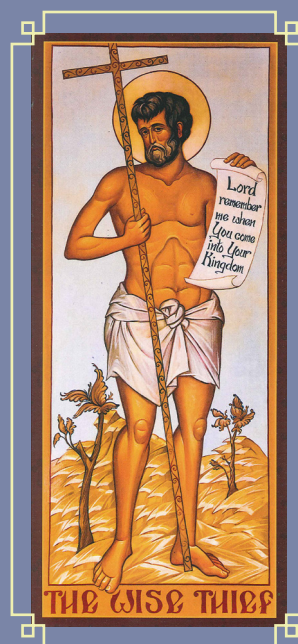
##### I. Mission Statement

A critical part of any Strategic Planning process is developing a clear description of the fundamental purpose for which an organization exists and what it does to achieve its Vision. A Mission Statement answers the question: “What do we do?” A Mission Statement is clearly Biblical: “Go therefore and make disciples of all the nations.”

The following is the mission statement adopted by the strategic planning team for OCPM:

##### OCPM Mission Statement

*To serve those who are incarcerated and their families, and provide resources, training and support to our ministry partners.*





*To serve those who are incarcerated and their families, and provide resources, training and support to our ministry partners.*



## II. SWOT Analysis

Proper Strategic Planning requires a comprehensive analysis of the current state of an organization by examining its Strengths, Weaknesses, Opportunities and Threats (“SWOT”). A SWOT Analysis focuses on the: (a) Internal Factors comprised of Strengths and Weaknesses; and (b) External Factors comprised of Opportunities and Threats that include socio-cultural shifts, macroeconomic matters, technological advances, changes in laws or our environment, etc. Such an analysis and testing of oneself is Biblical: *“Examine yourselves as to whether you are in the faith. Test yourselves!”* The OCPM Strategic Planning Committee participated in this SWOT Analysis.

At the initial retreat, the Strategic Planning Committee assessed many unique Strengths, Weaknesses, Opportunities and Threats. However, to make the final OCPM SWOT list, a particular item had to be listed by many people and agreed-upon by consensus. The Strategic Planning Committee extensively discussed all items in order to reach a consensus on our Strengths, Weaknesses, Opportunities and Threats. This list is a static assessment at one point in time and will inevitably be modified as OCPM continues to move into the future. The Strategic Planning process must remain dynamic in order to address new or different Strengths, Weaknesses, Opportunities and Threats. This is one of the challenges that must be addressed in Step Six as this Strategic Plan is implemented. It must be periodically re-assessed, refreshed and potentially modified to remain a living and breathing document and roadmap through a constantly changing environment.

To maximize the effectiveness and results of any Strategic Plan, the various Strategic Goals should address as many of the items that were discovered in the SWOT Analysis as possible. The OCPM Strategic Plan does just that. A summary of the consensus SWOT conclusions follows:

## STRENGTHS

Strengths include characteristics of OCPM that give us advantages. This can include things we do well.

- Quality of personalized correspondence to incarcerated persons
- Timeliness of OCPM responses to requests
- Quality of books, pamphlets, postcards, icon cards
- Volunteer training programs and materials
- Retreats to plant the seeds of the ministry
- Board and staff

## WEAKNESSES

Weaknesses include characteristics that place OCPM at a disadvantage. This can include problems we face that we must overcome.

- Communications about the ministry and all of its offerings
- Financial support
- Lack of clearly defined programs
- Board size and committed Board members
- Lack of accurate information and data
- Staff size and succession plan

## OPPORTUNITIES

Opportunities include external chances to improve our performance in our environment.

- Strategic Partnerships and relationships with:
  - Local ministries and Chaplains
  - Seminaries
  - Bishops
  - Other church ministries or non-profits
  - Orthodox jurisdictions
- Use of Technology for incarcerated and the families, volunteers and donors
- Expanding programs to help incarcerated individuals and their families as they integrate into society

## THREATS

Threats include external elements in our environment that could be problematic for OCPM or inhibit our success.

- General antipathy and lack of interest and support for this type of ministry in American society, in part due to misinformation coming from the media, entertainment and social media
- Inconsistent rules and regulations among correctional facilities that limit the effectiveness of this ministry
- Lack of recognition of Orthodox Christianity as an official faith within certain correctional facilities
- Lack of full support and cooperation from all Orthodox jurisdictions.

There are many interesting and valuable pieces of information and inferences that can be drawn from this SWOT Analysis. Significant time must be spent by the various ministries and leaders of OCPM to continue to assess and address the items identified in the SWOT Analysis.

## III. Core Values

Core Values are beliefs shared among the stakeholders in an organization. They drive an organization's culture and priorities and provide a framework to help make decisions. God presented us critical Core Values in the Ten Commandments, and our Lord and Savior Jesus Christ augmented them in his Sermon on the Mount with what is known as the Beatitudes.

After numerous small and large group discussions, the Strategic Planning Committee agreed that the following Core Values should guide OCPM in everything we do:



### OCPM Core Values

- Accept that each person is made in the image and likeness of God
- Loving with compassion and respect
- Integrity
- Committed to excellence
- Team-oriented

### IV. Vision

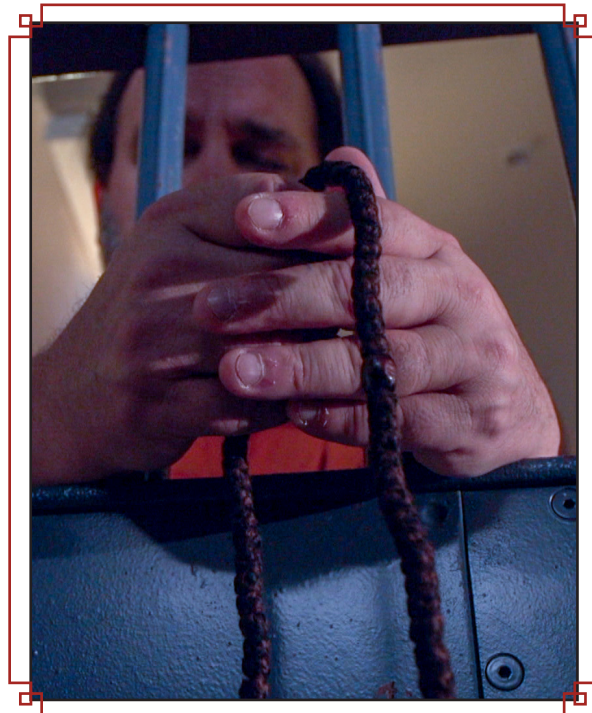
Vision defines what the organization hopes to do in the future. Vision is a long-term view and focuses on: (1) What we want to accomplish (2) Where we are going (3) What we want to do in the future.

A Vision is clearly Biblical: *“Where there is no vision, the people will perish”* After numerous and extensive small and large group discussions, the Strategic Planning Committee agreed upon the following:

#### Vision for OCPM:

Within four years OCPM will:

- P** Partner with affiliates and other organizations
- R** Refine and develop resources and model programs
- I** Inspire through effective communications, information, analysis and metrics
- S** Serve those who are incarcerated and their families
- ©** Optimize organizational and financial performance, and become a
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### V. Strategic Goals

Strategy is a roadmap of how to implement the Vision and achieve the organization's goals. This road map keeps the organization going in the right direction. Strategic Goals are only as effective as the process and discipline implemented to achieve and monitor them. Setting strategic goals and action plans is Biblical. Throughout the Holy Gospel, our Lord provided his Apostles and Disciples such clear direction and step-by-step instructions. *“Let your light so shine before men, that they may see your good works and glorify your Father in heaven.”* (Matthew 5:16) *“These twelve Jesus sent out, and commanded them... go rather to the lost sheep of the house of Israel. And as you go... Heal the sick, raise the dead, cleanse lepers, cast out demons.”* (Matthew 10:1,5-8)

In the next part of this Strategic Plan we will discuss the SMART goal process utilized.

## Part 3 - THE SMART Goal Process

### I. The Process

The Strategic Planning Committee used the “SMART” goal process to ensure that each goal was: Specific, Measurable, Attainable, Relevant and Realistically written, with a precise Timeline. This discipline will help better ensure that each Strategic Goal is achieved if all of the various actions and steps identified in the process are diligently pursued and executed.

The SMART Goal process requires that each Strategic Goal be:

#### **S**PECIFIC:

The goal must be specific enough for clarity so that everyone will understand it.

#### **M**EASURABLE:

There must be a way to measure the success of the goal.

#### **A**TTAINABLE:

The goal must be truly attainable within a reasonable time.

#### **R**ELEVANT:

and Realistically Written: The goal must be relevant to our situation and realistically written to address our needs.

#### **T**IMELINE:

There must be a timeline associated with the goal to ensure completion and accountability.

### II. Strategic Task Forces

At the first Strategic Planning retreat, the Strategic Planning Committee brainstormed many specific strategic items they felt addressed the Weaknesses, Opportunities and Threats and were consistent with the Core Values, focused on the Mission and helped achieve the Vision. After many hours of discussions, the Strategic Planning Committee consolidated all of the many items and organized them into three Strategic Areas of Focus and formed Strategic Task Forces to systematically consolidate and address the items in each Strategic Area. The three Strategic Areas of Focus are:

- *Affiliates & Parish Partnership Programs*
- *Communications & Metrics*
- *Fundraising & Team Expansion*

### III. Eight OCPM SMART Goals

In the months between the two strategic planning retreats, the Strategic Planning Committee divided itself into these three Strategic Task Forces and began regular meetings and calls to develop a reasonable number of the most important specific SMART Strategic Goals to be achieved in their Strategic Area. At a second two-day retreat, the Strategic Planning Committee thoroughly discussed and agreed upon the specific wording of each SMART Strategic Goal and a detailed Action Plan to achieve each goal that outlined:

- (1) each specific action to be undertaken;
  - (2) who was responsible for doing each required action;
  - (3) how we would measure the successful achievement of that action; and
  - (4) the timetable for the achievement of the action.
- eight SMART goals within the three Strategic Areas of Focus were adopted.

Here are the summary titles for the eight OCPM SMART goals in our three Strategic Areas of Focus:

<b>Affiliates &amp; Parish Partnership Programs</b>
1.1 Parish Partners Program
1.2 Affiliate Partners Programs
<b>Communications &amp; Metrics</b>
2.1 Comprehensive Internal Communications Plan
2.2 Comprehensive External Communications Plan
2.3 Operational Excellence & Metrics
<b>Fundraising &amp; Team Expansion</b>
3.1 Comprehensive Fundraising Plan
3.2 Board Expansion & Development
3.3 Staffing Plan

The detailed Action Plans for the eight OCPM Smart Goals can be found in the Appendix at the end of this document.

#### **IV. Implementation of Action Plans for Three Strategic Goals and Accountability**

To be successful, any Strategic Plan should follow a 4-P approach:

- (1) use the right Process;
- (2) recruit the right People;
- (3) develop the best, practical Plan; and
- (4) Perform effectively and fully implement the plan.

We believe that with God’s grace and the invaluable and essential assistance and presence of the Holy Spirit, this Strategic Planning process allowed the right team to deploy the right process

to reach important goals and action plans. What remains is the most critical and difficult step, namely the performance and implementation of this Strategic Plan.

The initial hard work of the Strategic Planning Committee and Facilitator is now complete with the publishing of this Strategic Plan. Orthodox Christian Prison Ministry will now reorganize itself and dedicate the necessary resources (human, financial, time and other) to ensure complete implementation and success. This will require the dedication of time and the active involvement of a much bigger and broader group of the OCPM family. Indeed, significant additional human and financial resources and operational changes will be required if we are to be successful.

To achieve the eight Strategic Goals, reconstituted “Implementation Task Forces” will be formed - one for each of the eight Strategic Goals identified by the Strategic Planning Committee. These new Implementation Task Forces will include some members of the initial Strategic Planning Task Forces and will also add large numbers of individuals who can assist in the achievement of the eight Strategic Goals. Each Strategic Goal will have “Goal Captains” who are the individuals primarily responsible for ensuring that the Implementation Task Force team working on that Strategic Goal stays on track and on schedule.

We are also implementing an unprecedented level of accountability and transparency. As you can see, every action plan step for all eight Strategic Goals is clearly measureable and has a deadline. We will be regularly and publicly reporting on our progress. We have also instituted multiple feedback and accountability loops to ensure that we stay on track and are focused on achieving success. All of this will be publicly tracked and reported on our OCPM website, [theocpm.org](http://theocpm.org), and will be shared with our OCPM family regularly. And after we have achieved every Strategic Goal, we will again measure how well we have addressed our challenges and then reassess where we go from there.

## Part 4 – Closing Thoughts

### I. Can We Do This?

Some of the challenges we will address have been with us for some time. Others are new. Each of us has unique gifts that must be celebrated and put to the best use for God's greater glory. All of us working together can achieve the unimaginable. Keep in mind that God loves those in prisons and their families more than we do. Truly, we work in cooperation with Him in putting this strategic plan into being: *"For I know the plans I have for you, declares the Lord, plans for welfare and not for evil, to give you a future and a hope."* (Jeremiah 29:11) With this in mind, *"we can do all things through Christ who strengthens us."* (Philippians 4:13)

### II. You Are Invited to Join The Team

We invite anyone who is interested in working on any specific Strategic Goal to volunteer and offer their stewardship of time and talents by contacting us. You can volunteer at:

[info@theocpm.org](mailto:info@theocpm.org)

The more experienced and dedicated souls we have working together, the more we can achieve. The newly constituted and expanded eight Strategic Planning Implementation Task Forces will execute and manage the tasks identified in the specific Strategic Action Plans contained in this Strategic Plan.

### III. Conclusion

The United States of America continues to have the highest rate of incarceration of any country in the world. It has held that distinction for many, many years. In the latest statistics from World Prison Brief there were 2,121,600 adults incarcerated in the U.S.A. For all countries see:

<https://tinyurl.com/USAPrisonBrief>

The latest incarceration rates show the USA had an incarceration rate of 655 people per 100,000. The odds have greatly increased that each of us likely knows someone who either is or has been in prison. In case you are wondering about the incarceration rate for some other countries: Turkey-318; Mexico-163; Lebanon-126; China-118; Greece-99 per 100,000. That really puts the 655 for the USA in perspective. For all the countries see:

<https://tinyurl.com/PrisonRateOther>

With so many people incarcerated and their families being greatly impacted by their incarceration, OCPM needs to expand its outreach. This Strategic Plan is vital to keep us focused and moving in the right direction to share the love of Christ and His Church with those who are incarcerated and their families so that lives are transformed and God is glorified.

After all of the hard work of our Strategic Planning Committee, we believe that the systematic implementation of the detailed action plans in this Strategic Plan will allow us to directly address our needs and allow us to measurably improve our service to the precious souls incarcerated in our country and their families. We do not believe our resources to implement this Strategic Plan are scarce given the extraordinary God-given talents that exist within the Orthodox Church of this country. We believe we live in a world of abundance. By the Grace of God and with the essential support of the Holy Spirit, we can make a difference and achieve all of our Strategic Goals in the fullness of time. The future of OCPM is indeed bright as we work together.

May our Lord bless the work of Orthodox Christian Prison Ministry as it reaches out to share the love of Christ and His Church with those who are incarcerated and their families so that lives are transformed and God is glorified.

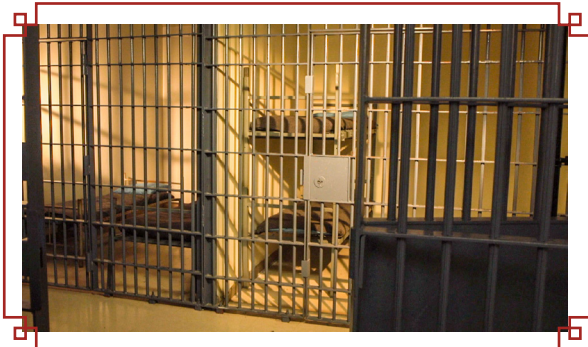
# APPENDIX

## OCPM Strategic Goals and Action Plans

*"Where there is no vision, the people will perish"*  
Proverbs 29:18



ORTHODOX CHRISTIAN PRISON MINISTRY  
AN AGENCY OF THE ASSEMBLY OF BISHOPS



**Affiliates and Partnership Program  
Goal 1.1 Parish Partners Programs**

- (a) Within 13 months, we will research and develop a franchise-like model that contains a comprehensive array of programs that will provide the format, tools, training and materials that Orthodox parishes/locations need to begin or expand a ministry focused on serving the needs of those who are incarcerated and their families (including post-incarceration care) that thereafter;
- (b) Within 18 months will be successfully implemented in at least 5 new parishes/locations; and
- (c) Within 18 months will be successfully implemented in at least 3 existing parishes/locations.

**Goal 1.1 Action Plan**

Specific Key Actions Necessary to Achieve Strategic Goal <u>1.1</u>	Who Must Do <u>Each Action</u>	Timetable: How Many Months or Days to Finish Action from <u>Previous Action</u>	How Will We Know When this Action has Been <u>Completed</u>
1. Form Programs & Affiliates Goal 1.1 Task Force ("A&P1.1TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	A&P1.1TF team members agree to serve
2. Research and assemble a comprehensive list and database of all existing programs, products, services and ministries offered to those who are incarcerated and their families by OCPM or any other <u>Orthodox clergy</u> , parishes or ministries.	A&P1.1TF	4 months after Step 1	Orthodox list and database is completed
3. Research and assemble a comprehensive list and database of the most successful programs, products, services and ministries offered to those who are incarcerated and their families by <u>non-Orthodox clergy</u> , parishes, organizations or ministries.	A&P1.1TF	Simultaneous with step 2	non-Orthodox list and database is completed
4. Evaluate all Orthodox and non-Orthodox programs, products, services and ministries and identify which specific programs, products and services will be included in the Official OCPM franchise-like model (the "OCPM Model").	A&P1.1TF and OCPM Board	3 months after step 3	The final list of programs, products, services and ministries that comprise the OCPM Model are determined
5. Create, revise or develop all materials necessary to properly implement each of the programs, products and services that will comprise the OCPM Model and develop the complete Standard Operating Procedures Manual (SOPM) for each aspect of the OCPM Model.	A&P1.1TF	5 months after step 4	All OCPM Model programs, products and services materials and SOPM are completed

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**Goal 1.1 Action Plan  
(Continued)**

6. Develop the training program and materials to teach parishes/locations how to implement the OCPM Model.	A&P1.1TF	2 months after step 5	OCPM Model training program developed
7. Recruit and train the training team.	A&P1.1TF	2 months after step 6	Training team formed
8. Develop a comprehensive list of: (a) about 50 parishes/locations to consider constituting the first 5 OCPM Model ministries and develop the parishes/locations solicitation process and materials; (b) all existing parishes/locations that have a ministry to those who are incarcerated and their families.	A&P1.1TF and OCPM Board	Simultaneous with steps 6 & 7	30 parish/locations identified and approved by OCPM Board
9. Present the OCPM Why, Mission, Vision, Core Values and OCPM Model to those identified parishes/locations, solicit their participation in the OCPM Model and recruit at least 5 new, and 3 existing, parishes/locations to participate.	A&P1.1TF and OCPM Executive Director	4 months after step 8	10 parishes/locations commit

## Affiliates & Partnership Programs

### Goal 1.2 Affiliate Partners Programs

Within 12 months, we will identify and research existing prison ministries and institutions serving those who are incarcerated and their families (including post-incarceration care) and develop guidelines and procedures for recognizing Affiliate Partnership programs; and within 11 months thereafter begin to implement approved partnerships.

#### Goal 1.2 Action Plan

Specific Key Actions Necessary To Achieve Strategic Goal 1.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Form Programs & Affiliates Goal 1.2 Task Force ("A&P1.2TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	A&P1.2TF team members agree to serve
2. Determine criteria needed for a group's participation in an OCPM partnership relationship and define and document guidelines and procedures for working with "OCPM Potential Partners."	A&P1.2TF and OCPM Board	2 months after step 1	OCPM Potential Partner criteria developed
3. Research successful and effective programs, ministries and institutions for those who are incarcerated and their families and third party providers outside the Orthodox ecosystem as OCPM Potential Partners.	A&P1.2TF	4 months after step 2	Research of successful and effective ministries to those who are incarcerated and families is completed
4. Identify OCPM Potential Partner programs or activities that could benefit OCPM.	A&P1.2TF	3 months after step 3	List of OCPM Potential Partners is complete
5. Review and assess the identified programs of OCPM Potential Partners for format, tools, training, and materials that could be adapted into our OCPM Model and forward to A&P1.1TF for analysis of possible inclusion in the OCPM Model.	A&P1.2TF	Simultaneous with step 4	When review completed and recommendations for inclusion in the OCPM Model is forwarded to A&P1.1TF
6. Determine which OCPM Potential Partners will be contacted to see if a "partnership" can be negotiated.	A&P1.2TF and OCPM Board	2 months after step 5	Potential OCPM Partners determined
7. Reach out to OCPM Potential Partners and discuss how they could partner with OCPM.	A&P1.2TF and OCPM Board	6 months after step 6	All Potential Partners contacted and negotiations begun
8. Develop and finalize the programs or activities	A&P1.2TF and	4 months after step 7	Partnership Programs and
9. Present the OCPM Why, Mission, Vision, Core Values and OCPM Model to those identified parishes/locations, solicit their participation in the OCPM Model and recruit at least 5 new, and 3 existing, parishes/locations to participate.	A&P1.1TF and OCPM Executive Director	4 months after step 8	10 parishes/locations commit
10. Using the OCPM training program developed in step 6, train the new and existing OCPM Model parishes/locations and assist initial implementation as needed.	A&P1.1TF	10 months after step 9	Training of all 10 OCPM parishes/locations is complete and initial implementations completed
11. At least every 3 months thereafter, connect with each participating OCPM Model parish/location to assess progress, resolve challenges and refine the program accordingly.	A&P1.1TF	At 3 month intervals	Quarterly assessment and remediation <u>occurs</u> and reported to the OCPM Board



**Communications & Metrics**  
**Goal 2.1 Comprehensive OCPM Internal Communications Plan**

Within 21 months, we will research, develop and implement a best-practices comprehensive Internal Communications Plan to most effectively communicate with our board, staff, Parish Partners and Affiliates, donors and other stakeholders.

**Goal 2.1 Action Plan**

Specific Key Actions Necessary To <u>Achieve</u> Strategic Goal 2.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Form Communications & Metrics Goal 2.1 Task Force ("C&M2.1TF")	Strategic Planning Team and Goal Captain	1 month from Start Date	C&M2.1TF team members agree to serve
2. Identify and analyze OCPM demographics, major internal stakeholders, including donors, Parish Partners and Affiliates and all of their respective communications needs and issues.	C&M2.1TF	3 months after step 1	Demographic report and analysis and conference calls complete
3. Inventory existing OCPM communications procedures, resources, personnel, systems, and programs and objective evidence of their effectiveness.	C&M2.1TF	Simultaneous with step 2	Inventory of existing OCPM internal communications procedures and resources is completed and report finalized
4. Research and assemble a comprehensive list and database of the most successful best practices communications programs, strategies, products, services offered to those who are incarcerated and their families by non-profits, churches and ministries and identify any gaps between such best practices and OCPM approaches and metrics to evaluate effectiveness.	C&M2.1TF	4 months after steps 2 and 3	Research of best practices is <u>completed</u> and report of key elements is compiled
5. Evaluate all of the information and data gathered in steps 2 through 4 and create a comprehensive best practices internal communications and marketing plan with timelines (the "Internal Communications Plan") to address most critical communication needs and strategies with the Board, staff, donors, Parish Partners and Affiliates and other stakeholders, including how effectiveness will be measured.	C&M2.1TF	4 months after step 4	Internal Communications Plan is completed
6. Develop templates of communications resources customized to fit the needs of the particular stakeholder group, as well as final OCPM branding, guidelines, logo styles, social media interaction strategies, communications design templates, training programs, and related items as a part of the Internal Communications Plan (the "Branding Guidelines").	C&M2.1TF	5 months after step 5	Branding Guidelines are completed
7. Compile a contact list of all OCPM internal and external partners nationally including clergy, board members, staff, volunteers, Parish Partners and Affiliates, vendors and possible sources for grants or other fundraising that will be used for internal and external communications ("Comprehensive Contact List") that will be continually updated in electronic form on an internal OCPM web-based portal.	C&M2.1TF	Simultaneous with step 6	Comprehensive Contact List is compiled and shared

**Goal 2.1 Action Plan  
(Continued)**

8. Using the training programs developed in step 6, conduct initial and on-going training with OCPM staff, Board and Parish Partners and Affiliates to ensure compliance with the highest standards of the Internal Communications Plan and Branding Guidelines.	C&M2.1TF	3 months after step 7	First training of all key stakeholders is completed and additional periodic training sessions are established
9. Begin full implementation of Internal Communications Plan according to timeline established in step 5.	C&M2.1TF	1 month after step 8	Internal Communications Plan Implementation begins
10. At least annually assess the Internal Communications Plan against actual experience and evolving best practices and effectiveness metrics established in step 4 and make necessary adjustments and improvements.	C&M2.1TF	1 year after step 9 and annually thereafter	Annual assessment of OCPM Internal Communications Plan is completed and improvements are implemented

**Communications & Metrics**  
**Goal 2.2 Comprehensive OCPM External Communications Plan**

Within 20 months, we will research, develop and implement a best-practices comprehensive External Communications Plan to most effectively and regularly publicly communicate our programs and activities.

**Goal 2.2 Action Plan**

<u>Specific Key Actions Necessary to Achieve Strategic Goal 2.2</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Communications & Metrics Goal 2.2 Task Force ("C&M2.2TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	C&M2.2TF team members agree to serve
2. Inventory existing OCPM external communications materials, procedures, resources, programs and strategies and objective evidence of their effectiveness.	C&M2.2TF	4 months after step 1	Inventory of existing OCPM internal communications procedures and resources is completed and report finalized
3. Research and assemble a comprehensive list and database of the most successful best practices external communications programs, strategies, products, services offered to those who are incarcerated and their families by non-profits, churches and ministries and identify any gaps between such best practices and OCPM approaches and metrics to evaluate effectiveness.	C&M2.1TF	4 months after step 2	Research of best practices is completed and report of key elements is compiled
4. Research and create a contact data base of all viable television, radio, web, print, social media, alternative and other organizations or entities that would be interested in OCPM stories for promotion, including Parish Partners and Affiliates and both Orthodox and non-Orthodox contacts and organizations.	C&M2.1TF	2 months after step 3	External Contact Data Base is created
5. Evaluate all of the information and data gathered in steps 2 through 4 and create a comprehensive best practices external communications and marketing plan with timelines and which identifies underutilized platforms (e.g. TV, radio, web, print, etc.) and specific outlets (e.g., AFR, OCN, non-Orthodox media outlets) would be most relevant for OCPM public relations materials (the "External Communications Plan") to address most critical external communications opportunities, and story pitches which fall in line with the External Communications Plan and establish guidelines for measuring effectiveness will be measured.	C&M2.1TF and OCPM Board	4 months after step 4	External Communications Plan is completed and approval by the OCPM Board

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**Goal 2.2 Action Plan  
(continued)**

6. Assess all current and proposed OCPM external communications materials, procedures, resources, programs and strategies against best practices External Communications Plan and identify gaps and tools and items <u>the</u> should be "refreshed", "replaced", or " <u>expanded.</u> "	C&M2.1TF	2 months after step 5	Internal assessment completed and plan to refresh, replace or expand is finalized
7. Complete preparation, refreshing, refinements or replacement of the external communications content and tools consistent with External Communications Plan.	C&M2.2TF	2 months after step 6	New and refreshed materials are completed
8. Begin full implementation of External Communications Plan according to timeline established in step 6.	C&M2.2TF	1 month after step 7	External Communications Plan implementation begins

**Communications & Metrics**  
**Goal 2.3 OCPM Operational Excellence and Metrics**

Within 20 months, we will:

- (a) identify the most critical OCPM operations, processes and metrics that will ensure the greatest success of the OCPM programs and activities;
- (b) assess them against agreed-upon, best-practices;
- (c) make improvements in existing and new operations and processes; and
- (d) implement a measurement methodology to achieve agreed-upon measurable improvements in each operation and process.

**Goal 2.3 Action Plan**

<u>Specific Key Actions Necessary to Achieve Strategic Goal 2.3</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days to Finish Action from Previous Action</u>	<u>How Will We Know When this Action has Been Completed</u>
1. Form Communications & Metrics Goal 2.3 Task Force ("C&M2.3TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	C&M2.3TF team members agree to serve
2. Obtain, organize, and review existing documentation about current operations and processes of management and operational metrics used by OCPM and its staff, Parish partners and other affiliates.	C&M2.3TF	4 months after step 1	Complete review of current operations, processes and management and compile report of key findings
3. Research best practices and objective standards of excellence from all available sources providing ministry to those who are incarcerated and their families regarding services, training, administration, operations, processes and effectiveness metrics, including statistics which affirm these ministries have a positive effect on those who are incarcerated and their families both while they are incarcerated and in their reentry into society.	C&M2.3TF	Simultaneous with step 2	Research of best practices is completed and report of key elements is compiled
4. Create, distribute and analyze the results from a survey of all OCPM donors, Parish Partners and Affiliates and those who OCPM serves to assess OCPM's current effectiveness, additional needs that can be served, opportunities for improvement, and evaluations of current training, speeches, presentations and programs.	C&M2.3TF	6 months after step 3	Survey completed and analyzed, and report of key findings is compiled

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**Goal 2.3 Action Plan**  
(continued)

5. Identify and interview all OCPM staff and key volunteers and partners and: (a) discuss their skills, experiences, challenges; (b) what they believe would help improve their performance and OCPM; (c) conduct operational risk assessment of organization structure and identify any gaps; and (d) identify a best practices annual review process.	C&M2.3TF	Simultaneous with step 4	Key interviews are completed and report of summary of key findings is compiled
6. Map each critical OCPM area, operation, current program, workflow and procedure and related available metrics and: (a) identify key operational metrics and key performance indicators ("KPIs") to assess in each area of operations and processes; (b) current levels of KPIs performance each area; (c) achievable desired percentage performance KPIs improvements; and (d) timeline to achieve them (the "Operational Metrics Plan").	C&M2.3TF	3 months after step 5	Operational Metrics Plan is completed
7. From all available resources, materials, research, surveys and interviews (including the work done in steps 2-6) create "OCPM Operations Improvement Plan" to include at least: (a) finalized Operational Metric Plan; (b) other key recommendations to improve operations of OCPM, its Parish Partners and Affiliates and training and service of those who are incarcerated and their families; and (c) a shared dashboard (the "Dashboard") with regular cadence for reporting the KPIs for each area.	C&M2.3TF	3 months after step 6	Draft OCPM Operations Improvement Plan is completed
8. Submit draft OCPM Operations Improvement Plan for approval of OCPM Board and work with Board to reach	C&M2.3TF and OCPM Board	2 months after step 7	Final OCPM Operations Improvement Plan is approved by Parish
9. Begin implementation of Final OCPM Operations Improvement Plan, including: (a) regular public reporting of Dashboard of KPIs; and (b) at least annually conduct performance development assessments privately for staff and key volunteers and Parish Partners and Affiliates.	C&M2.3TF	Beginning 1 month after step 8 and continuously thereafter	Implementation begins, Dashboard KPIs are regularly publicly reported and annual private talent assessments are completed
10. At least annually assess the OCPM Operations Improvement Plan against actual experience and evolving best practices and make necessary adjustments and improvements.	C&M2.3TF	1 year after step 9 and annually thereafter	Annual assessment of OCPM Operations Improvement Plan is completed and improvements are implemented

**Fundraising & Team Expansion**  
**Goal 3.1 Comprehensive Fundraising Plan**

Within 14 months, we will develop and begin to implement a comprehensive fundraising plan that will allow us to completely fund the entire OCPM operating budget, including funding for expanded programs and other initiatives arising from our Strategic Plan.

**Goal 3.1 Action Plan**

Specific Key Actions Necessary to Achieve Strategic Goal <u>3.1</u>	Who Must Do Each Action	Timetable: How Many Months or Days to Finish Action from Previous Action	How Will We Know When this Action has Been Completed
1. Form Fundraising & Team Expansion Goal 3.1 Task Force ("F&TE3.1TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	F&TE3.1TF team members agree to serve
2. Research and gather information on fundraising programs and best practices used by other national Orthodox and non-Orthodox nonprofit organizations.	F&TE3.1-TF	3 months after step 1	Research completed and summarized
3. Gather and analyze OCPM historical fundraising data and donor capacity/fatigue of current annual givers and obtain budgetary needs from all current and projected expanded OCPM programs.	F&TE3.1TF	Simultaneously with step 2	Information gathered and analyzed
4. Create 3 year forecast of comprehensive fundraising goals (both reasonable & stretch goals), using historical data, best practices, and taking into consideration the budgetary needs of expanded programs and initiatives.	F&TE3.1TF	2 months after step 3 (assuming other task forces have provided funding/budget needs)	3-Year forecast completed
5. Using best practices identified in step 2, historical data gathered in step 3, and forecasting from step 4, develop a comprehensive OCPM Fundraising Strategy, Development Action Plan, and Evaluation Process and determine if Development Officer services are needed, and if so, refer to F&TE3.3TF.	F&TE3.1TF and OCPM Board	4 months after step 4	Fundraising Strategy, Development Action Plan, and Evaluation Process is completed and approved by the OCPM Board
6. Begin Implementation of Fundraising Strategy in accordance with Development Action Plan, including raising initial funding for and recruitment of additional development staff as dictated by Action Plan.	F&TE3.1TF, OCPM Board and Executive Director	4 months after step 5	Development Action Plan is implemented
7. Implement a follow-up assessment and measurement system to assess ongoing effectiveness and ensure constant alignment with overall organizational goals. Update Fundraising Strategy and Action Plan based on assessment of results.	F&TE3.1TF, Board Development Committee and OCPM Board	Starting 3 months after step 6, and continuously every 3 months thereafter	Fundraising Strategy is revised as needed and success is measured

**Fundraising & Team Expansion**  
**Goal 3.2 Board Expansion & Development**

Within 12 months, we will establish a process to recruit and effectively train an OCPM Board that is comprised of at least 15 active and contributing Board members, and provide those individuals with on-going best practices: (a) education programs; (b) resources; (c) materials; and (d) information.

**Goal 3.2 Action Plan**

<u>Specific Key Actions Necessary to Achieve Strategic Goal 3.2</u>	<u>Who Must Do Wach Action</u>	<u>Timetable: How Many Months or Days to Finish Action from Previous Action</u>	<u>How Will We Know When this Action has Been Completed</u>
1. Form the OCPM Board of Trustees Trusteeship Committee as required in the OCPM Bylaws ("Trusteeship Committee")	Strategic Planning Team and Goal Captain	On Start Date	Trusteeship committee members agree to serve
2. Research and create a master list of potential OCPM Board candidates	Trusteeship Committee	2 months after step 1	List created
3. Research nonprofit board training best practices and develop an OCPM Board education program to teach nonprofit board best practices and other relevant board-related topics.	Trusteeship Committee	Simultaneous with step 2	OCPM Board Program developed and documented
4. Use the best practices research to review and update a Board Manual and onboarding guide that provides potential/incoming OCPM Board members with everything they need to be effective OCPM Board members.	Trusteeship Committee	2 months after step 3	Trusteeship Committee formed
5. Begin contacting, interviewing and engaging potential OCPM Board candidates identified in step 2.	Trusteeship Committee	1 month after step 4	Board Manual updated
6. Conduct OCPM Board training for all new and returning OCPM Board members.	Trusteeship Committee	7 months after step 5	OCPM Board training completed
7. Establish an onboarding process feedback mechanism that will provide information as to the effectiveness of individual trustees, the entire OCPM Board, and adjust entire program as needed.	Trusteeship Committee	2 months after step 6 and at least annually thereafter	OCPM Board recruitment, onboarding & trustee performance evaluation process revised as needed



**Fundraising & Team Expansion  
Goal 3.3 Staffing Plan**

Within 21 months from the hiring of the new full-time OCPM Executive Director, we will develop and implement a comprehensive plan to enhance, restructure and recruit expanded OCPM staff.

**Goal 3.3 Action Plan**

<u>Specific Key Actions Necessary to Achieve Strategic Goal 3.3</u>	<u>Who Must do Each Action</u>	<u>Timetable: How Many Months or Days to Finish Action from Previous Action</u>	<u>How Will We Know When this Action has Been Completed</u>
1. Form Fundraising & Team Expansion Goal 3 Task Force ("F&TE3.3TF").	Strategic Planning Team and Goal Captain	1 month after full-time Executive Director is hired.	F&TE3.3TF team members agree to serve
2. Evaluate staffing needs in areas of organizational administration, fundraising and ministry programs taking into account the additional staffing needed in order to effectively implement the Strategic Plan.	F&TE3.3TF and Executive Director	3 months after step 1	Evaluation completed, summarized and new organization chart drafted
3. Research best practices job descriptions, staff manuals and procedures and identify gaps in current OCPM manuals and procedures.	F&TE3.3TF and Executive Director	Simultaneous with step 2	Research and evaluation complete and OCPM manual and procedures are updated
4. Work with F&TE1.1TF to determine funding budget needed to implement step 2.	F&TE3.3TF, F&TE1.1TF and Executive Director	2 months after step 2	Staffing budget developed
5. Work with F&TE1.1TF to identify all available funding possibilities and finalize a funding plan/strategy for meeting the funding needs in step 3 and raise necessary funds for new staffing plan.	F&TE3.3TF, F&TE1.1TF and Executive Director	12 months after step 3	Fundraising for staffing plan is complete
6. Complete recruitment of additional staff positions and on-board and train all staff.	F&TE3.3TF and Executive Director	3 months after step 5	Candidates identified, interviewed, hired and trained
7. Implement a staff performance evaluation process and ongoing evaluation of staffing needs.	Executive Director	Starting 6 months after step 6 and annually thereafter	Executive Director regular report to OCPM Board

