



**A Strategic Plan To Support The
New England OCA Parishes So
That They Help People Glorify
God By Growing In Life, Faith
And Spiritual Understanding**





Beloved in Christ,

Holy Scripture teaches us that *“Where there is no vision, the people will perish.”* (Proverbs 29:18) It is in that spirit, that we are pleased to present to you a new and exciting vision for our Holy OCA Diocese of New England.

For almost 8 months, a dedicated group of faithful that reflect the great and rich diversity of our Diocese have diligently worked together to identify such a vision. It is a vision that reflects on our significant challenges, and yet is motivated by our great and holy opportunities to serve our Lord in his vineyard here in New England.

After a wonderful and enormous effort, we are honored to present this Strategic Plan to you. It’s primary focus and purpose is to strengthen our Parishes, parishioners and Diocese. We have fully researched and identified a comprehensive step-by-step process and action plan to achieve 3 Strategic Wildly Important Goals.

The only thing missing is you. We need you to familiarize yourself with this exciting work and identify what interests you most. We humbly ask you to prayerfully discern where God has called you to serve and how you can help us create a Diocese that: *“guides and supports the New England parishes so that they help people glorify God by growing in life, faith and spiritual understanding.”*

We need you to help us grow our Diocese, Parishes and make disciples as we all grow together in Christ. It is to this holy work that we ask you to join us.

The future of the Diocese of New England and its Parishes depends on how diligently we achieve this Strategic Plan as stewards of God’s many blessings. We truly look forward to sharing this journey of faith and fulfillment with you!

With Love in Christ,

+His Beatitude Metropolitan Tikhon

+ Fr Steven Hosking

EXECUTIVE SUMMARY

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

Progress and success requires periodically assessing where you are, where you want to be and how you will get there. Our Diocese is a pioneer in undertaking such a systematic, ambitious and exciting process. We are focused on helping our faithful and creating the strongest and most dynamic Parishes. This comprehensive Strategic Plan will help all of us manage the “busyness” of our Diocese and Parishes without turning them into a “business.” We will make history together as we implement this Strategic Plan for the benefit of our Diocese, Parishes and all parishioners.

For the last year, dedicated laity and clergy, representing the significant diversity found within our Diocese, have worked joyfully and diligently to analyze available data and issues and develop this Strategic Plan by consensus. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities and Threats (**SWOT**) of our Diocese and developed the following **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.

We also carefully analyzed the behaviors we wanted to model in our Diocese. We concluded that to drive our culture and priorities, and provide a framework for decision-making, we will embrace the following shared:

CHRIST- CENTERED CORE VALUES

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

In determining what we hoped to accomplish and where we were going, we developed a dynamic and inspirational **VISION** that proclaims that:

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; and**
- Encouraging a Christ-centered life for all.**

To address our Strengths, Weaknesses, Opportunities and Threats, stay true to our Mission and Core Values, and pursue our Vision, we identified 2 strategic areas of focus and organized a separate Task Force to identify and address goals in each area:

1. **Ministries**
2. **Operations**

These 2 Task Forces then developed by consensus 3 Strategic Wildly Important Goals and the detailed Action Plans to achieve them, all of which met the “**SMART**” goal criteria of being **S**pecific, **M**easurable, **A**ttainable, **R**elevant (and **R**ealistically written) and with an achievable **T**imetable.

Our Strategic Plan that follows this Executive Summary is in 2 distinct parts:

Part 1: includes more detail as to the process, the team, our Statement of Why and the details of our SWOT Analysis, Core Values, Mission and Vision.

Part 2: lays out the 3 specific SMART Wildly Important 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.

Now the real work begins as we commit ourselves to dedicate the necessary resources and prioritize our efforts to work diligently and achieve this blueprint that offers us an exciting road map to our sacred destiny. We have also established a methodical process to assess our successes and challenges and make necessary adjustments to achieve measurably positive results. Please walk with us as we take this journey of faith. The future of the faithful of our Diocese and its Parishes depend on how diligently we achieve this Strategic Plan as stewards of God’s many blessings.

With this Strategic Plan, we now have a clear road map for how our Diocese will **guide and support the New England Parishes so that they help people glorify God by growing in life, faith and spiritual understanding.**

PART ONE – The Process, Mission, SWOT, Core Values, Vision, Strategic Goals

Start With WHY.

Our Lord and Savior Jesus Christ gave us His life as an example of how each of us should live. He also asked us to nurture and grow His Church. Our Father gives us all of our many other blessings. The question is what will we do with all of these gifts for God's greater glory and for a righteous life both here and as we prepare for a "good account before the awesome judgment seat of Christ" for all of eternity?

Leaders understand the importance of first creating a clear vision of "Why?"¹ It is said that the two most important days of your life are: First, the day you were born, and Second, the day you figure out "Why?"²

Once one knows their "Why" there is no end to the creativity, enthusiasm, energy and dedication they will devote to the achievement of what God has called them to do. Christ clearly communicated the "Why" of His coming to be with us and the "Why" of God's expectations of us. The Apostles understood their "Why" and sacrificed everything to achieve the Lord's vision. Now, it is our turn.

It is critical for each organization and Church to also know its "Why" Understanding one's "Why" is Biblical: "***Men, why are you doing these things?***"³ Through this Strategic Plan, the Diocese of New England (the "**Diocese**") commits to emulate the Kingdom of God in New England. We unequivocally state that the Diocese seeks:

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

"***Come and see***"⁴ how you can change your life, and the lives of others, for the better by joining a dedicated team of disciples seeking to discover and live their callings through a strong, dynamic, faithful and purposeful Orthodox Diocese of New England.

Why 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.***"⁵

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...***"⁶

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.***"⁷

The world has changed so dramatically since either our Lord's time on this earth or even since the Orthodox Church first arrived in the United States. And the speed of change is accelerating at a more rapid pace.

All of the available data and information inevitably leads to the conclusion that to thrive in the current millennium, our Diocese and Parishes must consider the existence of rapidly changing, practical realities, without abandoning the truth and essence of our Orthodox Faith and Holy Traditions and most importantly the timeless teachings of our Lord and Savior Jesus Christ. In other words, there can be no indifference. If we are not moving forward, we are likely moving backward.

One of the common challenges of strategic planning for a large and diverse Diocese is the need to fully appreciate, and meaningfully address, the issues experienced by our various Parishes and parishioners. Thus, the Diocese's Strategic Planning Team was comprised of very diverse representatives of our Diocese who were primarily focused on the opportunities, needs and challenges of all of our Parishes and parishioners and Diocese-level ministries. It remains incumbent upon all who serve our Church to listen to, and focus on, the unique needs of our faithful and of those who are seeking Christ. We believe this Strategic Plan does that.

What is Strategic Planning?

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?
3. How will we get there?

Statement of Why

1. Why do we exist? We must be able to articulate why we exist and why anyone should want to be a part of our Church.

Current State

2. Where are we now? This step consists of a factual assessment of current strengths, weaknesses, opportunities, and threats.

Desired Future State

3. Where do we want to be? Following our sense of God's calling, where do we want to be within a reasonable period of time in the future.

Action Plan

4. How will we get there? This is where specific activities are outlined in each area which we determine to be critical in making our vision a reality.

What is Our Plan?

To do the initial work, a diverse “**Strategic Planning Committee**” of lay leaders and clergy from throughout our Diocese community was formed.⁸ We adopted the following 5-Step Strategic Work Plan:

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

Mission.

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. Mission answers the question: “What do we do?” A Mission statement is clearly Biblical: “***Go therefore and make disciples of all the nations.***”⁹

To more particularly address the needs of the Diocese and its Parishes, we adopted the following new 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.

SWOT Analysis.

Proper Strategic Planning requires a comprehensive analysis of the current state by examining one’s 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!***”¹⁰ The entire Strategic Planning Committee participated in this SWOT Analysis.

At the first day retreat, the Strategic Planning Committee assessed many unique Strengths, Weaknesses, Opportunities and Threats. However, to make the final Diocese 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. Obviously, this list is a static assessment at this point in time and will inevitably be modified as our parishioners, Parishes, Diocese, national church and the world around us continue to change.

As a result, the Strategic Planning process must remain dynamic and not static in order to address new or different Strengths, Weaknesses, Opportunities, and Threats. This is one of the challenges that must be addressed as this Strategic Plan is implemented, 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 Wildly Important Goals should address the most critical items discovered in the SWOT Analysis that if addressed could materially improve many things. This Strategic Plan does that. A summary of the consensus SWOT conclusions follows:

DIOCESE SWOT SUMMARY

1. Strengths

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

Laity	Financial Stability
Dogma, Traditions & Liturgical Practices	Clergy

2. Weaknesses

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

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
Stewardship of Time, Talents and Treasures	Stagnant Growth

3. Opportunities

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

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
---	---

4. Threats

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

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

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 the Diocese to continue to assess and address the items identified in the SWOT Analysis that did not make the final list of Wildly Important Goals.

CHRIST-CENTERED 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.¹¹

After numerous small and large group discussions, the Strategic Planning Committee agreed by consensus that the Diocese should be guided by the following:

Christ- Centered Core Values

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

VISION.

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

A Vision is clearly Biblical: “***Where there is no vision, the people will perish***”¹² After numerous and extensive small and large group discussions, the Strategic Planning Committee by consensus agreed upon the following Vision for the Diocese:

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; and
Encouraging a Christ-centered life for all.**

STRATEGIC WILDLY IMPORTANT GOALS.

Strategy is a roadmap of how to implement the Vision and achieve the organization’s goals. It 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.***”¹³ “***These twelve Jesus sent out, charging them... go rather to the lost sheep of the house of Israel. And preach as you go... Heal the sick, raise the dead, cleanse lepers, cast out demons.***”¹⁴

The Strategic Planning Committee used two proven strategic planning disciplines: (a) The Four Disciplines of Execution; and (b) the SMART Goals process.

(a) THE FOUR DISCIPLINES OF EXECUTION

The 4 Disciplines of Execution is the highly successful process developed by the Franklin Covey organization after surveying over 200,000 organizations to understand why they routinely failed to implement their good ideas and goals. This disciplined process forces an in-depth analysis of the challenges and root causes of problems to identify the very few, most important and strategic goals, that can change everything if you provide disproportionate energy to address.

This process entails determining: (i) the fewest number of **Wildly Important Goals** (“**WIGs**”) that will have the most beneficial impact to address the majority of challenges; (ii) the “**Lag Measures**” you wish to achieve and the “**Lead Measures**” which cause you to achieve the Lag Measures; (iii) a “**Compelling Scoreboard**” which can be easily understood to ascertain ones progress on each key step; and (iv) a “**Cadence of Accountability**” process to ensure the Implementation Teams working to achieve the WIGs stays on track.

(b) SMART GOAL PROCESS

The “**SMART**” goal process focuses on ensuring that each Strategic WIG was: **Specific, Measurable, Attainable, Relevant** (and **Realistically** written), and has 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 WIG be:

Specific: Is the WIG specific enough for clarity so that everyone will understand it?

Measurable: Is there a way to measure the success of the WIG?

Attainable: Is the WIG truly attainable by us within a reasonable time?

Relevant and Realistically Written: Is the WIG relevant to our situation and realistically written to address our needs?

Timeline: Is there a timeline associated to the goal to ensure completion and accountability?

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 hours of discussions, the Strategic Planning Committee consolidated the all of the many items and organized them into 2 Strategic Areas of Focus and formed separate Strategic Task Forces to systematically consolidate and address the items in each Strategic Area. The 2 Strategic Areas of Focus are “**Ministries**” and “**Operations.**”

3 Strategic Wildly Important Goals (WIGs).

In the months between the two strategic planning retreats, the Strategic Planning Committee divided itself into these 2 Strategic Task Forces and began bi-weekly/monthly ZOOM meetings to narrow down the 11 brainstormed possible goals to develop the three most impactful WIGs that, if achieved after disproportionate energy, would have the greatest impact to improve the Diocese and its Parishes.

At a second retreat, the Strategic Planning Committee thoroughly discussed and agreed upon the specific wording of each WIG, Lag and Lead Measures, Compelling Scoreboard and a detailed Action Plan to achieve each WIG 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.

The 3 SMART WIGs in the 2 Strategic Areas of Focus are as follows:

Ministries

- 1. Leadership Development**
- 2. Parish & Liturgical Life Engagement**

Operations

- 3. Parish Health Assessment & Restructuring Optimization**

Can We Do This?

Most of these challenges have been with us for a while. Each of us has unique gifts that must be celebrated and put to the best use for God's greater glory and for our salvation. And all of us working together can achieve the unimaginable.

“God has appointed some in the church as follows: first apostles, second prophets, third teachers, then wonderworkers, also those having the gifts of healing, those able to help others, those with gifts of administration, and those with different kinds of tongues.”¹⁵

Just as our Lord appointed 70 Disciples to go to “every city and place”¹⁶ and preach the word, so too must all of us in the Diocese family become disciples and share the good news. This Strategic Plan affords each of us that opportunity.

Implementation of Action Plans for 3 Strategic Goals and Accountability.

To be successful, any true 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. The Diocese 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 faithful. Indeed, significant additional human and financial resources and operational changes will be required if we are to be successful.

To achieve the 3 Strategic Wildly Important Goals, reconstituted “**Implementation Task Forces**” will be formed - one for each of the 3 WIGs. These new Implementation Task Forces will include some members of the initial Strategic Planning Task Forces and will also add individuals from throughout (and perhaps outside) the Diocese who can assist in the achievement of the 3 WIGs.

We are also implementing an unprecedented level of accountability and transparency. As you can see, every action plan step for all 3 WIGs is clearly measurable 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. And after we have achieved every WIG, we will again measure how well we have addressed our challenges and then reassess where we go from there. Failure is not an option!

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. The more experienced and dedicated souls we have working together, the more we can achieve. These newly constituted and expanded 3 Strategic Planning Wildly Important Goal Implementation Task Forces will execute and manage the tasks identified in the specific Strategic Action Plans.

Each WIG will have “**Co-Captains**” who are the individuals primarily responsible for ensuring that the Implementation Task Force team working on that Strategic WIG stays on track and on schedule. The overall implementation of every aspect of this Strategic Plan will be coordinated by two “**Head Coaches**” who, together with our Diocese leaders, form our Implementation Headquarters (“**IHQ**”) to help ensure the entire project remains on track. At the same time, we welcome all the faithful of our Diocese family to join us on this holy journey of faith by going either to the Strategic Plan Implementation Volunteer Form on last page of this Strategic Plan or to: <https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/> and filling out the Implementation Task Force Volunteer form and send it in to Fr. Steven Hoskin at: frsteve@stalexischurch.org.

Communications and Breadth

The proper and effective communication of this Strategic Plan, and the progress made on its achievement, will be equally critical. Accordingly, regular communications about how we are achieving our exciting Strategic Goals and Vision is an integral part of this Strategic Plan. Our Clergy and IHQ will be regularly communicating to all the Parishes and faithful all of the latest updates regarding our progress. The Diocese website and other publications will be re-formatted to feature active links and content to each of the elements of our Vision and 3 Strategic WIGs. By regularly communicating our progress and successes, we will make our Strategic Plan both real and achievable.

Conclusion

This Strategic Plan allows us to address our most significant issues. After thorough research, careful and prayerful reflection and diligent work by dedicated faithful leaders from our Diocese, we believe that the systematic implementation of the detailed action plans in this Strategic Plan will allow us to directly address our most critical needs and allow us to measurably improve our service to the faithful entrusted to us.

We do not believe our resources to implement this Strategic Plan are scarce given the extraordinary God-given talents that exist within the faithful of our Diocese. 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. Our future can be very bright if we work together!

Throughout the process, our Diocese will remain true to our:

Christ- Centered Core Values:

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

We want as many of our faithful as possible involved in the transformational improvements that will result from this exciting Strategic Plan. If you, or anyone you know, wants more information or to volunteer, please download and complete the IMPLEMENTATION TEAM VOLUNTEER FORM either on the last page of this Strategic Plan or to: <https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/> and send it to Fr. Steven Hoskin at: frsteve@stalexischurch.org.

There is plenty of room for the active engagement of every person and organization prepared to ensure that our Diocese ***guides and supports the New England parishes so that they help people glorify God by growing in life, faith and spiritual understanding***, by achieving our **Vision**:

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; and**
- Encouraging a Christ-centered life for all.**

May God bless the Diocese of New England and its faithful on our journey!

PART TWO – Specific Action Plans For Each Of The 3 Strategic Goals

MINISTRIES TASK FORCE

1. LEADERSHIP DEVELOPMENT WILDLY IMPORTANT GOAL

WIG:

“DEVELOP AND IMPLEMENT AN EFFECTIVE LEADERSHIP TRAINING PROGRAM IN AT LEAST 21 OF THE DIOCESE PARISHES WITHIN 24 MONTHS.”

LAG MEASURES:

- **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

LEAD MEASURES:

- **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

DETAILED 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
LAG 1: Research the most effective parish Leadership Training Program within 2 months			
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
LAG 2: Develop the most effective Leadership Training Program within 4 months			
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

Key Actions Necessary To Achieve Strategic WIG 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 3: Recruit and train the parish trainers within 2 months			
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
LAG 4: Recruit, deliver and complete the Engagement Program training in at least 21 of the Parishes within 14 months			
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

Key Actions Necessary To Achieve Strategic WIG 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 5: Compile the results of the Parish Leadership Training Program assessment and provide a report within 2 months			
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

COMPELLING SCOREBOARD WIG 1(a)

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 _____	

COMPELLING SCOREBOARD WIG 1(b)

Parish	Trainer	Parish Implementation Start Date	Percent Complete and date
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
12			
14			
15			
16			
17			
18			
19			
20			
21			

2. PARISH & LITURGICAL LIFE ENGAGEMENT WILDLY IMPORTANT GOAL

WIG:

DEVELOP AND IMPLEMENT AN EFFECTIVE PARISH MINISTRY & LITURGICAL LIFE ENGAGEMENT PROGRAM IN AT LEAST 14 OF THE DIOCESE PARISHES WITHIN 24 MONTHS.

LAG MEASURES:

- **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

LEAD MEASURES:

- **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

DETAILED 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

Key Actions Necessary To Achieve Strategic WIG 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 3: Recruit and train the parish trainers within 2 months			
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
LAG 4: Recruit, deliver and complete the Engagement Program training in at least 14 of the Parishes within 12 months			
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; (c) Recruit, train and implement Engagement Program in at least 4 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 step 9(b)	Engagement Program is implemented in at least all 14 Parishes on the outlined 3 month staggered schedule

Key Actions Necessary To Achieve Strategic WIG 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 5: Compile the results of the Parish Engagement Program assessment and provide a report within 4 months			
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

COMPELLING SCOREBOARD WIG 2(a)

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 _____	

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 _____	

COMPELLING SCOREBOARD WIG 2(b)

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

3. PARISH HEALTH ASSESSMENT & RESTRUCTURING OPTIMIZATION GOAL 3

WIG:

DEVELOP AND COMPLETE AN EFFECTIVE PARISH HEALTH ASSESSMENT PROCESS IN AT LEAST 9 (33%) OF THE DIOCESE PARISHES WITHIN 24 MONTHS.

LAG MEASURES:

- **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**

LEAD MEASURES:

- **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

DETAILED ACTION PLAN:

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

Key Actions Necessary To Achieve Strategic WIG 3	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 3: Recruit and train the parish trainers within 3 months			
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
LAG 4: Recruit, deliver and complete the health assessments in at least 33% of the Parishes within 12 months			
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

Key Actions Necessary To Achieve Strategic WIG 3	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 5: Compile the results of the Parish health assessment process and provide a report within 2 months			
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

COMPELLING SCOREBOARD WIG 3(a)

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 _____	

COMPELLING SCOREBOARD WIG 1(b)

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

ENDNOTES

¹ See Simon Sinek, [Start With Why - How Great Leaders Inspire Everyone To Take Action](#). @Ted.com

² This is a slightly modified expression of belief offered by famed author and philosopher Mark Twain

³ Acts 14:15

⁴ John 1:46

⁵ Matthew 28:19-20

⁶ St Athanasius Academy of Orthodox Theology, *The Orthodox Study Bible*, (United States: St. Athanasius Academy Septuagint, 2008), 1468

⁷ Acts 1:8

⁸ The Strategic Planning Committee (“**Strategic Planning Committee**”) was led by our clergy, Fr Steven Hosking, and consisted of the following faithful and hard-working members (in alphabetical order: Richard Comshaw; Michael Danchak; Fr John Hopko; Fr Steven Hosking; Rich Kendall; Rick Konshow; Fr Michael Korlev; Fr. John Kreta; Evelyn Kreta; Rebekah Lee; Fr. Moses Locke; Joshua Mosher; Paul Nimchek; Paul Patane; Sarah Patane; Robert Popadic; John Skrobat; David Solek; Vivian (Bridget) Solek; Alexia Tassmer; Irene Vassos; Cindy Voytovich; Fr Steven Voytovich; Alex White; Fr Theophan Whitfield; David Zaved.

The Planning Committee and its Facilitator devoted hundreds of hours of work over 8 months to do the work to develop this Strategic Plan. The Strategic Planning Process was facilitated, and this Plan was drafted, by Bill Marianes (the “**Facilitator**”). The volunteer Facilitator and other Strategic Planning Committee members thank God for our many blessings and we are thankful for the opportunity to be stewards of Christ’s church and this Parish. The Implementation Teams formed to achieve this Strategic Plan will include the Strategic Planning Committee and many more individuals who will volunteer to lead and work on our 3 Strategic WIGs. We humbly and respectfully thank all of our co-workers in advance for their dedication and stewardship.

⁹ Matthew 28:19

¹⁰ 2 Corinthians 13:5

¹¹ Matthew 5:1-16

¹² Proverbs 29:18

¹³ Matthew 5:16

¹⁴ Matthew 10:1, 5-8

¹⁵ 1 Corinthians 12:28

¹⁶ Luke 10:1

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):

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