



OCA Diocese of New England 2020 Strategic Plan

**“For everyone to whom much is given, from him much will be required.”
Luke 12:48**

Bill Marianes (Bill@stewardshipcalling.com)



**Stewardship
Calling**

*Helping people and parishes discover and
live their stewardship callings so that
they may have a good account before
the awesome judgment seat of Christ*

www.stewardshipcalling.com



**ORTHODOX
MINISTRY
SERVICES**

TODAY, is the day we...



...and do something
“they” said could
not be done!





Special Thanks



- **Metropolitan Tikhon and Chancellor Fr. John Kreta for encouraging and participating in this process**
- **Fr. Steven Hosking for organizing every aspect of this process and keeping it going**
- **All of you and the Strategic Planning Team for dedicating your most valuable assets - your time and love**



**“That the end of
our lives may be
Christian, without
pain, blameless
and peaceful,
and for a
GOOD ACCOUNT
BEFORE THE
AWESOME
JUDGMENT SEAT
OF CHRIST”**

2 Corinthians 5:10

Orthodox Divine Liturgy



This Presentation and Strategic Planning Content Is Here

www.stewardshipcalling.com

Stewardship Calling
What are you doing with all of the gifts God has given you?

WHY ARE YOU HERE? EFFECTIVE CHURCH MODEL STEWARDSHIP **STRATEGIC PLANNING** INTERNET RADIO / PODCASTS

KEYNOTES & LEADERSHIP BLOG RESOURCES UPCOMING PROGRAMS HAGIA SOPHIA

Diocese of New England
Orthodox Church in America

Ministries Task Force – OCA Diocese of New England
This is the working page of the Ministries Task Force

Download the Preliminary Draft detailed Ministries task force meeting on 9-12-20 here: [MINISTRIES TASK FORCE MEETING](#)

Task Force Meeting Backup Materials:

[MINISTRIES-TEAM-WORK-PLAN](#)

Share this:

CHURCH STRATEGIC PLANNING VIDEO

CHURCH STRATEGIC PLANNING

40X – 4 DISCIPLINES OF EXECUTION STRATEGIC PLANNING PROCESS

CHRIST THE SAVIOUR – HARRISBURG, PA

ST. NICHOLAS – GRAND RAPIDS, MI STRATEGIC PLAN

OCA DIOCESE OF NEW ENGLAND – STRATEGIC PLAN

MINISTRIES TASK FORCE – OCA DIOCESE OF NEW ENGLAND

OPERATIONS TASK FORCE – OCA DIOCESE OF NEW ENGLAND

OCA DIOCESE OF THE MIDWEST – STRATEGIC PLAN

STS. MARK/MARY/PHILOPATER – COPTIC – TROY MI

ST. NICHOLAS – ANN ARBOR STRATEGIC PLAN

CHICAGO METROPOLIS STRATEGIC PLAN

You can download this presentation, all ongoing work product and videos under the Strategic Planning tab and the OCA Diocese of New England page Ministries side page <https://stewardshipcalling.com/ministries-task-force-oca-diocese-of-new-england/>

Send questions to: Bill@stewardshipcalling.com





What Is The Biggest Challenge Facing Your Parishes and Diocese?

$$\Delta S = S_f - S_i = \int \frac{dq_{rev}}{T}$$

$$\Delta S = \frac{q_{rev}}{T}$$

- **Entropy**
- **Everything in the universe eventually moves from order to disorder (*entropy* measures that change)**
- **If you don't make positive changes you will get negative changes**

**“Leaders of a Church
will either be risk
takers, caretakers or
undertakers.”**



**Pastor Rick
Warren**

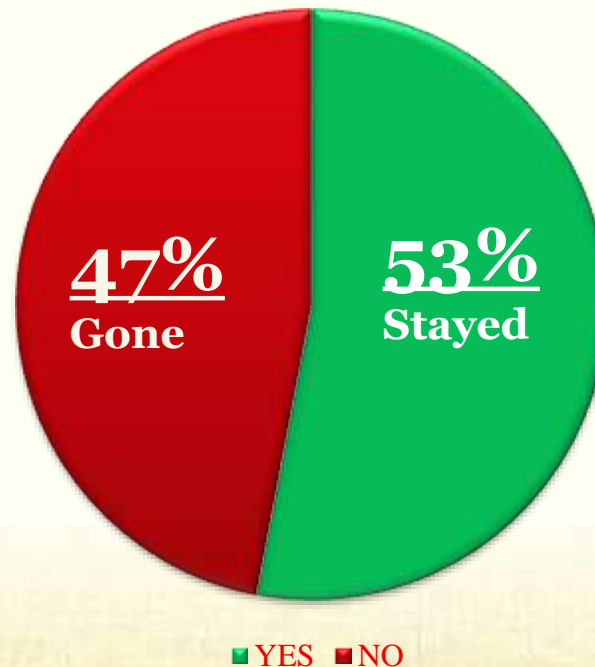


We Lost Our Adults



~ **47%** of adults who were raised in the Orthodox Church have left the Church¹

Cradle Orthodox Adults Who Are Still in the Church

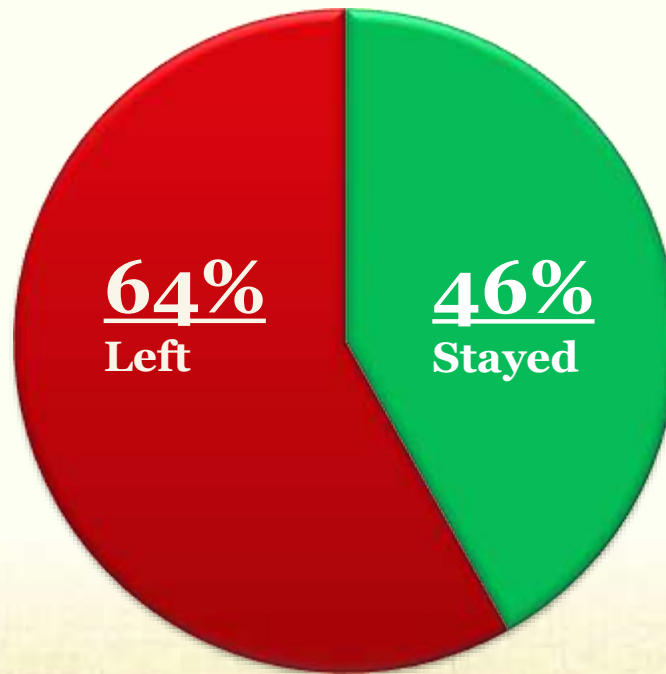




We Can “Kiss Our Youth Goodbye”

~ **64%** of Christian youth leave the church
when they leave their family's homes¹

Youth Leaving the Church



■ Stayed ■ Left

¹ <https://www.barna.com/research/resilient-disciples/>

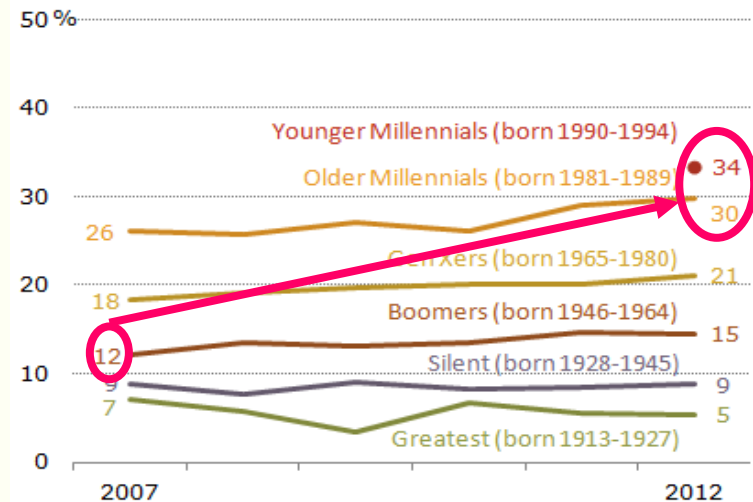


We Can “Kiss Our Youth Goodbye”

~ **34%** to **39%** of Millennials (aged 18-29) are “NONES” and now claim NO religion and have left (and repudiated) their childhood religion

Recent Trends in Affiliation, by Generation

% of each age cohort that is unaffiliated

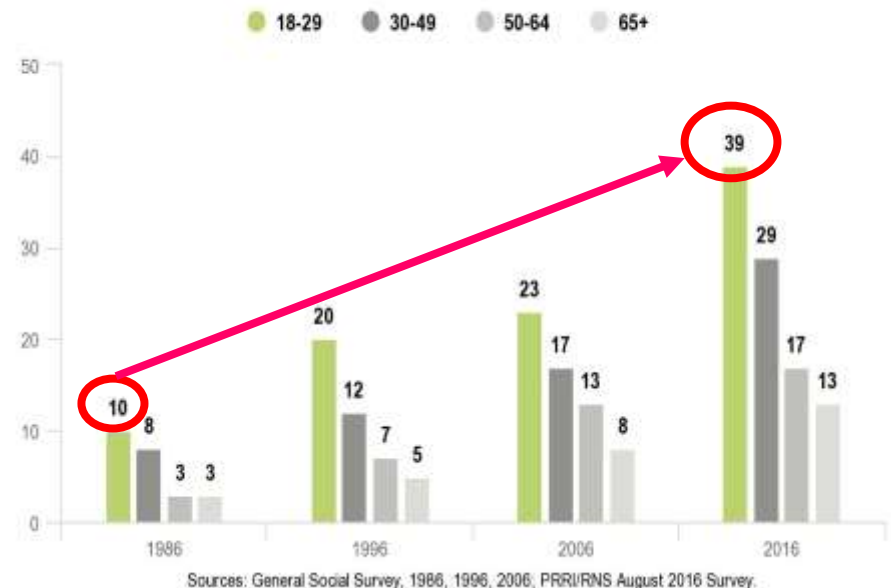


Source: Aggregated data from surveys conducted by the Pew Research Center for the People & the Press, 2007-2012.

PEW RESEARCH CENTER

More Young Adults are Unaffiliated than in the Past

Percent of each age group who are religiously unaffiliated, 1986-2016



Public Religion Research Institute August 2016 Survey

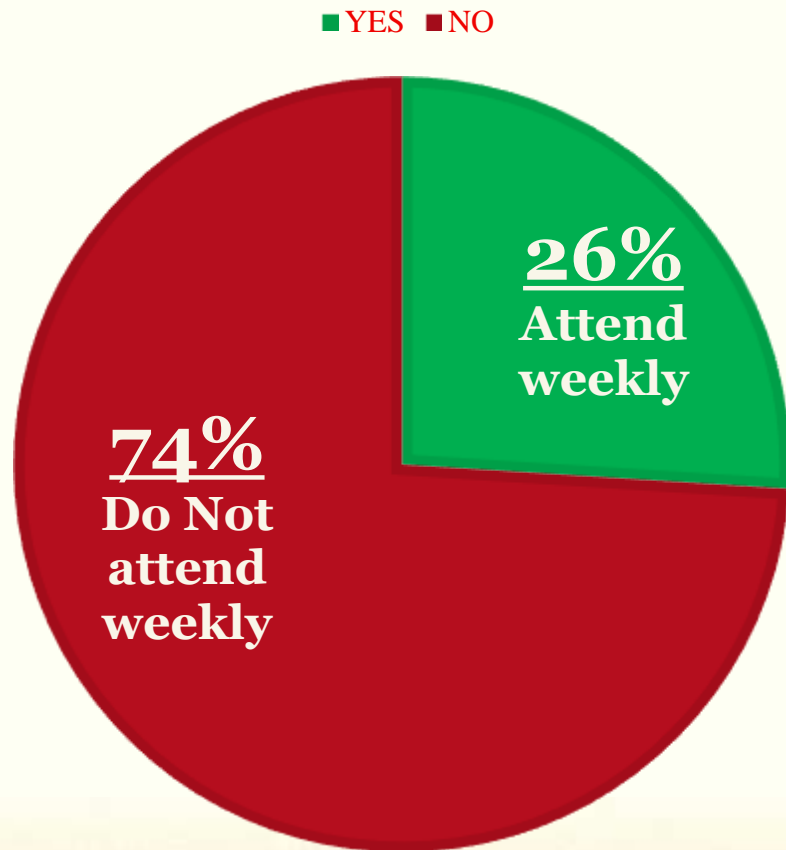
Religion in the Millennial Generation (2010) and U.S. Religious Landscape Survey (2007), Pew Forum on Religion & Public Life of the Pew Research Center.



Church Attendance Data



ATTEND CHURCH WEEKLY ~ Only **26%** of all Orthodox adherents attend church services regularly on a weekly basis.¹



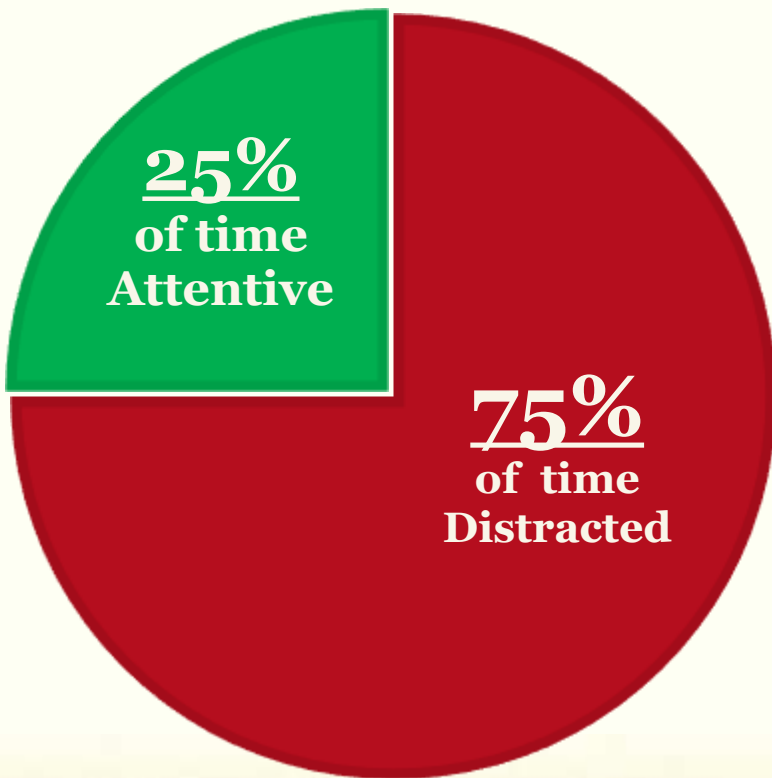
P.S. It averages only 21% in the GOA parishes; 22 % in Serbian parishes; 37% in Antiochian parishes; 40% in OCA parishes; and 48% in Carpatho Russian parishes

¹ Eight Facts about Church Attendance in US Orthodox Christian Churches (2010) Assembly of Canonical Orthodox Bishops of North and Central America.

Church Attentiveness Data

% OF TIME DISTRACTED

■ Distracted ■ Attentive



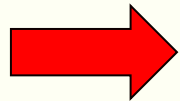
~ Our minds wander and we are distracted between **70% to 80%** of the time during Orthodox church services (excluding the sermon/homily)¹

¹ Personal survey data acquired from interviews of hundreds of Orthodox Christians by Stewardship Calling



OCA Reported Census Data (2015¹-2017)

	<u>2017</u>	<u>2016</u>	<u>2015¹</u>
Membership	60,498	50,502	44,546
Baptisms	2,064	2,221	1,310
Chrismations	541	571	579
Weddings	405	367	317
Funerals	1,003	973	887
Net Adds ²	1602	1819	1002



¹ We do not have an explanation as to why the OCA Official Census reports 44,546 members in 2015, or a **loss of 40,354 members (48%)** a mere 5 years after the 84,900 OCA members reported in the 2010 Atlas of American Orthodox Christian Churches

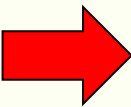
² Net Adds = (Baptisms + Chrismations – Funerals)



Diocese of New England Membership Data



Deanery	2019 Members	% Increase or Decrease 2018 to 2019	5 Year % Increase or Decrease 2015 to 2019
CT Deanery Total	959	-15.2%	-21.6%
Boston Deanery Total	313	-2.8%	-4.0%
Northern Deanery Total	178	5.3%	10.6%
New England Diocese Total	1,450	-10.6%	-15.2%



NOTE: this does not consider the demographic ages of the members.



Diocese of New England Membership Data¹



Metric	2016 Totals	2019 Totals	2016-19 Difference	Percent Different
Number of Baptisms	55	53	-2	-4%
Number of Chrismations	15	39	24	160%
Number of Marriages	11	10	-1	-9%
Number of Funerals	81	46	-35	-43%
Number of Married Couples	651	484	-167	-26%
NET ADDS/LOSSES	-11	+46		

¹NOTE: this does not consider the demographic ages of the members

² Net Adds = (Baptisms + Chrismations – Funerals)



Diocese of New England Membership Data¹



Metric	2016 Totals	2019 Totals	2016-19 Difference	Percent Different
Number of Baptisms	55	53	-2	-4%
Number of Chrismations	15	39	24	160%
Number of Marriages	11	10	-1	-9%
Number of Funerals	81	46	-35	-43%
Number of Married Couples	651	484	-167	-26%
Number of Married couples in which one partner is Orthodox	352	252	-100	-28%
Number of Singles (including widows and widowers, and divorced)	772	626	-146	-19%
Number of College Students who are away at school	65	59	-6	-9%
Number of College Students who attend this parish but belong to their home parish	17	9	-8	-47%
Number of Communicants - Adult	1919	1382	-537	-28%
Number of Communicants - Children	142	438	296	208%
Number of members upon which your Diocesan Fair share should be based	1680	1275	-405	-24%
Number of members upon which your Diocesan Fair Share was based last year	1727	1634	-93	-5%

¹NOTE: this does not consider the demographic ages of the members



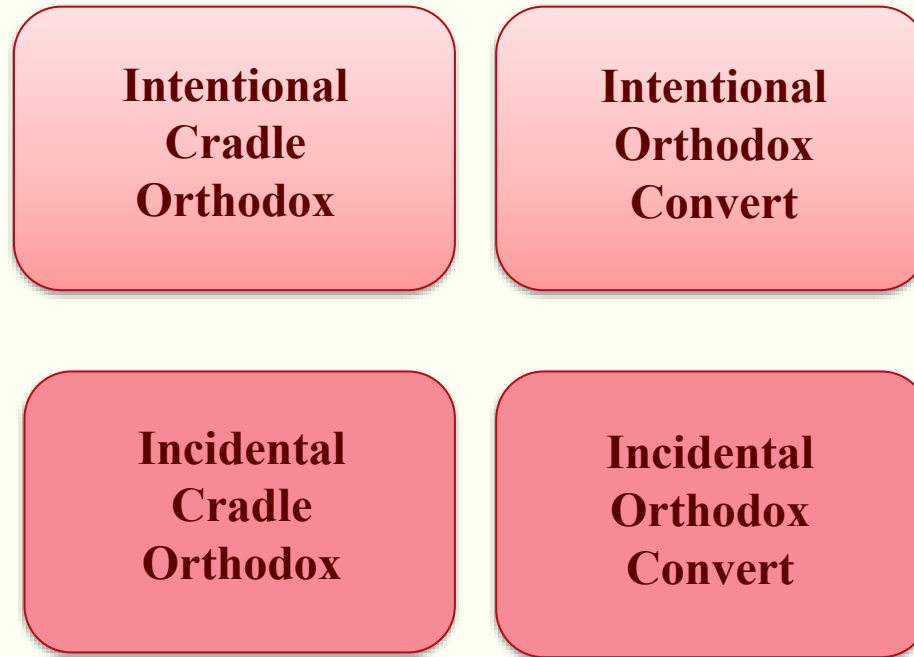
**The Stewardship Calling Model of the 4
Kinds of Orthodox Christians in America**



**The U. S. Orthodox
Church Demographic
Makeup Has Changed
Significantly Over
The Last 15 Years**

4 Kinds of Orthodox Christians

**Passion
for the
Faith**

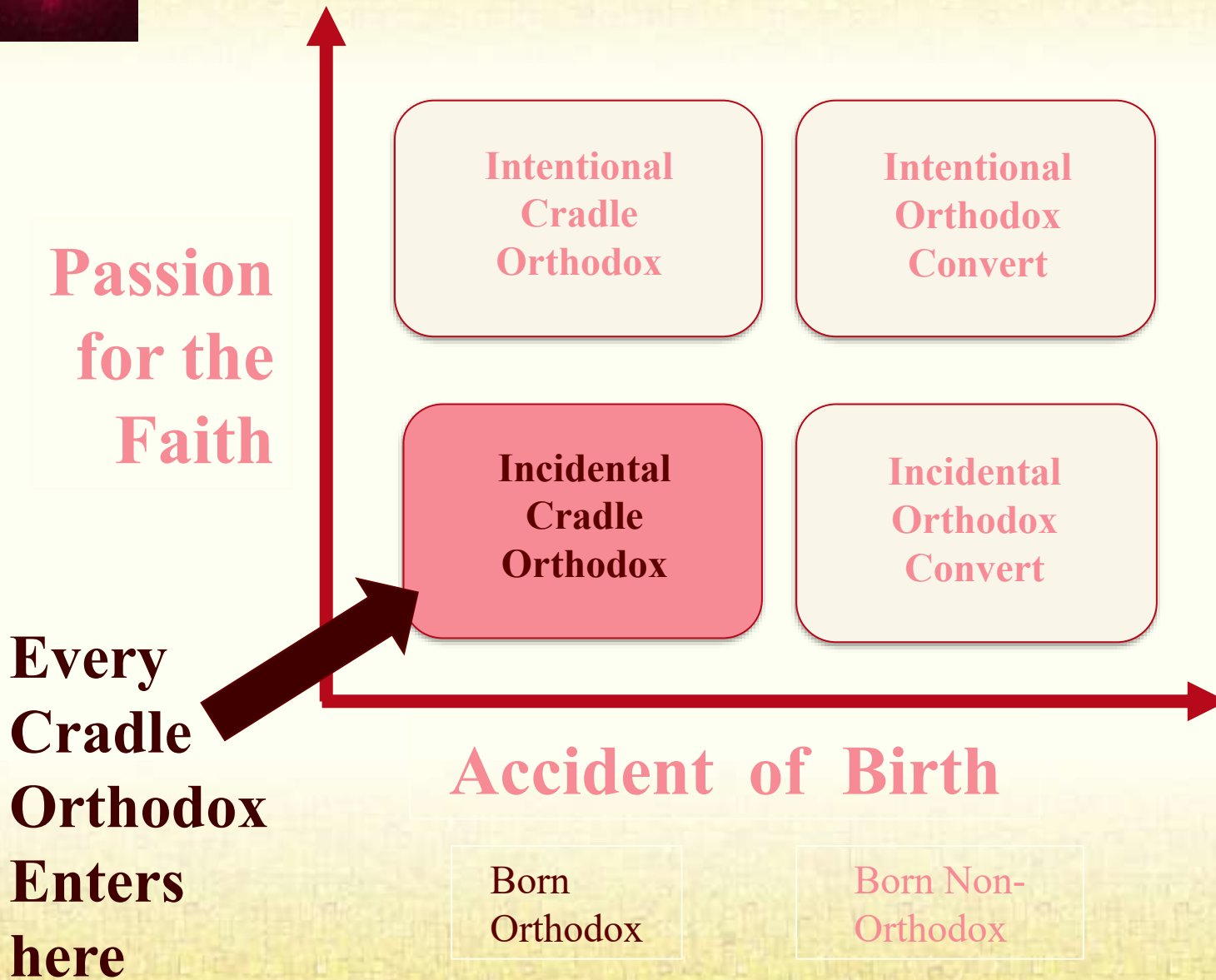


Accident of Birth

Born
Orthodox

Born Non-
Orthodox

4 Kinds of Orthodox Christians



4 Kinds of Orthodox Christians

Few Cradle
Orthodox
move here

Passion
for the
Faith

Intentional
Cradle
Orthodox

Intentional
Orthodox
Convert

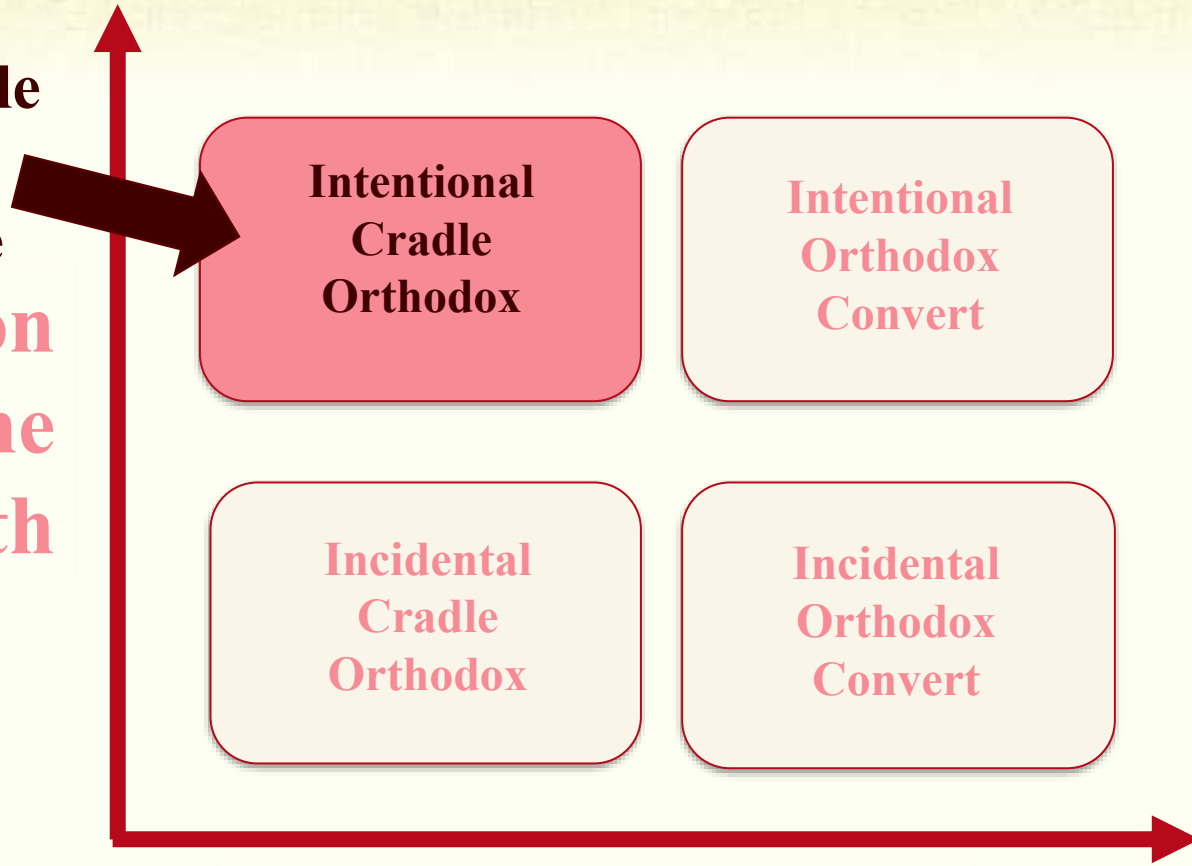
Incidental
Cradle
Orthodox

Incidental
Orthodox
Convert

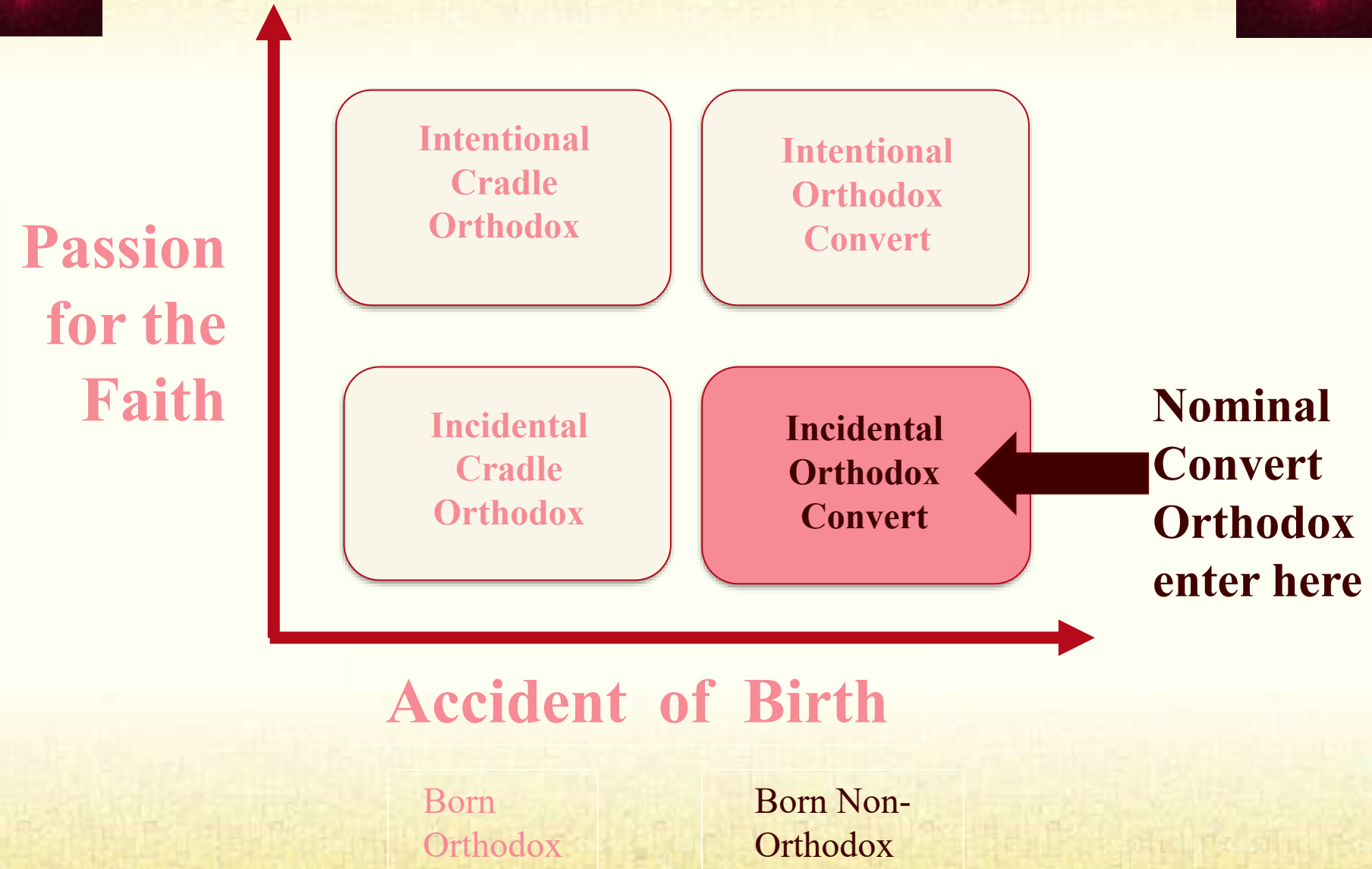
Accident of Birth

Born
Orthodox

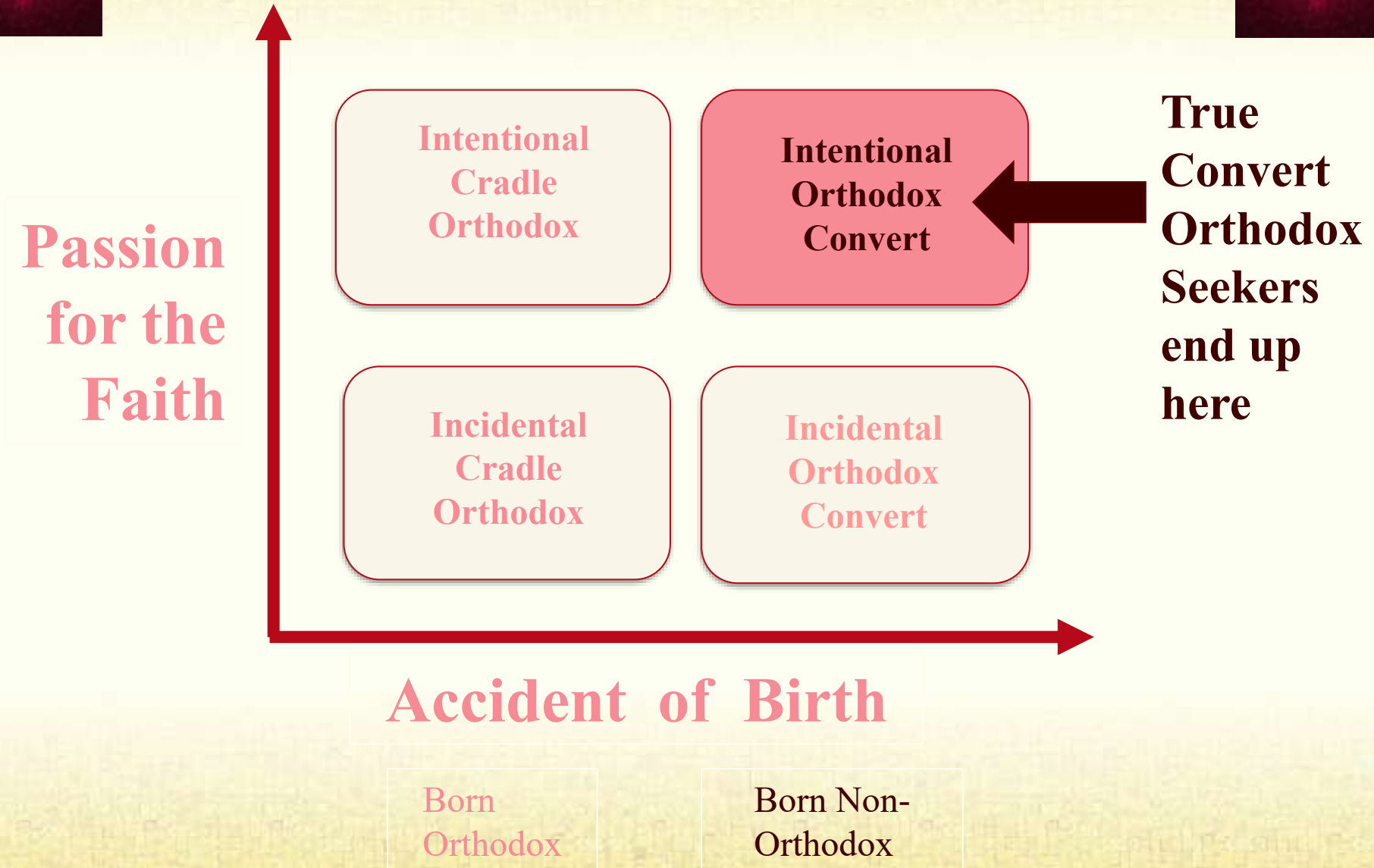
Born Non-
Orthodox



4 Kinds of Orthodox Christians

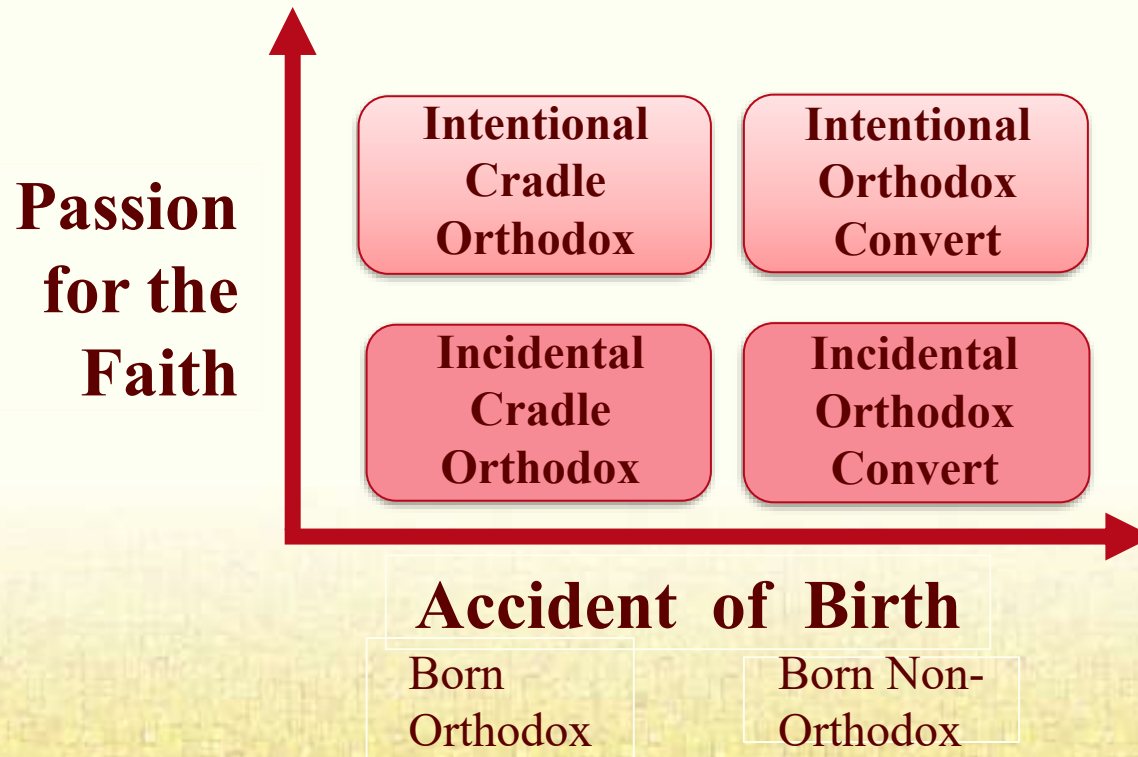


4 Kinds of Orthodox Christians



4 Kinds of Orthodox Christians

~ We now need different operational strategies to address the differing needs of each of the 4 categories of Orthodox Christians in our Parishes





Church Strategic Planning is:



**A process to help manage the
“busyness” of our Church
without turning the Church
into a “business.”**



Church Strategic Planning is:



- **A process for defining our strategy to allocate our resources to achieve our vision**
- **A Strategic Plan must answer 4 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?**



The Essential 4 P's of Church Strategic Planning



- 1. Process** - A comprehensive and methodical process and schedule
- 2. People** - A diverse and inclusive group of strategic thinkers leading, developing and implementing the process, with input from everyone
- 3. Product** - A comprehensive strategic plan with a detailed implementation plan and timeline
- 4. Performance** - The most critical step is performance and implementation of the Strategic Plan which must be well-managed and diligent



**Stewardship
Calling**

*Helping people and parishes discover and
live their stewardship callings so that
they may have a good account before
the awesome judgment seat of Christ*

www.stewardshipcalling.com



**ORTHODOX
MINISTRY
SERVICES**

Stewardship Calling & OMS 4DX Strategic Plan Process

1. **SWOT Analysis** =
 - a. Strengths (things we do well),
 - b. Weaknesses (thing we do not do well)
 - c. Opportunities (external things that could help us)
 - d. Threats (external things that could hurt us)
2. **Statement of Why** - a compelling and inspirational reason why we exist and why anyone should want to join us
3. **Core Values** - beliefs shared among the all parties that drive our culture and priorities
4. **Mission Statement** - what we do
5. **Vision Statement** - where we want to be
6. **4 Disciplines of Execution Elements**
 - a. WIGs (Wildly Important Goals)
 - b. Lag and Lead Measures
 - c. Compelling Scoreboard
 - d. Cadence of Accountability





Start With WHY?

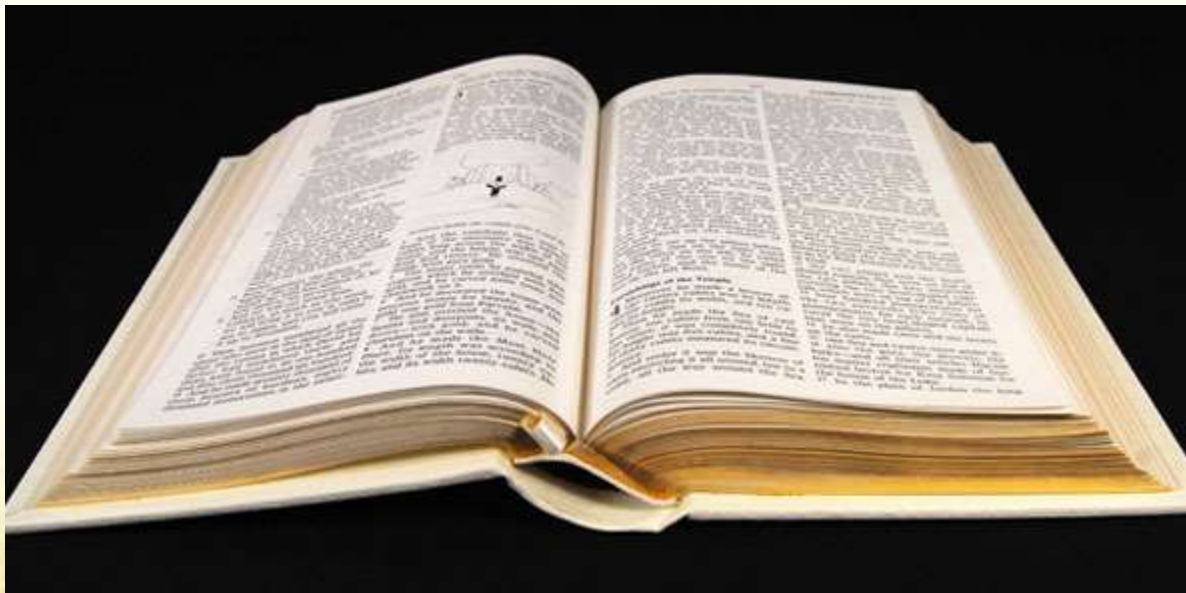


- ~ **Answers strategic planning question #1: Why do we exist?**
- ~ **Can we articulate a compelling and inspirational reason why our Diocese exists and why anyone should care or want to join us?**



WHY?

A Statement of Why is Biblical





***“Men, WHY are you
doing these things?”***

Acts 14:14



Statement of WHY

To guide and support the New England Parishes so that they help people glorify God by growing in life, faith and spiritual understanding.



SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	S Strengths	W Weaknesses
External origin (attributes of the environment)	O Opportunities	T Threats



SWOT Analysis

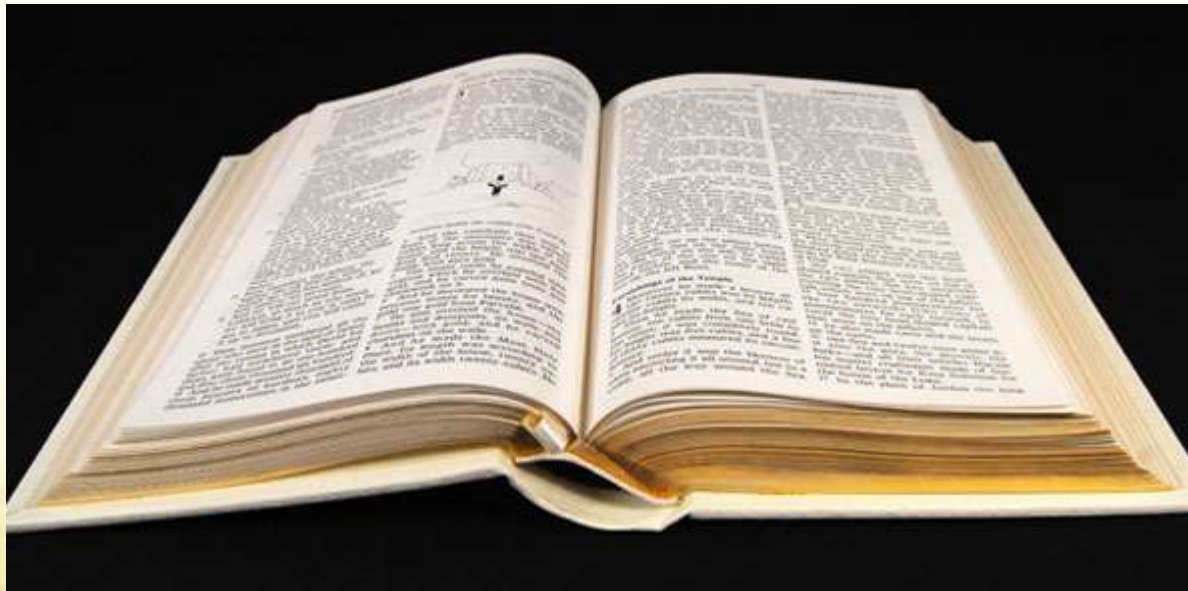


- ~ **Answers strategic planning question #2: Where are we now?**
- ~ **We first focus on the INTERNAL Strengths and Weaknesses of our Diocese/churches**
- ~ **We second focus on the EXTERNAL Opportunities and Threats that our Diocese/Parishes face from the outside**



SWOT

A SWOT Analysis is Biblical





***“Examine yourselves
as to whether you are
in the faith.***

Test yourselves!”

2 Corinthians 13:5



Final Strengths



- ~ **Laity**
- ~ **Financial Stability**
- ~ **Dogma, Traditions & Liturgical Practices**
- ~ **Clergy**



Final Weaknesses



- ~ **Clergy Needs (Too Few, Wellness, Overstretched, Bi-vocation)**
- ~ **Insufficient Diocese Staff & Support and Insufficient Parish Support**
- ~ **Lack of a Consensus Diocese Vision and Plan (and Resistance To Change)**
- ~ **Parish Misalignment & Density, Small Number and Small Size of Parishes & Great Distances**
- ~ **Stagnant Growth**
- ~ **Stewardship of Time, Talents and Treasures**



Final Opportunities

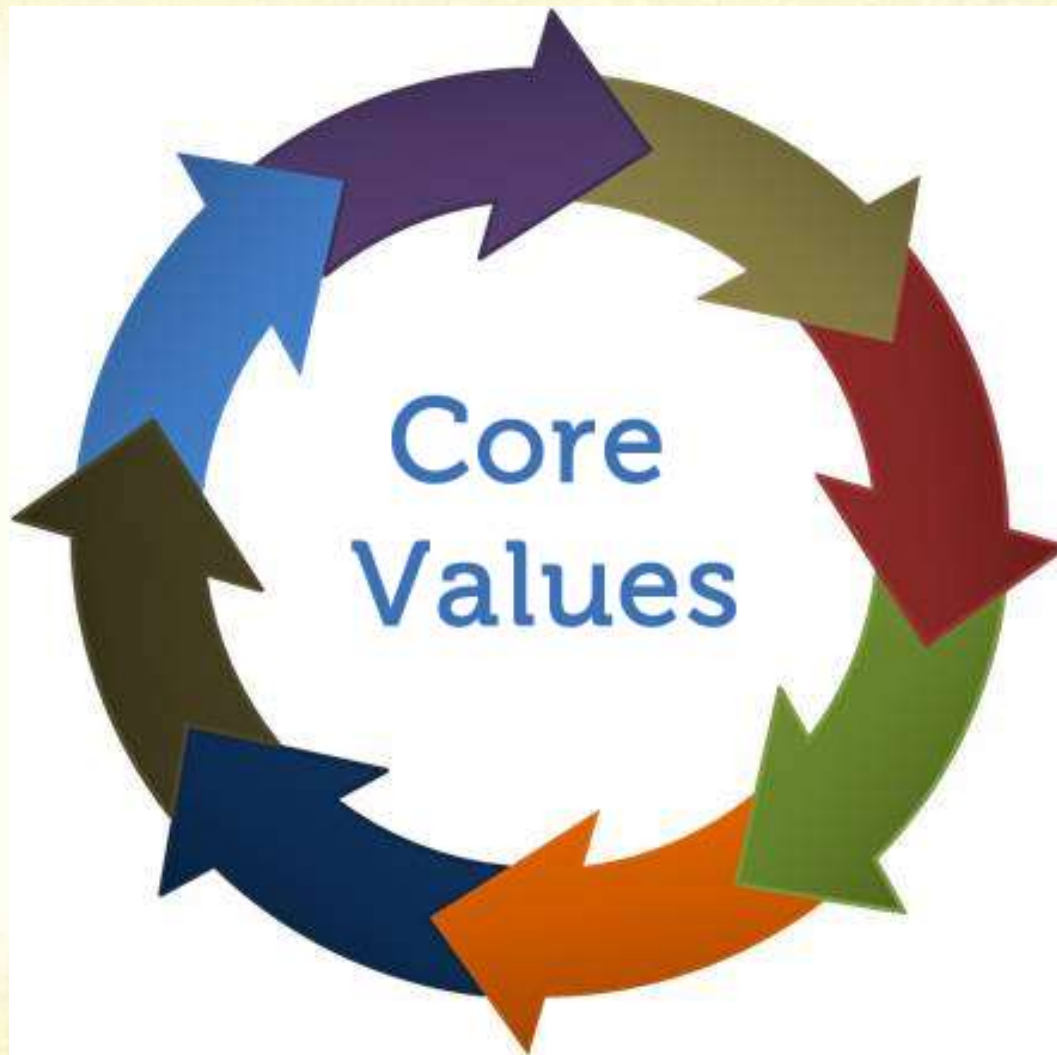


- ~ Greater Numbers of People to Serve, including seekers, “nones”, youth and emerging adults, immigrants, poor and others living in New England**
- ~ Technology / Social Media & Communications**



Final Threats

- ~ **Secularism, Hostility to Religion & Changing Culture**
- ~ **Economy / Economic Stress & Other External Disruptions and Crises**





Core Values

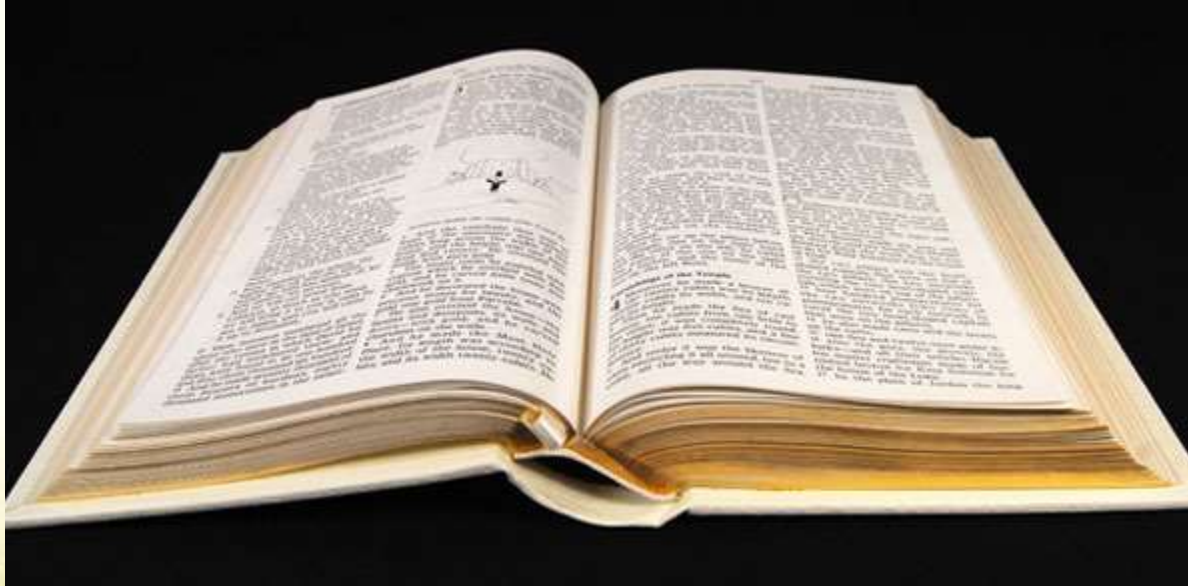


- 1. Are beliefs shared among the stakeholders**
- 2. Drive an organization's culture and priorities**
- 3. Provide a framework for decision-making**
- 4. Strong Core Values are generally one word (or a simple phrase) and are as few as reasonably possible**



CORE VALUES

Core Values Are Biblical





GOD'S CORE VALUES



I
THOU SHALT HAVE
NO OTHER GODS
BEFORE ME

II
THOU SHALT NOT
MAKE UNTO THEE
ANY GRAVEN IMAGE

III
THOU SHALT NOT
TAKE THE NAME OF
THE LORD THY GOD
IN VAIN

IV
REMEMBER THE
SABBATH DAY TO
KEEP IT HOLY

V
HONOR THY FATHER
AND THY MOTHER

VI
THOU SHALT
NOT KILL

VII
THOU SHALT NOT
COMMIT ADULTERY

VIII
THOU SHALT
NOT STEAL

IX
THOU SHALT NOT
BEAR FALSE
WITNESS AGAINST
THY NEIGHBOR

X
THOU SHALT
NOT COVET



CHRIST'S CORE VALUES



THE BEATITUDES

Blessed are the poor in spirit,
for theirs is the kingdom of heaven.

Blessed are those who mourn,
for they shall be comforted.

Blessed are the meek,
for they shall inherit the earth.

Blessed are those who hunger and thirst
for righteousness, for they shall be satisfied.

Blessed are the merciful
for they shall obtain mercy.

Blessed are the pure of heart,
for they shall see God.

Blessed are the peacemakers,
for they shall be called children of God.

Blessed are those who are persecuted
for righteousness sake,
for theirs is the kingdom of heaven.

Matthew 5:3-10



Christ-Centered Core Values

- ~ **Love**
- ~ **Education**
- ~ **Stewardship**
- ~ **Evangelization**
- ~ **Glorification of God**
- ~ **Faithfulness to Sacred Tradition**





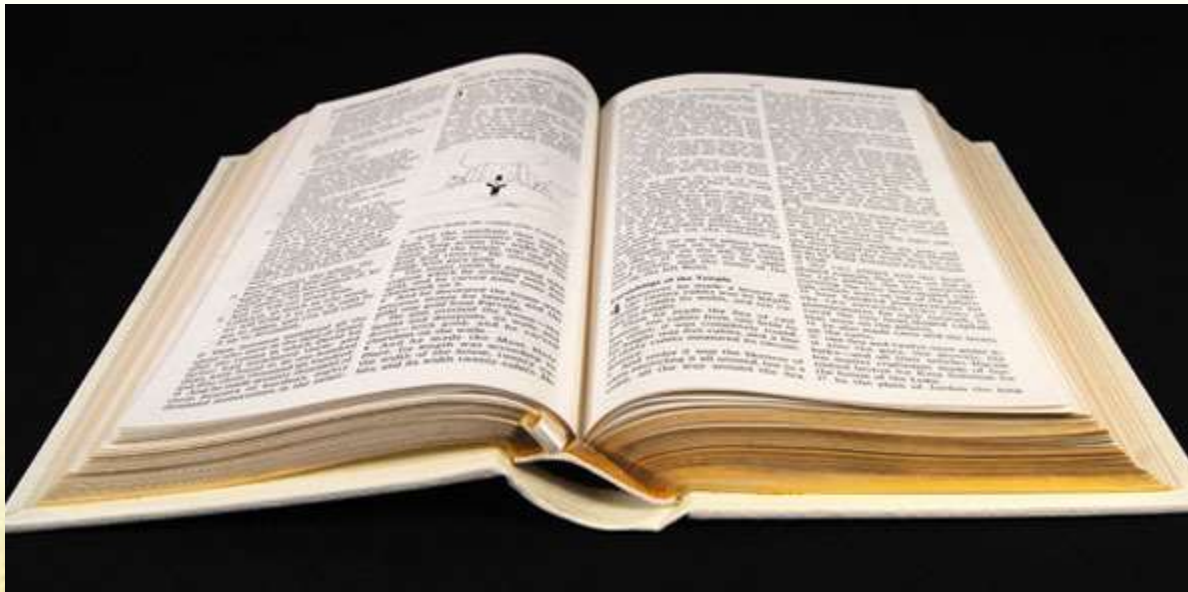
Mission:

- ~ **Answers strategic planning question #3: What do we do?**
- ~ **A clear description of the fundamental purpose for which an organization exists and what it does to achieve its Vision**



MISSION

A Mission Statement is Biblical





The Great Commission (Mission – Part 1) Matthew 28:18-20



*“Go therefore and
make disciples of all
the nations”*





Mission Statement

The mission of the Diocese of New England of the Orthodox Church in America is to **proclaim the Gospel of Jesus Christ, to assist parishes and individuals to live the fullness of the Orthodox faith, and to reach out and care for others in God's love.**



VISION



Vision Statement



Vision

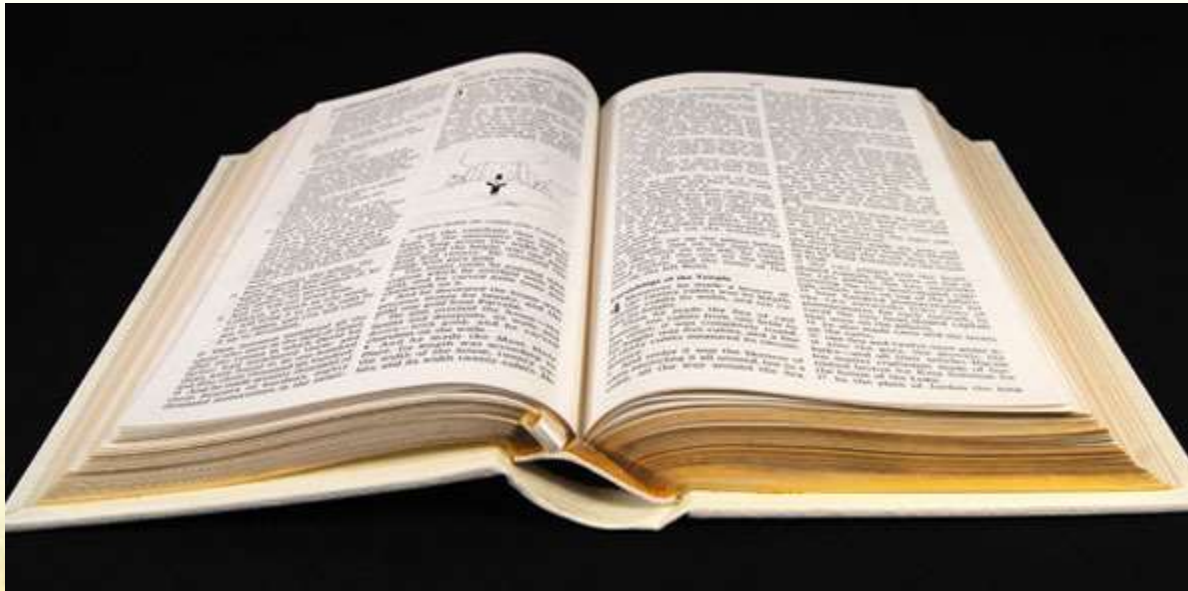
- ~ **Answers strategic planning question #4: Where do we want to be?**
- ~ **Following our sense of God's calling, we need to pick a reasonable time in the future and outline a vision of our Metropolis at that time**



VISION



A Vision Statement is Biblical





The Great Commission

(Vision – Part 2) Matthew 28:18-20



“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.”



Vision – Part 2

Acts 1:8



“... and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth.”



Vision Statements



During the next 2 years, the OCA Diocese of New England will revitalize itself and support its parishes and institutions by:

Developing and staffing a Diocesan office

Increasing outreach, evangelization and missions

Optimizing comprehensive communication

Creating a vocational program

Expanding education

Supporting our Bishop and clergy more fully

Encouraging a Christ-centered life for all



Preliminary DWIGs and TWIGs



Ministries

**Outreach &
Evangelism**

Stewardship

**Religious
Education**

**Parish &
Liturgical Life
Engagement**

**Youth &
Emerging Adults**

**Leadership
Development**

Missions

Operations

**Vocation
Recruitment &
Development**

**Parish Health
Assessment &
Restructuring
Optimization**

Communications

**Hierarch Selection
and Support with
Restructured
Office and Staff**



Which Of The 11 Are Currently Actionable And Can Have the Greatest Impact on the Diocese and its Parishes?

(the few things that can change everything)

Ministries

Outreach & Evangelism

Stewardship

Religious Education

Parish & Liturgical Life Engagement

Youth & Emerging Adults

Leadership Development

Missions

Operations

Vocation Recruitment & Development

Parish Health Assessment & Restructuring Optimization

Communications

Hierarch Selection and Support with Restructured Office and Staff



Which Goals Are Currently Actionable And Can Have the Greatest Impact on the Diocese and its Parishes?

(the few things that can change everything)

Ministries & Vocation

**Parish &
Liturgical Life
Enhancement**

**Leadership
Development**

Operations

**Parish Health
Assessment &
Restructuring
Optimization**

“Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat.”



Sun Tzu



It's Time To Get Busy



“Then he said to his disciples, ‘The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field.’ ”



Matthew 9:37-38

Next Steps For Success



WE WANT YOU



- We want YOU to complete the Implementation Volunteer Form
- Tell us on which WIG Task Force you will work
- Rat out (recruit) your talented friends to work on these WIGs



Always
rat out your friends

Next Steps For Success



WE WANT YOU



Strategic Plan Implementation Volunteer Form (PLEASE PRINT LEGIBLY)

1. Full Name: _____
2. Full Mailing Address: _____
3. Email: _____
4. Phone number: _____
5. I agree to give my time and talents to work on the following Strategic Wildly Important Goal (WIG):
 - WIG 1 - Leadership Training
 - WIG 2 - Parish Ministry & Liturgical Life Engagement
 - WIG 3 - Parish Health Assessment
6. I am willing to volunteer to be considered to co-lead the implementation of a WIG (identify the **specific** WIG number which you are willing to co-lead):
I am willing to be considered to serve as Co-Captain for: **WIG Number** _____
7. Any other people you think would serve on a Goal Team, or as a Goal Captain (please specify the **specific** Goal full number and provide their name and any contact information you have):

8. Any other comments / suggestions: _____

(Please email this completed form to: Fr. Steven Hosking at: frsteve@stalexischurch.org)

Please Print the Volunteer Form available here:
<https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/>

And email it to: Fr Steven Hosking
(frsteve@stalexischurch.org)



Questions?





Ministries Team – WIG 1



Leadership Development

- ~ **WIG wording = from X to Y by when**
- ~ **X = “research & develop an effective leadership training program and train the parish trainers”**
- ~ **Y = “deliver the leadership training program to at least 21 ($\approx 75\%$) of the Diocese parishes”**
- ~ **BY = “all within 24 months from start”**



Ministries Wildly Important Goal 1



Develop and implement an effective Leadership Training Program in at least 21 ($\approx 75\%$) of the Diocese parishes within 24 months.



Prelim Lag Measures WIG 1



- **LAG 1:** Research the most effective leadership training program (the “Leadership Training Program”) within 2 months
- **LAG 2:** Develop the most effective Leadership Training Program for DNE within 4 months
- **LAG 3:** Recruit and train the parish trainers within 2 months
- **LAG 4:** Recruit, deliver and implement the Leadership Training Program in at least 21 of the Diocese parishes within 14 months
- **LAG 5:** Compile the results of the Leadership Training Program and provide a report within 2 months

Ministries WIG 1:

“Develop and implement an effective Leadership Training Program in at least 21 of the Diocese parishes within 24 months.”



Prelim Lead Measures WIG 1



- **LEAD 1:**

- A: recruit team

- B: develop process plan

- C: ID at least 5 Leadership Programs to consider

- **LEAD 2:**

- A: evaluate leadership training programs for effectiveness / validity

- B: modify leadership training programs for utilization in our diocese

- C: finalize “Leadership Training Program”

- **LEAD 3:**

- A: identify number and names of potential trainers

- B: develop training program

- C: implement training program

- **LEAD 4:**

- A: identify & recruit at least 21 parishes of various characteristics to implement the Leadership Training Program

- B: assign trainers to respective parishes

- C: schedule and complete a parish implementation of the Leadership Training Program in all 21 parishes

- **LEAD 5:**

- A: obtain data from Leadership Training Program assessments

- B: compile all data

- C: finalize and deliver Leadership Program report

- **LAG 1:** Research the most effective Leadership Program within 2 months

- **LAG 2:** Develop the most effective Leadership Program within 4 months

- **LAG 3:** Recruit and train the parish trainers within 2 months

- **LAG 4:** Recruit, deliver and implement the Leadership Program in at least 21 of the Diocese parishes within 14 months

- **LAG 5:** Compile the results of the Leadership Training Program and provide a report within 2 months



Ministries Wildly Important Goal 1



Develop and implement an effective Leadership Training Program in at least 21 ($\approx 75\%$) of the Diocese parishes within 24 months.



Ministries Wildly Important Goal 1 Action Plan



Key Actions Necessary To Achieve Strategic WIG 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
1. Form Diocese of New England Wildly Important Goal Team 1 (Ministry Team 1).	Strategic Planning Team and Goal co-Captains	Prior to Start Date	Ministry Team 1 team members agree to serve
<u>LAG 1: Research the most effective parish Leadership Training Program within 2 months</u>			
2. Develop and roll out process plan and how success will be determined.	Ministry Team 1	1 month after start date	Process plan completed
3. Identify at least 5 Parish leadership training programs to evaluate and consider from both inside and outside the Orthodox ecosystem.	Ministry Team 1	1 month after step 2	At least 5 leadership training programs are identified for study
<u>LAG 2: Develop the most effective Leadership Training Program within 4 months</u>			
4. Evaluate and study the identified Parish leadership training programs to determine their effectiveness and validity to DNE parishes based on criteria of success determined in step 2.	Ministry Team 1	2 months after step 3	Evaluation of alternative leadership training programs is completed
5. Modify as necessary and finalize the creation of official DNE “Leadership Training Program” for use.	Ministry Team 1	2 months after step 4	Leadership Training Program is finalized



Ministries Wildly Important Goal 1 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 1</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 3: Recruit and train the parish trainers within 2 months</u>			
6. Identify the number and names of potential trainers (“Trainers”) who can teach the Leadership Training Program in the parishes and recruit trainers and schedule training.	Ministry Team 1	1 month after step 5	Trainers are recruited and scheduled
7. Develop training program for Trainers and train the Trainers selected in step 6.	Ministry Team 1	1 month after step 6	Trainers are trained in training program
<u>LAG 4: Recruit, deliver and complete the Engagement Program training in at least 21 of the Parishes within 14 months</u>			
8. Provide notice of availability of Leadership Training Program to all parishes and recruit at least 21 parishes of all types and geographies and various demographics and characteristics (the “Parishes”) and begin training for Parishes as they are ready.	Trainers and Ministry Team 1	4 months after step 7	At least 21 DNE Parishes agree to implement the Leadership Training Program
9. Schedule and train all Parishes on the Leadership Training Program.	Trainers	10 months after step 8	Leadership Training Program is implemented in all 21 Parishes



Ministries Wildly Important Goal 1 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 1</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 5: Compile the results of the Parish Leadership Training Program assessment and provide a report within 2 months</u>			
10. Obtain and compile data from all Parish Leadership Training Program implementations as to the effectiveness and success of the Leadership Program and areas for improvement.	Trainers and Ministry Team 1	1 month after step 9	Parish Leadership Training Program implementation assessments are compiled
11. Finalize and deliver comprehensive Parish Leadership Training Program implementation assessment report (including all refinements necessary to make the Leadership Program more effective) to Hierarch and all Diocese Parishes.	Ministry Team 1	1 month after step 10	Parish Leadership Training Program implementation assessment report is completed and delivered



Ministries Wildly Important

Goal 1

Compelling Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Ministry Team 1	Start date _____	
2. Develop Process Plan	1 month _____	
3. Research Leadership Training Programs	1 month _____	
4. Evaluate Leadership Training Programs	2 months _____	
5. Finalize Diocese Leadership Training Program	2 months _____	
6. Identify Trainers	1 month _____	
7. Train Trainers	1 month _____	
8. Recruit 21 Parishes	4 months _____	
9. Implement Leadership Training Program	10 months _____	
10. Obtain Data From Engagement Plan Implementation	1 month _____	
11. Deliver Comprehensive Parish Leadership Training Program Implementation Assessment Report	1 month _____	

Ministries Wildly Important Goal 1

Compelling Scoreboard Parish Assignments

Parish	Trainer	Parish Implementation Start Date	Percent Complete and date
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
12			
14			



Ministries Wildly Important Goal 1 Compelling Scoreboard Parish Assignments



Parish	Trainer	Parish Implementation Start Date	Percent Complete and date
15			
16			
17			
18			
19			
20			
21			



Ministries Team – WIG 2



Parish Ministry & Liturgical Life Engagement

- ~ **WIG wording = from X to Y by when**
- ~ **X = “define, research & develop an effective Parish Ministry & Liturgical Life Engagement Program and train the parish trainers”**
- ~ **Y = “deliver the Parish Ministry & Liturgical Life Engagement Program to at least 14 of the Diocese parishes”**
- ~ **BY = “all within 24 months from start”**



Ministries Wildly Important Goal 2



Develop and implement an effective Parish Ministry & Liturgical Life Engagement Program in at least 14 (~50%) of the Diocese parishes within 24 months.



Prelim Lag Measures WIG 2



- **LAG 1:** Define, research the most effective Parish Ministry & Liturgical Life Programs (the “Engagement Program”) within 3 months
- **LAG 2:** Develop the most effective Engagement Program within 3 months
- **LAG 3:** Recruit and train the parish trainers within 2 months
- **LAG 4:** Recruit, deliver and implement the Engagement Program in at least 14 of the Diocese parishes within 12 months
- **LAG 5:** Compile the results of the Engagement Program and provide a report within 4 months

Ministries WIG 2:

“Develop and implement an effective Parish Ministry & Liturgical Life Engagement Program in at least 14 of the Diocese parishes within 24 months.”



Prelim Lead Measures WIG 2



- **LEAD 1:**

- A: recruit team

- B: define “parish ministry engagement” and “liturgical life engagement” and develop process plan

- C: ID at least 5 similar Engagement Programs to consider

- **LEAD 2:**

- A: evaluate Engagement Programs for effectiveness / validity

- B: modify Engagement Program for use in our Diocese

- C: finalize Engagement Program

- **LEAD 3:**

- A: identify number and names of potential trainers

- B: develop training program

- C: implement training program

- **LEAD 4:**

- A: identify & recruit at least 14 parishes of various characteristics to implement the Engagement Program

- B: assign trainers to respective parishes

- C: schedule and implement an Engagement Program training for all 14 parishes

- **LEAD 5:**

- A: obtain data from parish Engagement Program implementation assessments

- B: compile all data

- C: finalize and deliver Engagement Program report

- **LAG 1:** Define, research the most effective Parish Ministry & Liturgical Life Program (the “Engagement Program”) within 3 months

- **LAG 2:** Develop the most effective Engagement Program within 3 months

- **LAG 3:** Recruit and train the parish trainers within 2 months

- **LAG 4:** Recruit, deliver and implement the Engagement Program in at least 14 of the Diocese parishes within 12 months

- **LAG 5:** Compile the results of the Engagement Program and provide a report within 4 months



Ministries Wildly Important Goal 2



Develop and complete an effective Parish Ministry & Liturgical Life Engagement Program in at least 14 (~50%) of the Diocese parishes within 24 months.



Ministries Wildly Important Goal 2 Action Plan



Key Actions Necessary To Achieve Strategic WIG 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
1. Form Diocese of New England Wildly Important Goal Team 2 (Ministry Team 2).	Strategic Planning Team and Goal co-Captains	Prior to Start Date	Ministry Team 2 team members agree to serve
<u>LAG 1: Research the most effective parish ministry engagement and liturgical life engagement program within 3 months</u>			
2. Define “parish ministry engagement” and “liturgical life engagement” and develop roll out process plan and determine how success will be measured.	Ministry Team 2	1 month after start date	Definitions and process plan and determination of success metrics are completed
3. Research and identify at least 5 Parish Ministry & Liturgical Life Programs (an “Engagement Program”) to evaluate and consider from both inside and outside the Orthodox ecosystem).	Ministry Team 2	2 month after step 2	At least 5 Engagement Programs are identified for study
<u>LAG 2: Develop the most effective Engagement Program within 3 months</u>			
4. Evaluate and study all Parish Engagement Programs to determine their effectiveness and validity to DNE parishes based on criteria of success determined in step 2.	Ministry Team 2	2 months after step 3	Evaluation of alternative Engagement Programs is completed
5. Modify as necessary and finalize the creation of official DNE Engagement Program for use	Ministry Team 2	1 months after step 4	Engagement Program is finalized

Ministries Wildly Important Goal 2 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 2</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 3: Recruit and train the parish trainers within 2 months</u>			
6. Identify the number and names of potential trainers (“Trainers”) who can teach the Engagement Program in the parishes and recruit trainers and schedule training.	Ministry Team 2	1 month after step 5	Trainers are recruited
7. Develop training program for Trainers and train the Trainers selected in step 6.	Ministry Team 2	1 month after step 6	Trainers are trained in training program
<u>LAG 4: Recruit, deliver and complete the Engagement Program training in at least 14 of the Parishes within 12 months</u>			
8. Provide notice of availability of Engagement Program to all parishes with the goal of eventually recruiting at least 14 parishes of all types and geographies and various demographics and characteristics (the “Parishes”) and begin training for Parishes as they are ready.	Trainers and Ministry Team 2	3 months after step 7	Availability of Engagement Program is announced and promoted
9. (a) Recruit, train and implement Engagement Program in at least 5 Parishes; (b) Recruit, train and implement Engagement Program in at least 5 additional Parishes;	Trainers and Ministry Team 2	9(a) 3 month after step 8 9(b) 3 months after step 9(a) 9(c) 3 months after	Engagement Program is implemented in at least all 14 Parishes on the outlined 3 month staggered schedule



Ministries Wildly Important Goal 2 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 2</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 5: Compile the results of the Parish Engagement Program assessment and provide a report within 4 months</u>			
10. Obtain and compile data from all Parish Engagement Program implementations as to the effectiveness and success of the Engagement Program and areas for improvement.	Trainers and Ministry Team 2	3 months after step 9	Parish Engagement Program implementation assessments are compiled
11. Finalize and deliver comprehensive Parish Engagement Program implementation assessment report (including all refinements necessary to make the Engagement Program more effective) to Hierarch and all Diocese Parishes.	Ministry Team 2	1 month after step 10	Parish Engagement Program implementation assessment report is completed and delivered



Ministries Wildly Important Goal 2 Compelling Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Ministry Team 1	Start date _____	
2. Develop Process Plan	1 month _____	
3. Research Engagement Programs	2 month _____	
4. Evaluate Engagement Programs	2 month _____	
5. Finalize Diocese Engagement Program	1 month _____	
6. Identify Trainers	1 month _____	
7. Train Trainers	1 month _____	
8. Recruit 14 Parishes	3 months _____	



Ministries Wildly Important Goal 2 Compelling Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
9(a). Implement Engagement Program in at least 5 Parishes	3 months _____	
9(b). Implement Engagement Program in at least 5 Parishes	3 months _____	
9(c). Implement Engagement Program in at least 4 Parishes	3 months _____	
10. Obtain Data From Engagement Plan Implementation	3 months _____	
11. Deliver Comprehensive Parish Engagement Program Implementation Assessment Report	1 month _____	



Ministries Wildly Important Goal 2 Compelling Scoreboard Parish Assignments



Parish	Trainer	Parish Implementation Start Date	Percent Complete and Date
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
12			
14			



Operations Task Force WIG, Lag and Lead Measures and Compelling Scoreboard

“For everyone to whom much is given, from him much will be required.”
Luke 12:48

Bill Marianes (Bill@stewardshipcalling.com)



**Stewardship
Calling**

*Helping people and parishes discover and
live their stewardship callings so that
they may have a good account before
the awesome judgment seat of Christ*

www.stewardshipcalling.com



**ORTHODOX
MINISTRY
SERVICES**



Operations

**Parish Health
Assessment &
Restructuring
Optimization**

- ~ **WIG wording = from X to Y by when**
- ~ **X = “research & develop an effective parish health assessment program and train the parish trainers”**
- ~ **Y = “complete a parish health assessment in at least 33% of the Diocese parishes”**
- ~ **BY = “all within 24 months from start”**



Operations Wildly Important Goal 3



Develop and complete an effective Parish Health Assessment process in at least 9 (33%) of the Diocese parishes within 24 months.



Prelim Lag Measures WIG 3



- **LAG 1:** Research the most effective parish health assessment processes within 3 months
- **LAG 2:** Develop the most effective parish assessment process within 4 months
- **LAG 3:** Recruit and train the parish trainers within 3 months
- **LAG 4:** Recruit, deliver and complete the health assessments in at least 33% of the Diocese parishes within 12 months
- **LAG 5:** Compile the results of the parish health assessment process and provide a report within 2 months

Operations WIG:

“Develop and complete an effective parish health assessment process in at least 33% of the Diocese parishes within 24 months.”



Prelim Lead Measures WIG 3



- **LEAD 1:**

- A: recruit team

- B: develop process plan

- C: ID at least 5 assessment tools to consider

- **LEAD 2:**

- A: evaluate tools for effectiveness / validity

- B: modify tool for utilization in our diocese

- C: finalize tool for use

- **LEAD 3:**

- A: identify number and names of potential trainers

- B: develop training program

- C: implement training program

- **LEAD 4:**

- A: identify & recruit at least 9 parishes of various characteristics to complete a parish health assessment

- B: assign trainers to respective parishes

- C: schedule and complete a health assessment in all parishes

- **LEAD 5:**

- A: obtain data from parish health assessments

- B: compile all data

- C: finalize and deliver comprehensive parish health assessment report

- **LAG 1:** Research the most effective parish health assessment processes within 3 months

- **LAG 2:** Develop the most effective parish assessment process within 4 months

- **LAG 3:** Recruit and train the parish trainers within 3 months

- **LAG 4:** Recruit, deliver and complete the health assessments in at least 33% of the parishes within 12 months

- **LAG 5:** Compile the results of the program and provide a comprehensive report within 2 months



Operations Wildly Important Goal 3



Develop and complete an effective Parish Health Assessment process in at least 9 (33%) of the Diocese parishes within 24 months.



Operations Wildly Important Goal 3



Key Actions Necessary To Achieve Strategic WIG 3	Responsible Party	Deadline Timetable	Completion Confirmation Test
1. Form Diocese of New England Wildly Important Goal Team 3 (Ops Team 3).	Strategic Planning Team and Goal co-Captains	Prior to Start Date	Ops Team 3 team members agree to serve
<u>LAG 1: Research the most effective parish health assessment processes within 3 months</u>			
2. Research, develop and roll out process plan and how success will be determined.	Ops Team 3	1 month after start date	Process plan completed
3. Identify at least 5 parish health assessment tools to evaluate and consider from both inside and outside the Orthodox ecosystem.	Ops Team 3	2 months after step 2	At least 5 parish health assessment tools are identified for study
<u>LAG 2: Develop the most effective parish assessment process within 4 months</u>			
4. Evaluate all studied parish health assessment tools to determine their effectiveness and validity to DNE parishes based on criteria of success determined in step 2.	Ops Team 3	2 months after step 3	Evaluation of identified parish health assessment tools is completed
5. Modify as necessary and finalize the creation of official DNE “Parish Health Assessment Tool” for use.	Ops Team 3	2 months after step 4	“Parish Health Assessment Tool” is finalized

Operations Wildly Important Goal 3



Key Actions Necessary To Achieve <u>Strategic WIG 3</u>	Responsible <u>Party</u>	<u>Deadline</u> <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 3: Recruit and train the parish trainers within 3 months</u>			
6. Identify the number and names of potential trainers (“Trainers”) who can implement the assessment tool in the parishes and recruit trainers and schedule training.	Ops Team 3	1 month after step 5	Trainers are recruited
7. Develop training program for Trainers and train the Trainers selected in step 6.	Ops Team 3	2 months after step 6	Trainers are trained in training program
<u>LAG 4: Recruit, deliver and complete the health assessments in at least 33% of the Parishes within 12 months</u>			
8. Provide notice of availability of parish health assessment process to all parishes and recruit at least 9 parishes of all types and geographies and various demographics and characteristics to complete a parish health assessment and assign trainers to the respective parishes agreeing to be assessed (the “Parishes”) and begin training for Parishes as they are ready.	Trainers and Ops Team 3	3 months after step 7	At least 9 of DNE Parishes agree to schedule a “Parish Health Assessment Tool”
9. Schedule and complete a parish health assessment in all agreeing Parishes.	Trainers	9 months after step 8	Parish Health Assessment is completed



Operations Wildly Important Goal 3



Key Actions Necessary To Achieve Strategic WIG 3	Responsible Party	<u>Deadline Timetable</u>	<u>Completion Confirmation Test</u>
<u>LAG 5: Compile the results of the Parish health assessment process and provide a report within 2 months</u>			
10. Obtain and compile data from all Parish health assessments.	Trainers and Ops Team 3	1 month after step 9	Parish health assessments are compiled
11. Finalize and deliver comprehensive Parish health assessment report to Hierarch and DNE Council.	Ops Team 3	1 month after step 10	Parish health assessment report is completed



Operations Wildly Important Goal 3 Compelling Scoreboard



Action	Deadline	Percent Complete & Date
1. Form Team	Prior to start	
2. Create Process Plan	1 month _____	
3. Identify 5 Tools	2 months _____	
4. Evaluate Tools	2 months _____	
5. Create final DNE Tool	2 months _____	
6. Identify Trainers	1 month _____	
7. Train the Trainers	2 months _____	
8. Recruit Parishes	3 months _____	
9. Complete Assessment of Agreeing Parishes	9 months _____	
10. Compile Data	1 month _____	
11. Deliver Report	1 month _____	



Operations Wildly Important Goal 3 Compelling Scoreboard Parish Assignments



Parish	Trainer	Parish Implementation Start Date	Percent Complete and date
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			



Words may inspire, but only ACTION creates change. Most of us live our lives by accident - we live life as it happens. Fulfillment comes when we live our lives on purpose.

— *Simon Sinek* —

AZ QUOTES



Transition from Strategic Planning to Implementation



Next Steps For Success



Implementation Management Team

- ~ All 3 WIGs will have:
 - Goal Co-Captains to manage and lead the work to execute the Action Plan steps to achieve that specific goal
 - Its own Implementation Task Force

- ~ 2 Head Coaches who coordinate the Goal Captains and, together with Hierarch, form the Implementation Headquarters (“IHQ”) to manage the entire implementation process



It's Time To Get Busy

“Then he said to his disciples, ‘The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field.’ ”



Matthew 9:37-38

Next Steps For Success



WE WANT YOU



- We want YOU to complete the Implementation Volunteer Form
- Tell us on which WIG Task Force you will work and if you're willing to be a Goal Captain
- Rat out (recruit) your talented friends to work on these WIGs



Next Steps For Success



WE WANT YOU



Strategic Plan Implementation Volunteer Form (PLEASE PRINT LEGIBLY)

1. Full Name: _____
2. Full Mailing Address: _____
3. Email: _____
4. Phone number: _____
5. I agree to give my time and talents to work on the following Strategic Wildly Important Goal (WIG):
 - WIG 1 - Leadership Training
 - WIG 2 - Parish Ministry & Liturgical Life Engagement
 - WIG 3 - Parish Health Assessment
6. I am willing to volunteer to be considered to co-lead the implementation of a WIG (identify the **specific** WIG number which you are willing to co-lead):
I am willing to be considered to serve as Co-Captain for: **WIG Number** _____
7. Any other people you think would serve on a Goal Team, or as a Goal Captain (please specify the **specific** Goal full number and provide their name and any contact information you have):

8. Any other comments / suggestions: _____

(Please email this completed form to: Fr. Steven Hosking at: frsteve@stalexischurch.org)

Please Print the Volunteer Form available here:

<https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/>

And email it to: Fr Steven Hosking
(frsteve@stalexischurch.org)



Next Steps For Success



~ **Strategic Planning Roll Out 11 - 6/7 - 20**

~ **What can you do?**

- **identify on which Implementation WIG Task Force you'd like to work on (and if you'd be willing to be a Goal Co-Captain) and then complete the Volunteer Form found at:**

<https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/>

**and email the completed form to: Fr. Steven Hosking
(frsteve@stalexischurch.org)**

- **Be positive and talk it up (Parish, friends) and recruit others**

Why Are We Doing This?



“That the end of our lives may be **Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of **Christ.**”**

We are what we
repeatedly DO.

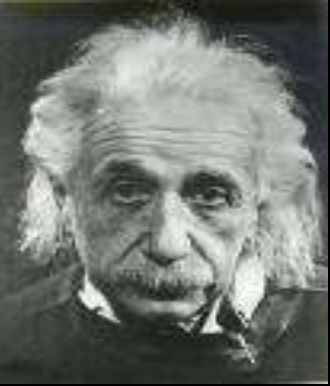
Excellence, then, is not an act,
but a HABIT



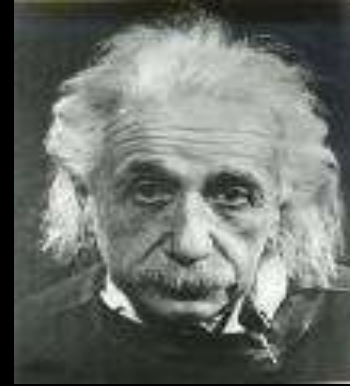
**“You must be the change
you wish to see in the
world.”**



Mahatma Gandhi



Albert's Insight



❖ What was Albert Einstein's greatest contribution?

❖ ~~$E=mc^2$~~

“NOTHING HAPPENS UNTIL SOMETHING MOVES”



The Marianes Corollary

**“NOTHING HAPPENS
UNTIL SOMEBODY
MOVES”**

**Do Something
Today That
Your Future
Self Will
Thank You For**

**QUESTIONS
ANSWERED
HERE
EVEN THE
SILLY ONES**



QUESTIONS



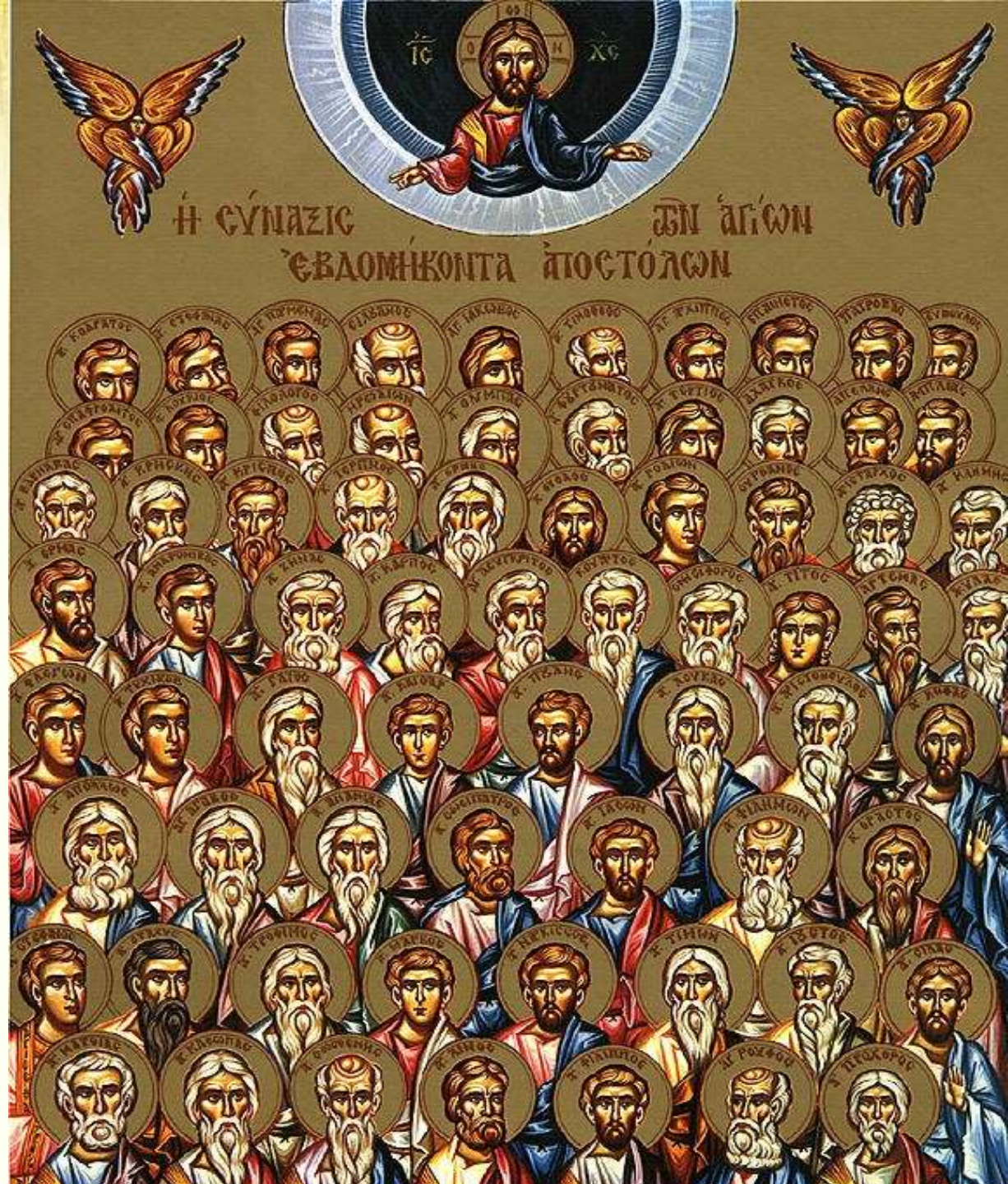
ANSWERS



**WE'RE ON A
MISSION
FROM GOD**

*You have
now
been
called as
one of
the 70
Disciples*

Luke 10:1





OCA Diocese of New England 2020 Strategic Plan

**“For everyone to whom much is given, from him much will be required.”
Luke 12:48**

Bill Marianes (Bill@stewardshipcalling.com)



**Stewardship
Calling**

*Helping people and parishes discover and
live their stewardship callings so that
they may have a good account before
the awesome judgment seat of Christ*

www.stewardshipcalling.com



**ORTHODOX
MINISTRY
SERVICES**