

*“Where there is no vision,
the people will perish.”*

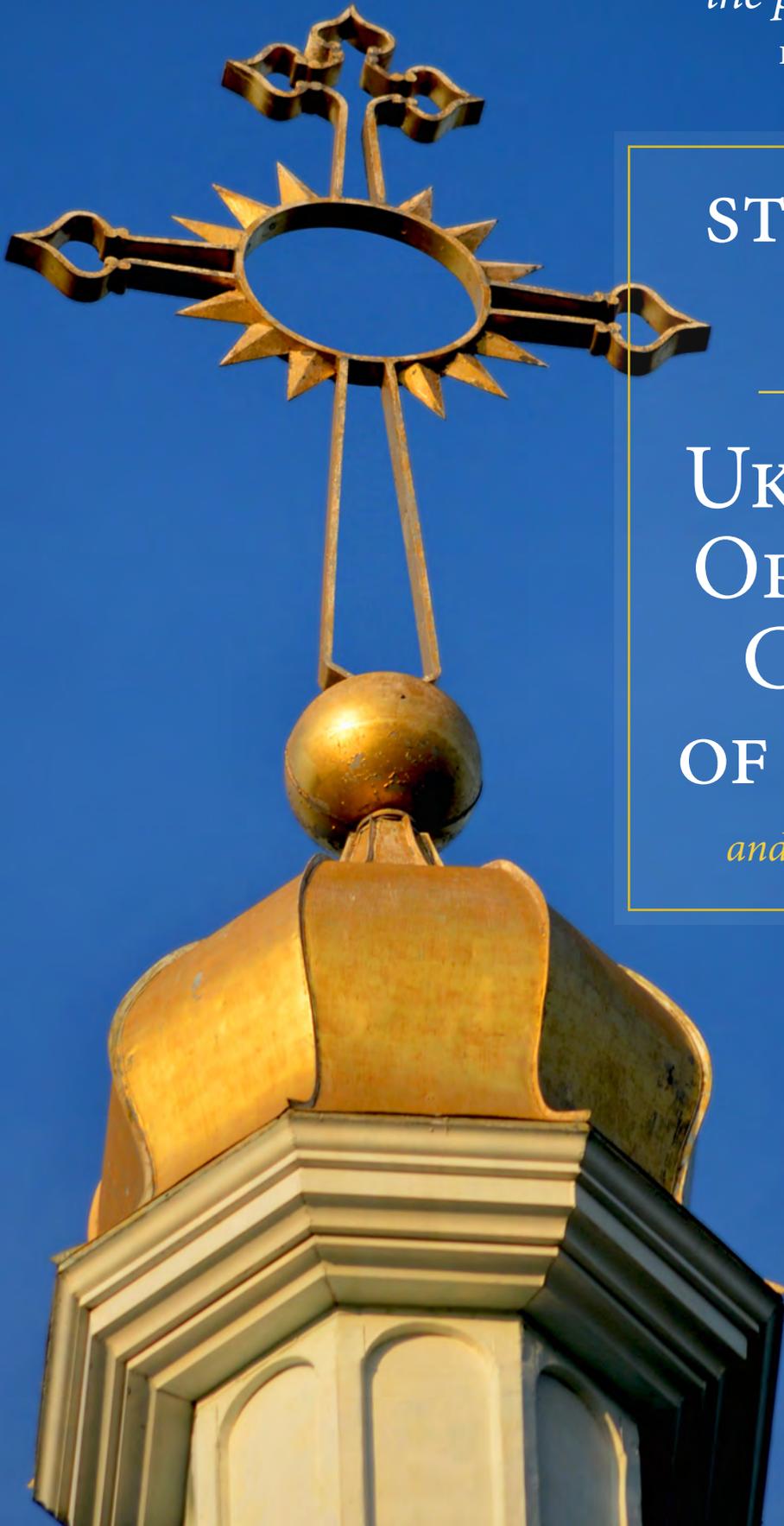
PROVERBS 29:18

STRATEGIC PLAN

— *for the* —

UKRAINIAN ORTHODOX CHURCH OF THE USA

and its PARISHES



The
UKRAINIAN  ORTHODOX CHURCH
of the United States of America

Beloved Clergy and Faithful Members of our Holy Ukrainian Orthodox Church,

GLORY TO OUR LORD AND SAVIOR JESUS CHRIST!

Holy Scripture admonishes us that “Where there is no vision, the people will perish.” (Proverbs 29:18) With that powerful guidance, we are pleased to present to you a new and exciting vision for our Holy Ukrainian Orthodox Church of the USA (UOC of USA) and its Parishes.

A faithful and devoted group of your peers that reflect the great and rich diversity of our Church have diligently toiled together for over a year to identify such a vision. With the prayerful guidance of the Holy Spirit, we pursued a strategy that acknowledges our significant challenges yet focuses on our many blessings and opportunities to serve our Lord in His Vineyard here in the United States.

After an invigorating and comprehensive effort, we are honored to present this Strategic Plan to you. Its primary focus and purpose is to strengthen our Parishes and parishioners. We fully researched our challenges and weaknesses and identified a comprehensive step-by-step process and action plan to achieve 25 very critical and strategic goals. We have also recruited an incredibly capable team from the membership of our UOC of USA to achieve these important goals

The only thing missing is you. We need you to review and understand this great work and identify the goals that interest you most. We respectfully ask you to prayerfully discern where God has called you to serve and how you can help us create Parishes that “embrace those who hunger for love, comfort, fulfillment and hope.” We need your help to grow our Parishes and the entire UOC of USA and “make disciples” as we all continue to spiritually mature together in Christ. It is in this holy work that we ask you to join.

The future of the Holy Ukrainian Orthodox Church of the USA, its Parishes and its faithful depends on how diligently we seek to achieve this Strategic Plan as stewards of God’s many blessings, while at the same time posing no threat to our historical traditions and our rich spiritual legacy. We truly look forward to sharing this journey of faith and fulfillment with you!

With Love in Christ,

+Metropolitan Antony

+Bishop Daniel

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METROPOLITAN ANTONY

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EXECUTIVE
SUMMARY

Executive Summary of the Strategic Plan

The Ukrainian Orthodox Church of the USA embraces those who hunger for love, comfort, fulfillment and hope.

Throughout our life we must periodically assess where we are, where we want to be and how we will get there. Our Holy UOC of USA is a pioneer in undertaking such a systematic, ambitious and exciting process. We are dedicated to helping our faithful and creating the strongest and most dynamic Parishes. This comprehensive Strategic Plan will help us better manage the “busyness” and “business” of our Parishes without turning them into “businesses”. We will make history together as we implement this Strategic Plan for the benefit of our Parishes and Parish members.

For over a year, over 70 dedicated clergy and lay stewards, representing the significant diversity found within our UOC of USA Parishes, have worked diligently to analyze available data and issues and develop this Strategic Plan by consensus with input from many sources. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of our Parishes and UOC of USA and developed the following MISSION statement consistent with our faith.

The Mission of the Ukrainian Orthodox Church of the USA is to offer healing, comfort, wholeness, spiritual fulfillment and joy as we work together to reveal the beauty of God’s creation by proclaiming and living the Gospel of Jesus Christ.

We also carefully analyzed the behaviors we wanted to model in our Parishes and throughout the UOC of USA. We concluded that to focus our culture and priorities, and provide a framework for decision-making, we will embrace the following shared CORE VALUES:

- ***Christ-Centeredness***
- ***Compassion***
- ***Ministry of Service***
- ***Community***
- ***Education***
- ***Sacramental Life***
- ***Charity and Stewardship***
- ***Fidelity to Holy Tradition***
- ***Active Prayer Life***
- ***Inclusion and Respect***
- ***Humility***
- ***Sharing the Gospel and Evangelizing***

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

The Vision of the Ukrainian Orthodox Church of the USA is to transform lives through Christ-centered, compassionate and welcoming communities that embody Sacred Scripture and Holy Tradition while serving and ministering to people as they navigate contemporary life.

To address our Strengths, Weaknesses, Opportunities and Threats, stay true to our Mission and Core Values, and pursue our Vision, we identified 9 strategic areas of focus and organized a separate Task Force to identify and address goals in each area:

VISION TASK FORCES

Clergy
Education
Family and Youth
Healthy Parishes
Outreach and Evangelism
Stewardship

OPERATIONAL TASK FORCES

Administration
Communications
Technology

These 9 Task Forces then developed by consensus 25 Strategic Goals and the detailed action plans to achieve them, all of which met the “SMART” goal criteria of being **Specific, Measurable, Attainable, Realistically written** and with an achievable **Timetable**.

Our Strategic Plan that follows this Executive Summary is in 3 distinct parts:

Part 1: (pages 6 through 19) 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: (pages 22 through 53) lays out the 25 specific SMART Goals and the very methodical, step-by-step implementation plan and process to achieve each goal, including precise timelines, areas of responsibility and how we will measure success.

Part 3: (pages 56 through 62) Exhibits “A” and “B” summarize just a small portion of the massive amounts of data and information we considered.

While this Strategic Plan is comprehensive, given the vast diversity of our Parishes, faithful and needs, we wanted to provide both a thorough analysis of the most important actions we must pursue to accomplish everything in a unified and effective manner. At all times, our primary focus was on our Parishes, Parish-level ministries and parishioners. Our Metropolia and Deaneries are the efficient vehicles to organize the great resources available to us as we faithfully work together to “make disciples.”

Now the real work begins as we commit ourselves and dedicate the necessary resources to achieve this blueprint that offers us an exciting road map to our sacred destiny. We have a methodical process to implement this Strategic Plan and make the necessary adjustments. We now need YOU! Please walk with us as we take this journey of faith. The future of the faithful and Parishes of our beloved Ukrainian Orthodox Church of the USA depends 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 our Ukrainian Orthodox Church of the USA and its Parishes as we ***embrace those who hunger for love, comfort, fulfillment and hope.***





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PART I:
THE PROCESS,
MISSION, SWOT,
CORE VALUES, VISION,
STRATEGIC GOALS

Start With WHY

We are all made in the image and likeness of God. So why are you here and why do our churches exist? 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 “make disciples” as we nurture and grow His Church. We must all determine what we will do with all the gifts God has given us as we pursue a righteous life and the right answer to the question above in order to have a “*good account before the awesome judgment seat of Christ.*”

Disciples, visionaries and 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 we know our “Why?” there is no end to the dedication and enthusiasm we will devote to the achievement of what God has called us 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 and to spread the Good News of the Gospel. 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 The Ukrainian Orthodox Church of the USA (the “**Church**” or “**UOC of USA**”) and its parishioners – through this Strategic Plan – commit to emulating the Kingdom of God in all its Parishes. By consensus, we determined our Statement of Why we exist:

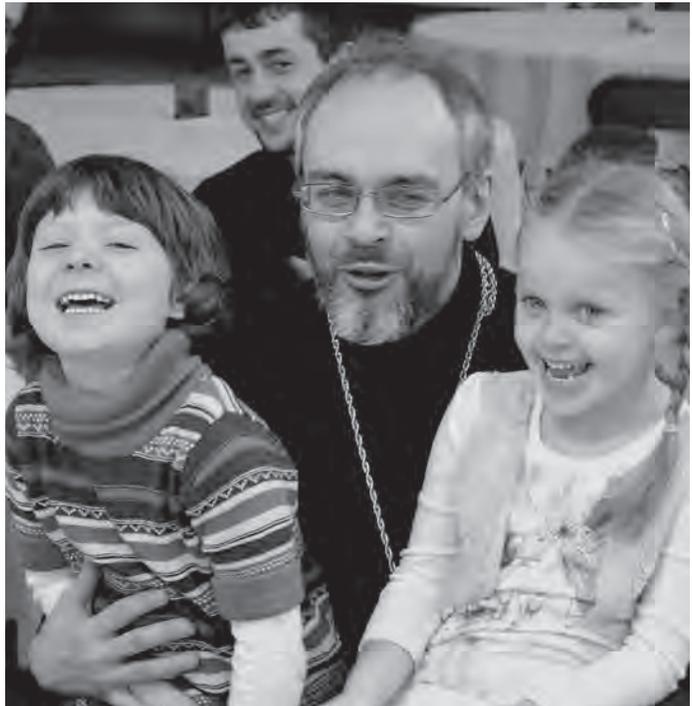
***The Ukrainian Orthodox Church of the USA embraces those who
hunger for love, comfort, fulfillment and hope.***

“***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 as we seek to discover and live our callings through strong, dynamic, faithful and purposeful Orthodox UOC of USA Parishes.

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 of the Son and of the Holy Spirit, teaching them to observe all things 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 evil, in order to give you a future and a hope. When you call upon Me and pray to Me and I will hear you.***”⁶



The Book of Acts, written by St Luke, has been described as: “...*not to be read 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; its method of resolving controversies; the role of apostles, bishops, priests (elders) and deacons; and the spiritual life of the Church.*”⁷ And further 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 end of the earth.*”⁸



The world has changed so dramatically since our Lord’s time on this earth or even since the Ukrainian Orthodox Church first arrived in the United States. And the speed of change is accelerating at a more rapid pace. A small sampling of the enormous amount of data and information your brothers and sisters in Christ considered in reaching the conclusions in this Strategic Plan are contained in Exhibits “A” and “B.”

All of these data and information sources inevitably lead to the conclusion that to thrive in the current millennium, our Parishes and the entire UOC of USA must consider the existence of rapidly changing, practical realities, without abandoning the truth and essence of our Orthodox Faith and Holy Tradition 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 moving backward.

One of the common challenges of strategic planning for large organizations (like the UOC of USA) is the need to fully appreciate and meaningfully address the issues experienced by those at the level closest to the people (parishioners). National and regional church organizations must focus on what is experienced by those at the grass roots level and provide them with what they need to better reach and teach the faithful.

Thus, the Strategic Planning Team was comprised of representatives of our Parishes who were primarily focused on the opportunities, needs and challenges of our Parishes, parishioners and Parish-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?
4. 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, threats, programs, talents and financial resources and needs.

Desired Future State

3. Where do we want to be? Following our sense of God's calling, we determine our consensus and comprehensive vision of where we want to be within a reasonable period of time.

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 Strategic “**Planning Committee**” that grew to approximately 70 diverse clergy and lay leaders from throughout our Church was formed by His Eminence Metropolitan Antony and His Grace Bishop Daniel.⁹ Every effort was made to be as inclusive and diverse as possible as we gathered people of all different perspectives, constituencies and regions of our UOC of USA. We adopted the following 6-Step Strategic Work Plan:

- Step ONE – Strategic Planning Opening Retreat
- Step TWO – Task Force Monthly Conference Calls and Public Feedback Loops
- Step THREE – Strategic Planning Closing Retreat
- Step FOUR – Finalization and Writing Of The Strategic Plan and Recruit Implementation Team
- Step FIVE – Public Presentation/Communication Of The Strategic Plan at the Sobor
- Step SIX – 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.”**¹⁰ Given the length of time since the UOC of USA last evaluated its mission, the Planning Committee undertook a comprehensive process and developed the following Mission Statement:

The Mission of the Ukrainian Orthodox Church of the USA is to offer healing, comfort, wholeness, spiritual fulfillment and joy as we work together to reveal the beauty of God’s creation by proclaiming and living the Gospel of Jesus Christ.

SWOT Analysis

Proper Strategic Planning requires a comprehensive analysis of one’s 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 proposed by St. Paul: **“Examine yourselves as to whether you are in the faith. Test yourselves!”**¹¹ The entire Metropolia Council, each member of the Planning Committee and many others participated in this SWOT Analysis for our Parishes and UOC of USA.

At the first two-day retreat, the Planning Committee assessed many unique Strengths, Weaknesses, Opportunities and Threats. However, to make the final UOC of USA SWOT list, a particular item had to be listed by many people and agreed-upon by consensus. The 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, the UOC of USA 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 in Step SIX 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 Goals should address as many of the items as possible that were discovered in the SWOT Analysis. This Strategic Plan does that. A summary of the consensus SWOT conclusions follows:



UKRAINIAN ORTHODOX CHURCH OF THE USA SWOT

1. Strengths

Strengths include characteristics of our Parishes and/or the UOC of USA that give us advantages. This can include things we do well.

Selected Youth Ministries (camping, Church sponsored missionary trips)	Orthodoxy —true theology, liturgical, beautiful esthetics and traditions
Excellent servant-leader Hierarchs	Flexibility and responsiveness to the linguistic and cultural needs of the communities and parishioners
Communications and Technology Selected Charitable Ministries (Ukrainian orphanage, Ukrainian soup kitchens, Great Lent Giveaway, sisterhoods, scholarship)	Ukrainian heritage Internal identity (shared experience and shared struggle) and external perception of progressive social values
Church assets and properties (existing and missions)	National unified administrative structure facilitates communication
Seminary and clergy programs	

2. Weaknesses

Weaknesses include characteristics that place our Parishes and/or the UOC of USA at a disadvantage. This can include problems we face that we must overcome.

Language can be exclusionary (exclusive use of one language)	Parishioners uneducated in faith
Heavy emphasis on ethnicity can be exclusionary to those who do not identify with that ethnicity	Lack of understanding of stewardship
Insufficient numbers of U.S. born clergy	Low financial support for priests and families
Insufficient pastoral education and care for clergy	Lack of welcoming attitudes
Insufficient trust between clergy and laity	Lack of community outreach and engagement
Decline in Parish size and membership	Insufficient communications between national church and parishes
Parish geographic challenges	Absences of empirical metrics and processes
Lack of engagement by laity and clergy (apathy)	Lack of administrative support and capabilities at the National, Deanery and Parish level
Ineffective retention of youth	

3. Opportunities

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

People are needy and vulnerable	Other Orthodox Christians can be united (strength in numbers and resources)
People have a need to belong	Connect the dots between faith and science and logic
People long for truth	Answering the falseness that exists in the world
Social media	Serving the growing needs of the youth and empowering them
Technologies	Immigrants

4. Threats

Threats include external elements in our environment that could be problematic for our Parishes and/or the UOC of USA or inhibit our success.

Lack of understanding of the Orthodox faith	External perception of alignment to one ethnic culture could be a barriers to entry and welcoming
Lack of structure in society (breakdown of family, addiction, domestic violence, etc.)	Legal Threats from outside the church
Tension between intellectual integrity and faith	External economic pressures impacting church stewardship
Other faiths are perceived to offer more meaningful solutions to contemporary problems	

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 UOC of USA and its Parishes to continue to assess and address the items identified in the SWOT Analysis.

For example, we concluded by consensus that we are a Church in transition. We are blessed with large numbers of recent immigrants from Ukraine, and at the same time we are blessed with a great integration into American culture by our youth and new families. We also acknowledge the reality that our post-immigrant generation Church is experiencing massive numbers of interfaith marriages (with their increasingly non-Ukrainian partners and offspring), as well as the significant outreach and evangelism opportunities in our extremely ethnically diverse country. Accordingly, we must pay attention to not losing the benefits experienced by some through an ethnic identity, while at the same time remaining a Church that truly embraces all *who hunger for love, comfort, fulfillment and hope.*



Core Values

Core Values are beliefs shared among the members 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 original Ten Commandments and our Lord Jesus Christ augmented them with the two new and Great Commandments and further preaching His Sermon on the Mount – known as the Beatitudes.¹²

After numerous small and large group discussions, the Planning Committee agreed by consensus that the following Core Values should guide the UOC of USA and its Parishes in everything we do:

- Christ-Centeredness
- Compassion
- Ministry of Service
- Community
- Education
- Sacramental Life
- Charity and Stewardship
- Fidelity to Holy Tradition
- Active Prayer Life
- Inclusion and Respect
- Humility
- Sharing the Gospel and Evangelizing



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”**¹³ After numerous and extensive small and large group discussions, the Planning Committee by consensus agreed upon the following Vision for the UOC of USA:

The Vision of the Ukrainian Orthodox Church of the USA is to transform lives through Christ-centered, compassionate and welcoming communities that embody Sacred Scripture and Holy Tradition while serving and ministering to people as they navigate contemporary life.

Strategic 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 are Biblical. Throughout the Holy Gospel, our Lord provided His Apostles and Disciples with 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."¹⁴

The Planning Committee used the "SMART" goal process to ensure that each Strategic Goal was: Specific, Measurable, Attainable, 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 Goal be:

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

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

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

Realistic: Is the goal realistically written?

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

Strategic Task Forces

At the first Strategic Planning retreat, the Planning Committee brainstormed over 90 specific strategic items they felt addressed the Weaknesses, Opportunities and Threats and was consistent utilizing the Core Values, focusing on the Mission and achieving the Vision. After many hours of discussions, the Planning Committee consolidated the 90+ items and organized them into 9 Strategic Areas of Focus and formed Strategic Task Forces to systematically consolidate and address the items in each Strategic Area. The 9 Strategic Areas of Focus are:



VISION TASK FORCES

Clergy

Education

Family and Youth

Healthy Parishes

Outreach and Evangelism

Stewardship

OPERATIONAL TASK FORCES

Administration

Communications

Technology

25 Strategic Goals

In the months between the two strategic planning retreats, the Planning Committee divided itself into these 9 Strategic Task Forces and began weekly/bi-weekly/monthly meetings and calls to develop a reasonable number of the most important specific SMART Strategic Goals to be achieved in their Strategic Area. At a second two-day retreat, the Planning Committee thoroughly discussed and agreed upon a more manageable number of SMART Strategic Goals and a detailed action plan to achieve each goal that outlined: (1) each specific action to be undertaken; (2) who was responsible for doing each required action; (3) how we would measure the successful achievement of that action; and (4) the timetable for the achievement of the action.

Here are the summary titles for the 25 SMART goals in the 9 Strategic Areas of Focus:

1. ADMINISTRATION

- 1.1 - Empirical Metrics
- 1.2 - Skills Matching
- 1.3 - UOC of USA Operational and Personnel Needs

2. CLERGY

- 2.1 - Clergy Development Program
- 2.2 - Clergy Compensation and Wellness
- 2.3 - U.S. Clergy Recruitment

3. COMMUNICATIONS

- 3.1 - Welcoming Ministry
- 3.2 - Comprehensive UOC of USA Communications Platform
- 3.3 - Cohesive UOC of USA Brand

4. EDUCATION

- 4.1 - Orthodox Education Lifelong Learning Program
- 4.2 - Orthodox Leadership Development Program

5. FAMILY AND YOUTH

- 5.1 - Family Lifecycle Program
- 5.2 - College Student Outreach Program
- 5.3 - Adolescent Outreach Program

6. HEALTHY PARISHES

- 6.1 - Healthy Parishes Program
- 6.2 - Caring Ministry Program

7. OUTREACH & EVANGELISM

- 7.1 - Outreach & Evangelism Ministry
- 7.2 - New Successful Mission Parishes
- 7.3 - Philanthropic Outreach



8. STEWARDSHIP

8.1 - Comprehensive Stewardship Program

8.2 - Long Term and Planned Giving

9. TECHNOLOGY

9.1 - Parish and Ministry Web Resources

9.2 - Church Services App

9.3 - Parish Cloud Administration

9.4 - National Collaborative Website Portal

Can We Do This?

Some of the challenges we will address have been with us for a long time. Others are new. Each of us has unique strengths and 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.

From the beginning of the New Testament Church until today, we all have a role to play: *“Now you are the body of Christ, and members individually. And God has appointed these in the church: first apostles, second prophets, third teachers, then workers of miracles, then healers, helpers, administrators, speakers in various kinds of tongues.”*¹⁵ All these are made perfect through the Love of God.

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 UOC of USA become disciples and share the good news. This Strategic Plan affords each of us that opportunity.

Implementation of Action Plans for 25 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 and practical Plan; and (4) Perform effectively and fully implement the plan. We believe that with God's Love, which is the best evidence of the 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. We now need you.

The initial hard work of the Planning Committee and Facilitator is now complete with the publishing of this Strategic Plan. The UOC of USA and its Parishes can now transform itself, dedicating 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 25 Strategic Goals, **“Implementation Task Forces”** will be formed — one for each of the 25 Strategic Goals identified by the Planning Committee. These new Implementation Task Forces will include some members of the initial Strategic Planning Task Forces and will also add large numbers of individuals from throughout the UOC of USA and perhaps beyond, who can assist in the achievement of the 25 Strategic Goals.

We are also implementing an unprecedented level of accountability and transparency. As you can see, every action plan step for all 25 Strategic Goals 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. All of this will be publicly tracked and reported on our UOC of USA Strategic Plan website (www.uocofusastrategicplan.org) and will be shared with the Parishes and parishioners.



And after we have achieved every Strategic Goal, we will again measure how well we have addressed our challenges and then reassess where we go from there. By the Grace of God, we will succeed and 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. The entire process will be led by our Metropolitan and Bishop. In turn, they have appointed two **“Head Coaches”** who ultimately will be responsible to ensure the entire Strategic Plan implementation stays on track. In turn, they will have appointed **“Coordinators,”** one for each Strategic Area of Focus. The Coordinators are responsible for ensuring that all Implementation Task Forces within each Strategic Area of Focus complete their actions on schedule.

In turn, each Strategic Goal will have a **“Goal Captain”** (or Co-Captains) who are the individuals primarily responsible for ensuring that the Implementation Task Force team working on that Strategic Goal stays on track and on schedule. These newly constituted and expanded 25 Strategic Planning Implementation Task Forces will execute and manage the tasks identified in the specific Strategic Action Plans contained in this Strategic Plan.

In so doing, we have organized a talented and full team to dedicate the required effort to help ensure this Strategic Plan is fully and successfully implemented. Each Parish will also have a **“Parish Champion”** who will work with our Implementation Task Forces to help keep everyone at each Parish fully informed about our progress and how each parishioner can get involved or participate.

In addition, each member of our Metropolia Council will adopt a Strategic Goal and serve as a liaison between that Strategic Goal Task Force and the Council to help ensure the achievement of the Strategic Plan will be the central focus of all Metropolia Council meetings, activities and efforts. At the same time, we welcome all the faithful of our UOC of USA to join us on this holy journey of faith by contacting us and volunteering at: volunteer@uocofusastrategicplan.org.

Transformational Elements — National Collaborative Website Portal and Faith Forums

In addition to the amazing 25 Strategic Goals, this Strategic Plan has several dynamic and transformational new components. We will establish a web-based “**National Collaborative Website Portal**” where all of the programs, materials, videos, podcasts, information, training, systems, processes and any other content developed by any group or Strategic Goal Implementation Task Force will be housed and made available to everyone 24 hours a day. This National Collaborative Website Portal will be organized to mirror separate areas for each Strategic Goal and Task Force so that the faithful can easily find what they are seeking. The Portal will become a “one-stop” web-based location for any resources, tools or information any Parish or parishioner needs to access any of the work-product being developed through this Strategic Plan.

In addition to the always available electronic Portal, we will “take the show on the road.” Throughout each year, and at different places throughout the geography of the UOC of USA, we will be hosting “**Faith Forums.**” These will be entire days dedicated to presenting the latest training and tools in each of the areas of our Strategic Plan and UOC of USA ministries. It will be a place to bring together everyone in that area focused on those ministries and matters and teach them the latest and greatest content, as well as creating a collaborative environment where we can share real life experiences. In so doing, we will actually function more like a cooperative “ecclesia” and act like “one, Holy, Catholic and Apostolic Church” family.

Modified Clergy and Laity Gatherings

Our UOC of USA Sobor, conferences, clergy and laity retreats and other meetings can be re-organized to serve as a part of these Faith Forums to facilitate meetings of the Task Forces working on each Strategic Goal. Each Task Force can report to all delegates/members/parishioners regarding their progress, successes and challenges, and everyone can share what works and how they did things differently or more effectively in their communities. As one can see, this Strategic Plan will become a focus of our UOC of USA, its Parishes, ministries and institutions. This process will allow us to work better together and ultimately celebrate success. This would be true stewardship in action.

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, new UOC of USA Communications Task Force and the Parish Champions will be regularly communicating to all the faithful of our UOC of USA all of the latest updates regarding our progress. The UOC of USA website and other publications will be re-formatted to feature active links



and content to each of the elements of our Vision and 25 Strategic Goals. By regularly communicating our progress and successes, we will make our Strategic Plan both real and achievable.

Some might be concerned that the breadth of this Strategic Plan may be overwhelming. So too are the challenges that face our Parishes, UOC of USA and the entire Holy Orthodox Church. Given the disparate needs, and varied talents of our faithful, it is critical to have Strategic Goals that serve the vast diversity of our UOC of USA, and its Parishes, stewards and challenges.

Prioritization and allocation of available resources will inevitably be required. Each step sets out the time period and sequence from the previous action item(s) and steps. Once the start date for any Strategic Goal is finally determined by the Head Coaches, Task Force Coordinators and Strategic Goal Captains, the timetable for its achievement is then clearly established. We have also included numerous reporting and accountability processes and feedback loops to ensure that we transparently report our progress and do not drop the ball on any of this critical and holy work.

Conclusion

There is something in this Strategic Plan for everyone that will allow us to address our most significant issues. Please take a moment to review the significant challenges facing our Parishes and the UOC of USA (as well as the entire Orthodox Church) that we have summarized in Part 3 – Appendix “B” of this Strategic Plan. As you understand what is happening, we are confident that you too will agree that we need to implement changes now and address these very disturbing trends.

After thorough research, careful and prayerful reflection and diligent work by over 70 dedicated faithful from our Parishes, we believe that the systematic implementation of the detailed action plans in this Strategic Plan will allow us to directly address our needs and allow us to measurably improve our service to the faithful entrusted to us. We purposefully included in our Vision that we will “*serve and minister to people as they navigate contemporary life*” as we simultaneously grow our UOC of USA and its Parishes and “*make disciples.*”

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 UOC of USA. We believe we live in a world of abundance and we can start to collaborate together in a more comprehensive and successful manner. 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. Please join us on this righteous journey!

Throughout the process, our UOC of USA will remain true to our **Core Values:**



- *Christ-centeredness*
- *Compassion*
- *Ministry of Service*
- *Community*
- *Education*
- *Sacramental Life*
- *Charity and Stewardship*
- *Fidelity to Holy Tradition*
- *Active Prayer Life*
- *Inclusion and Respect*
- *Humility*
- *Sharing the Gospel and Evangelizing*

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 in your Parish, wants more information or to volunteer, please contact the UOC of USA directly or email us at: volunteer@uocofusastrategicplan.org. You can always access this entire Strategic Plan, and check out our progress which we will regularly update, by going to our UOC of USA Strategic Planning website at www.uocofusastrategicplan.org.



There is plenty of room for the active engagement of every person and organization prepared to ensure that the UOC of USA in all its Parishes *embraces those who hunger for love, comfort, fulfillment and hope* by achieving our Vision:

The Vision of the Ukrainian Orthodox Church of the USA is to transform lives through Christ-centered, compassionate and welcoming communities that embody Sacred Scripture and Holy Tradition while serving and ministering to people as they navigate contemporary life.

May God bless the Ukrainian Orthodox Church of the USA, its Parishes and faithful on our journey!





*“Where there is no vision,
the people will perish.”*

PROVERBS 29:18

STRATEGIC
PLAN

— *for the* —

UKRAINIAN
ORTHODOX
CHURCH
OF THE USA

and its PARISHES

PART II:
SPECIFIC ACTION PLANS
FOR EACH OF THE
25 STRATEGIC GOALS

Administration Goal 1.1

EMPIRICAL METRICS

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

Administration Goal 1.1 Action Plan			
Specific key actions necessary to achieve Administration Goal 1.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Administration Task Force 1.1 (“ATF1.1”).	Strategic Planning Team and Goal Captain	1 month after Start Date	ATF1.1 members agree to serve
2. Contact a representative sampling of Parishes, Deaneries and UOC of USA ministries and other Strategic Planning Task Forces to research and analyze: (a) what critical data/statistics/information “Key Operational Metrics” should be captured; and (b) why previous efforts to gather this data have failed.	ATF1.1 (with assistance from the other Task Force Groups, Parishes, UOC of USA, etc.)	2 months after step 1	Key Operational Metrics are determined
3. Research and analyze the best modes and strategies to acquire the Key Operational Metrics and organize best practices surveys and other data gathering modalities (e.g., web-based, electronic surveys, letters from appropriate Hierarchs/Deans, etc.).	ATF1.1	2 months after step 2	Strategy for gathering Key Operational Metrics and data collection modalities determined
4. Using agreed upon data collection modalities, solicit Parishes and other identified data sources to receive the proper data required to complete the Key Operational Metrics.	ATF1.1	4 months after step 3	All Parishes are contacted at least twice
5. Follow up with Parishes that have not timely responded and gather data from them.	ATF1.1	1 month after step 4	At least 95% of Parishes have responded
6. Analyze, validate, summarize and publish on the Portal all statistics, data and information compiled into the Key Operational Metrics to aid in capturing trends, correlations and causation analytics.	ATF1.1	2 months after step 5	Key Operational Metrics published
7. Create training program to teach Parishes how to best continue to gather, update and use Key Operational Metrics, with an emphasis on how to address issues identified.	ATF1.1	6 months after step 6	Training program finalized
8. Recruit and train trainers to assist Parishes and conduct national, regional, online and/or other training of Parishes on how to gather and use Key Operational Metrics to diagnose and address key issues identified.	ATF1.1 and recruited trainers	12 months after step 7	All Parishes have received training
9. Contact all Parishes for progress and to validate and update Key Operational Metrics at least quarterly.	ATF1.1	Simultaneous with step 8	All Parishes have been contacted at least twice

Administration Goal 1.1 Action Plan

Specific key actions necessary to achieve Administration Goal 1.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
10. Gather strategies from Parishes that have successfully dealt with issues identified as a result of Key Operational Metrics and share these successful strategies with all Parishes.	ATF1.1	3 months after step 9	All Parishes contacted to identify lessons learned and best practices circulated to Parishes
11. Continually update Key Operational Metrics and identify new or better ones and improved techniques for their collection and use.	ATF1.1	3 months after step 10	Key Operational Metrics, strategies and processes are updated and all Parishes are notified of changes



Administration Goal 1.2

SKILLS MATCHING

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

Administration Goal 1.2 Action Plan			
Specific key actions necessary to achieve Administration Goal 1.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Administration Task Force 1.2 ("ATF1.2"), including someone with expertise with surveys and data gathering.	Strategic Planning Team and Goal Captain	1 month after Start Date	ATF1.2 members agree to serve
2. Identify the target data for collection for skills matching the needs and talents.	ATF1.2	2 months after step 1	Target data list finalized
3. Develop 2 questionnaires to elicit target data, one for Parish Councils and the other for individual parishioners, and determine the best delivery modalities to solicit and gather data primarily focusing on Parish strategies for information collection.	ATF1.2	2 months after step 2	Parish Questionnaire and Parishioner Questionnaire are finalized and best delivery modalities determined for each
4. Use the best delivery modalities identified in step 3 to deliver both Parish Questionnaire and Parishioner Questionnaire and start to gather the questionnaires and create a Skills Matching Database on the Portal for the information to be maintained and searched.	ATF1.2	8 months after step 2	Questionnaires delivered and Skills Matching Database created
5. Contact each Parish's Priest, President, Parish Council, etc. with communications from the Deans and proper Hierarchs requesting completion of both Questionnaires, initially upon release and at least once during the data gathering period.	ATF1.2 and Metropolitan	Simultaneous with release of step 4 Questionnaires with at least 1 reminder during 8 months	Initial and subsequent communications delivered
6. Develop (a) rules regarding the access and privacy of collecting data; and (b) disclaimers to alert users that individuals in the database are not endorsed by anyone and users should verify their qualifications prior to engaging their services.	ATF1.2	In conjunction with step 4	Data access rules and disclaimer finalized and approved and posted
7. Input the hardcopy data received from Parishes into the Skills Matching Database.	ATF1.2	3 months after step 4	All available data has been entered into the Skills Matching Database
8. Announce the availability and process to access the Skills Matching Database.	ATF1.2 and UOC of USA Communications Task Force	1 month after step 7	Skills Matching Database published
9. Identify, recruit and train individuals within each Deanery with expertise who can offer their talents to Parishes as part of a Special Assistance Team ("SAT"), to serve as needed.	ATF1.2	5 months after step 8	At least 2 SAT members are recruited in each area of required expertise

Administration Goal 1.2 Action Plan

Specific key actions necessary to achieve Administration Goal 1.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
10. Announce the availability of the SAT to each Parish Priest and Parish Council and develop a process for Parishes to request the assistance of the SAT on a deanery or national level.	ATF1.2 and Communication Task Force	1 month after step 9	Process posted on website and notification is sent to each Parish and Parish Council
11. SAT responds to specific Parish needs, and documents actions taken to develop best practices solutions that will be made available to all Parishes.	ATF1.2	1 month after step 10 and ongoing	SAT addresses needs and gathers best practices database



Administration Goal 1.3

UOC OF USA OPERATIONAL AND PERSONNEL NEEDS

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

Administration Goal 1.3 Action Plan			
Specific key actions necessary to achieve Administration Goal 1.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Administration Task Force 1.3 (“ATF1.3”), including individuals with personnel and human resources expertise.	Strategic Planning Team and Goal Captain	1 month after Start Date	ATF1.3 members agree to serve
2. Establish subcommittees to develop interviewing procedures and data gathering objectives for analysis of: (a) administrative and operational staff and support; (b) ministry programs; and (c) other administrative categories.	ATF1.3	2 months after step 1	Subcommittees created and data gathering objectives finalized
3. Finalize interview procedures.	ATF1.3	2 months after step 2	Interview procedures finalized
4. Execute the interviews and gather all information.	ATF1.3	4 months after step 3	Interviews and information gathering is completed
5. Review, analyze and develop a proposal based on the data gathered and finalize an Administrative, Operational and Personnel Report.	ATF1.3	4 months after step 4	Administrative, Operational and Personnel Report finalized
6. Identify economic consequences and funding strategies to implement the recommendations contained in the Administrative, Operational and Personnel Report.	ATF1.3	4 months after step 4 (simultaneous with step 5)	Funding Strategy identified
7. Present the Administrative, Operational and Personnel Report to appropriate individuals and groups, seek consensus and make appropriate modifications.	ATF1.3	1 month after step 6	Administrative, Operational and Personnel Report presented to all appropriate individuals and groups and revised by consensus
8. Pursue Funding Strategy and any required fundraising efforts.	ATF1.3	3 months after step 7	Fundraising efforts completed as called for in Funding Strategy
9. Complete implementation of final Administrative, Operational and Personnel Report.	Appropriate individuals or groups with authority	1 month after step 8	Implementation complete

Clergy Goal 2.1

CLERGY DEVELOPMENT PROGRAM

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

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

Clergy Goal 2.2

CLERGY COMPENSATION AND WELLNESS

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

Clergy Goal 2.2 Action Plan			
Specific key actions necessary to achieve Clergy Goal 2.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Clergy Task Force 2.2 (“CLTF2.2”), including Wellness Implementation Team (“WIT”) and Compensation Team (“CT”).	Strategic Planning Team and Goal Captain	2 months after Start Date	CLTF2.2 (WIT &CT) members agree to serve
2. CLTF2.2 develops a survey to inquire from Clergy, Pani Matkas and other interested stakeholders relevant issues and questions.	CLTF2.2 (WIT and CT)	2 months after step 1	Stakeholders identified and agree to serve as WIT/CIT resources
3. Survey is delivered to Clergy, Pani Matkas and interested stakeholders, and results are received and analyzed.	CLTF2.2 (WIT and CT)	4 months after step 2	Survey completed and issues compiled
4. Research best practices from within and outside Orthodox jurisdictions for Clergy and Clergy family wellness and Clergy compensation and benefits.	CLTF2.2 (WIT and CT)	4 months after step 2 (simultaneous with step 3)	Research completed and best practices compiled
5. Results of Surveys and best practices are synthesized to determine most critical Clergy and Clergy family wellness and compensation issues to be addressed.	CLTF2.2 (WIT and CT)	4 months after step 4	Research is completed and synthesized
6. Develop Comprehensive Clergy Wellness Program and strategy to address results of Surveys and best practices.	WIT	6 months after step 5	Comprehensive Clergy Wellness Program developed
7. Identify Clergy Compensation shortcomings and strategies to address them.	CT	6 months after step 5 (simultaneous with step 6)	Comprehensive Clergy Compensation strategy developed
8. Identify resources, best practices and implementation for Comprehensive Clergy Wellness Program, including training, speakers, webinars, in-person training and mentoring, and recruit necessary resources.	WIT	4 months after step 6	Comprehensive Clergy Wellness Program completed
9. Identify strategies to deal with Clergy Wellness and Compensation challenges.	WIT and CT	4 months after step 6 (simultaneous with step 8)	Clergy Wellness and Compensation Strategies completed
10. Implement Clergy Comprehensive Clergy Wellness Program and Clergy Compensation Strategy.	CLTF2.2 (WIT and CT)	12 months after step 8	Materials prepared, drafts circulated and refined to final result
11. Evaluate success of Comprehensive Clergy Wellness Program and Clergy Compensation Strategy and make adjustments in both.	CLTF2.2 (WIT and CT)	2 months after step 10	Improvements made to both Comprehensive Clergy Wellness Program and Clergy Compensation Strategy

Clergy Goal 2.3

U.S. CLERGY RECRUITMENT

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

Clergy Goal 2.3 Action Plan			
Specific key actions necessary to achieve Clergy Goal 2.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Clergy Task Force 2.3 (“CLTF2.3”), including professional recruitment experts, representatives from current Seminary, Clergy and spouses, representatives of other Orthodox and non-Orthodox U.S. seminaries.	Strategic Planning Team and Goal Captain	2 months after Start Date	CLTF2.3 members agree to serve
2. Conduct research and survey of existing UOC of USA Clergy staffing needs and possible impact of retirements and other transitions.	CLTF2.3	5 months after step 1	Clergy Census Survey Research completed
3. Conduct research of best practices, successful US Clergy recruitment programs and strategies within and outside Orthodox jurisdictions.	CLTF2.3	5 months after step 1 (simultaneous with step 2)	Best practices recruitment research completed
4. Synthesize UOC of USA Clergy Survey Research and best practices Recruitment Research and create Comprehensive US Clergy Recruitment Strategy, including targeted audiences and communications strategies.	CLTF2.3	5 months after step 3	Comprehensive US Clergy Recruitment Strategy completed
5. Implement Comprehensive US Clergy Recruitment Strategy, possibly including regional recruitment events, High School Liturgical Assistants Program and other successful recruitment strategies.	CLTF2.3	Continuously throughout the 11 months after step 4	Comprehensive US Clergy Recruitment Strategy
6. Develop new Clergy Mentoring Program to address the unique needs of new and part-time Clergy and their families.	CLTF2.3	6 months after step 4	New Clergy Mentoring Program made available
7. Evaluate Comprehensive US Clergy Recruitment Strategy and Clergy Mentoring Program and make appropriate adjustments.	CLTF2.3	1 month after step 5	Adjustments are made to US Clergy Recruitment Strategy and Clergy Mentoring Program

Communications Goal 3.1

WELCOMING MINISTRY

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

Communications Goal 3.1 Action Plan			
Specific key actions necessary to achieve Communications Goal 3.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Communications Task Force 3.1 ("COTF3.1").	Strategic Planning Team and Goal Captain	1 month after Start Date	COTF3.1 team members agree to serve
2. COTF3.1 compiles and reviews existing welcome materials from varied sources (Orthodox and other).	COTF3.1	3 months after step 1	A variety of materials is reviewed
3. COTF3.1 composes and finalizes text of a welcome package.	COTF3.1	3 months after step 2	An English language welcome package is complete
4. COTF3.1 recruits translators for translating the welcome package into Ukrainian and other languages.	COTF3.1	3 months after step 3	A welcome package is produced in multiple languages
5. COTF3.1 recruits writers, designers, presenters to generate training curriculum (articles, presentations, other media).	COTF3.1	1 month after step 4	Writers agree to serve
6. Produce welcoming training curriculum geared toward laity, Clergy, youth, Seminarians, etc.	COTF3.1	6 months after step 5	Training program text is completed
7. Welcoming training curriculum is published in print and online.	COTF3.1 (Publishers and electronic media directors)	1 month after step 6	Training curriculum is Published
8. Publicize and implement welcoming curriculum at all existing events to Clergy and faithful (e.g., Clergy Conferences, UOL Conventions, Retreats, Seminary).	COTF3.1	1 month after step 6	Training occurs at events
9. COTF3.1 acknowledges working programs by featuring successful implementation at Pilot Parishes.	COTF3.1	2 months after step 6	Content published
10. Modify original package to address the findings revealed via the deployment to the Pilot Parishes.	COTF3.1	3 months after step 6	Content is updated
11. Roll out the welcoming package to all UOC of USA Parishes and provide training how to implement it.	COTF3.1	5 months after step 6	Content is fully disseminated
12. Review results from welcoming package and make improvements and re-circulate.	COTF3.1	At least annually after step 11	Welcome package reviewed, assessed and updated

Communications Goal 3.2

COMPREHENSIVE UOC OF USA COMMUNICATIONS PLATFORM

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

Communications Goal 3.2 Action Plan			
Specific key actions necessary to achieve Communications Goal 3.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Communications Task Force 3.2 (“COTF3.2”).	Strategic Planning Team and Goal Captain	1 month after Start Date	COTF3.2 team members agree to serve
2. Define performance metrics for all content delivery platforms (print, electronic, face to face), research new/alternate platforms.	COTF3.2	3 months after step 1	Plan is reviewed by COTF3.2
3. Evaluate current platforms for effectiveness, generate plan to address areas of improvement.	COTF3.2	2 months after step 1	Plan is reviewed by COTF3.2
4. If necessary, remove/consolidate redundant accounts.	COTF3.2	1 week after step 3	Redundant accounts consolidated
5. Produce best practices material (criteria, metrics, multi-platform scheduling clearinghouse, editing, administrative oversight) for all content delivery platforms.	COTF3.2	3 months after step 4	Criteria are reviewed by COTF3.2
6. Convert best practices material into training curriculum.	COTF3.2	1 month after step 5	Training curriculum is completed
7. Onboard content production team members, writers, editors, graphics, video and content aggregators.	COTF3.2	3 months after step 6	Team is assembled
8. Onboard members for the “ Support Team ” to provide training and support.	COTF3.2	3 months after step 7	Support Team is on boarded
9. Establish submission methods for easy sharing of content generated at Parish level and develop Parish Training Program.	COTF3.2 and Support Team	3 months after step 8	Content is shared via UOC of USA platforms
10. Convene training retreat or multiple regional training events.	COTF3.2 and Support Team	6 months after step 9	Training is delivered
11. Evaluate training and communications platform and make and provide improvements to Parishes.	COTF3.2	Beginning 2 months after step 10 and at least semi-annually thereafter	Evaluation is completed and improvements made and announced

Communications Goal 3.3

COHESIVE UOC OF USA BRAND

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

Communication Goal 3.3 Action Plan			
Specific key actions necessary to achieve Communications Goal 3.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Communications Task Force 3.3 ("COTF3.3"), including a branding team of designers and artists.	Strategic Planning Team and Goal Captain	1 month after Start Date	COTF3.3 team members agree to serve
2. Conduct introductory video conference meeting to clarify COTF3.3 requirements.	COTF3.3	1 month after step 1	Meeting occurs as scheduled
3. Recruit a larger and diverse focus group to give feedback to branding team (10-15 individuals) (must include a hierarch and 1 member from each UOC of USA ministry).	COTF3.3 and focus group	1 month after step 2	Focus group agrees to serve
4. Branding Team develops and designs the specific components of the brand.	COTF3.3 Branding Team (Designers)	1 month after step 3	Design colors, style, etc. are decided upon
5. Branding Team present new design to the COTF3.3 for input.	COTF3.3 Branding Team (Designers)	1 month after step 4	New Brand is approved, or suggestions are made for revisions
6. Branding Team finalizes new brand/logo.	COTF3.3 Branding Team (Designers)	1 month after step 5	Final design is available for review
7. Present the final product to the focus group for review.	COTF3.3, focus group and Branding Team (Designers)	1 month after step 6	Proposed materials, logos, color schemes, etc. are presented to the focus group
8. Focus group reviews proposed materials.	Focus group	1 month after step 7	Revisions and suggestions are returned to the Branding team
9. Focus group presents their findings.	COTF3.3, focus group and Branding Team (Designers)	1 month after step 8	Focus group approves design and/or suggests modifications
10. Branding team finalizes designs and specific components of the visual brand.	COTF3.3 Branding Team (Designers)	1 month after step 9	Finalized and approved logos, color schemes, font families, etc. are presented at the Sobor
11. Branding Team presents final version.	COTF3.3, focus group and Branding Team (Designers)	1 month after step 10	Final design is available for review
12. New brand materials are presented to the UOC of USA ministries and training is developed in the proper future use of the design/scheme.	COTF3.3, focus group, Branding Team (Designers) and ministry heads	1 month after step 11	New design/scheme is utilized in all future publications of the UOC of USA publications

Communication Goal 3.3 Action Plan

Specific key actions necessary to achieve Communications Goal 3.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
13. Introduce concept of UOC of USA branding scheme to Parishes via multiple media and delivery mechanisms.	COTF3.3	1 month after step 12	Parishes are aware of the concept
14. Establish training sessions with the various ministries introducing the brand and teaching how to implement it on industry publications.	COTF3.3	1 month after step 13	Ministries utilize the brand
15. Set up training sessions with Parish representative to introduce the new brand and inform them how they can utilize it.	COTF3.3	1 month after step 14	Parishes utilize the brand
16. Assessment of utilization of new brand/scheme and make necessary improvements.	COTF3.3	Beginning with step 15 and continuously thereafter	New brand materials are being used in all UOC of USA publications and present in a majority of Parishes



Education Goal 4.1

ORTHODOX EDUCATION LIFELONG LEARNING PROGRAM

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

Education Goal 4.1 Action Plan			
Specific key actions necessary to achieve Education Goal 4.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Education Task Force (“ETF4.1”), including subject matter experts (“SMEs”) and educational experts.	Strategic Planning Team and Goal Captain	1 month after Start Date	ETF4.1 members agree to serve
2. Collect and review educational material (curricula) from UOC of USA, Parishes and other Orthodox and non-Orthodox sources.	ETF4.1	6 months after step 1	Committee in conjunction with SMEs agree that scope is complete and appropriate for the age
3. Perform a gap analysis of areas covered and add topics that have not been addressed in existing curricula (which may include theological, liturgical, cultural, heritage and other topic areas deemed most critical).	ETF4.1	3 months after step 2	Materials received
4. Develop curricula for all significant areas not addressed by collected material.	ETF4.1	6 months after step 3	All materials are submitted, categorized and analyzed to insure the programs are completely married to best practices
5. Upload best practices education materials on the UOC of USA Portal and invite Parish Priests and Educators throughout UOC of USA to comment on the materials.	ETF4.1	1 month after step 4	Best practices education materials are loaded on the Portal
6. Initiate curriculum as soon as possible on a Parish by Parish basis, including some form of electronic or web-based training on its application and use, and begin to prepare regional in-person training program.	ETF4.1	Beginning 1 month after step 5	Initiation begins and training is delivered
7. Invite Parish Clergy and educators and all those involved in education throughout UOC of USA to providing objective evidence and commentary on the effectiveness of the material and modify curricula and materials accordingly.	ETF4.1	Beginning 4 months after step 6 (with additional effectiveness feedback every quarter)	Quarterly feedback received

Education Goal 4.1 Action Plan

Specific key actions necessary to achieve Education Goal 4.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
8. Develop and conduct training at multiple regional sites throughout the UOC of USA. Collect assessment questionnaire at each training (both on the training and materials).	ETF4.1 in conjunction with SMEs	8 months after step 7	First training session delivered
9. Quality Assessment: Biennial review, evaluation and update of materials, curricula, plans and program to ensure that all materials are the most effective best practices available and supplement as necessary.	ETF4.1 and on-ramped trainers	Within 3 months of restructuring material and curriculum	Final assessment tool is implemented and updates occur



Education Goal 4.2

ORTHODOX LEADERSHIP DEVELOPMENT PROGRAM

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

Education Goal 4.2 Action Plan			
Specific key actions necessary to achieve Education Goal 4.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Education Task Force (“ETF4.2”), including individual trainers.	Strategic Planning Team and Goal Captain	1 month after Start Date	ETF4.2 members agree to serve
2. Collect and review materials on leadership from Orthodox and non-Orthodox sources. Determine what is available and what forms of training are needed (web-based, on site, etc.).	ETF4.2	6 months after step 1	Materials collected, categorized and analyzed to ensure they are complete and meet best practices.
3. Perform gap analysis and add topics that have not been addressed.	ETF4.2	2 months after step 2	New curriculum
4. Develop the Training Program.	ETF4.2	8 months after step 3	Completion of the program and approvals
5. Put training materials on the UOC of USA Portal, including space for comments, and make changes to program based on comments.	ETF4.2 and TTF9.4	1 month after step 4	Information on the website and modified program
6. Conduct training at multiple regional sites throughout the UOC of USA; collect assessment questionnaires at each training (both on the training and materials) and modify the program as necessary based on the feedback.	ETF4.2	2 months after step 6	Completion of training at multiple sites
7. Collect feedback from the trainers after each session and modify the program as necessary based on the feedback.	ETF4.2	Simultaneous with step 6 and after each session	Comments collected from trainers for each site
8. Quality Assessment: Biennial review, evaluation and update of materials, plans and program and ensure that all materials are the most effective best practices available and supplement as necessary.	ETF4.2	Ongoing	Biennial assessment complete

Family and Youth Goal 5.1

FAMILY LIFECYCLE PROGRAM

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

Family and Youth Goal 5.1 Action Plan			
Specific key actions necessary to achieve Family and Youth Goal 5.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Family and Youth Task Force 5.1 ("FYTF5.1"), seeking at least 2 people for each of these 5 critical "Family Subgroups:" (1) marriage prep, (2) divorced/single, (3) parenting, (4) marriage support, (5) widows/widowers.	Strategic Planning Team and Goal Captain	1 month after Start Date	FYTF5.1 members agree to serve
2. Each Family Subgroup researches and evaluates Orthodox and non-Orthodox resources in its subgroup area and endorses best practices recommendations in its area.	FYTF5.1	6 months after step 1	Each Subgroup has prepared its best practices recommendations
3. Each Family Subgroup designs questions for a Family Lifecycle Survey which is distributed to all UOC of USA Parishes.	FYTF5.1 Family Subgroups	6 months after step 1 (simultaneous with step 2)	Surveys are finalized and distributed to Parishes
4. Each Family Subgroup receives and analyzes the results of their Family Lifecycle Surveys and identifies key conclusions which must be addressed, and revises best practices in its area as necessary based on results.	FYTF5.1 Family Subgroups	4 months after step 3	Surveys are analyzed and best practices are revised
5. Best practices are posted electronically and distributed in other formats to Parishes.	FYTF5.1 and UOC of USA tech support and communications	3 months after step 4	Best practices are posted electronically and delivered in other formats
6. Based on best practices resources, Survey results and advice of subject matter experts, a comprehensive Family Lifecycle Program is developed including each Family Subgroup area.	FYTF5.1, Family Subgroups, recruited subject matter experts	10 months after step 5	Family Lifecycle Program finalized
7. Family Lifecycle Program Implementation Teams are formed to help provide regional training and provide Parish implementation support.	FYTF5.1	Simultaneous with step 6	Implementation Teams agree to serve
8. Coordinate at least 4 regional training programs and establish and implement a process to work directly with each Parish.	FYTF5.1	Over the 12 months after steps 6 and 7	At least 4 regional training programs occur and each Parish is contacted to coordinate implementation
9. Conduct evaluation of Family Lifecycle Program implementation and makes appropriate adjustments.	FYTF5.1	Continuous	Evaluation completed and changes made

Family and Youth Goal 5.2

COLLEGE STUDENT OUTREACH PROGRAM

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

Family and Youth Goal 5.2 Action Plan			
Specific key actions necessary to achieve Family and Youth Goal 5.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Family and Youth Task Force 5.2 ("FYTF5.2") to include current and former college students and the Director of Office of Youth and Young Adult Ministry.	Strategic Planning Team and Goal Captain	1 month after Start Date	FYTF5.2 team members agree to serve
2. Contact all UOC of USA Parishes and identify willing liaisons to conduct focus groups ("Parish Liaisons").	FYTF5.2	3 months after step 1	List of Parish Liaisons has been developed
3. Craft the focus group outlines, questions and protocols, to identify and prioritize college student needs and issues from their vantage point, and how best to minister to them.	FYTF5.2 and Parish Liaisons	3 months after step 1 (simultaneous with step 2)	Focus group outlines have been crafted
4. Research other best practices being used to address needs of college students and minister to their needs.	FYTF5.2 and Parish Liaisons	3 months after step 1 (simultaneous with steps 2 and 3)	Other best practices are summarized
5. Train and work closely with Parish Liaisons to conduct the interviews and act as a steering committee to coordinate support activities at all Parishes.	FYTF5.2 and Parish Liaisons	2 months after steps 2, 3 and 4	List of contact information has been developed and Parish Liaisons are trained
6. Using modern technologies, conduct focus groups contacting: (a) our current parishioner students wherever they go to school; (b) other Orthodox students attending local colleges; (c) former college students from our Parishes; (d) young adults who have completed their studies; and (e) parents or guardians of college students.	FYTF5.2 and Parish Liaisons	6 months after step 5	Progress Reports are submitted by Parish Liaisons in the form of focus group meeting minutes
7. Take best practices and focus group analysis and create College Student Outreach Program.	FYTF5.2 and Parish Liaisons	6 months after step 6	College Student Outreach Program is created
8. Conduct training with Parish Liaisons on how best to implement College Student Outreach Program locally.	FYTF5.2	2 months after step 7	Parish Liaison training is completed
9. Implement College Student Outreach Program in all Parishes.	Parish Liaisons	6 months after step 8	College Student Outreach Program is implemented in Parishes
10. Results of College Student Outreach Program are assessed and improvements are made.	FYTF5.2	1 month after step 10	Student Outreach Program is updated and improved

Family and Youth Goal 5.3

ADOLESCENT OUTREACH PROGRAM

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

Family and Youth Goal 5.3 Action Plan			
Specific key actions necessary to achieve Family and Youth Goal 5.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Family and Youth Task Force 5.3 (“FYTF5.3”) to include current and former adolescents and the Director of Office of Youth and Young Adult Ministry.	Strategic Planning Team and Goal Captain	1 month after Start Date	FYTF5.3 team members agree to serve
2. Contact all UOC of USA Parishes and identify willing liaisons to conduct focus groups (“Parish Liaisons”).	FYTF5.3	3 months after step 1	List of Parish Liaisons has been developed
3. Research: (a) existing UOC of USA youth programs and discover which have been successfully implemented in Parishes and ways to improve programs and communications; and (b) other best practices being used to address needs of adolescents and minister to their needs.	FYTF5.3 and Parish Liaisons	3 months after step 1 (simultaneous with step 2)	Current programs analysis and other best practices are summarized
4. Craft the focus group outlines, questions and protocols, to identify and prioritize adolescent needs and issues from their vantage point, and how best to minister to them as they start to make choices.	FYTF5.3 and Parish Liaisons	3 months after step 1 (simultaneous with steps 2 and 3)	Focus group outlines have been crafted
5. Train and work closely with Parish Liaisons to conduct the interviews and act as a steering committee to coordinate support activities at all Parishes.	FYTF5.3 and Parish Liaisons	2 months after steps 2, 3 and 4	List of contact information has been developed and Parish Liaisons are trained
6. Using modern technologies, conduct focus groups contacting: (a) our current adolescents; (b) former adolescents; and (c) parents or guardians of adolescents.	FYTF5.3 and Parish Liaisons	6 months after step 5	Progress Reports are submitted by Parish Liaisons in the form of focus group meeting minutes
7. Take best practices and focus group Analysis and create Adolescent Outreach Program, possibly including mentorship and different programs for different age groups.	FYTF5.3 and Parish Liaisons	6 months after step 6	Adolescent Outreach Program is created
8. Conduct training with Parish Liaisons on how best to implement Adolescent Outreach Program locally.	FYTF5.3	2 months after step 7	Parish Liaison training is completed
9. Implement Adolescent Outreach Program in all Parishes.	Parish Liaisons	6 months after step 8	Adolescent Outreach Program is implemented in Parishes
10. Results of Adolescent Outreach Program are assessed and improvements are made.	FYTF5.3	1 month after step 9	Adolescent Outreach Program is updated and improved

Healthy Parishes Goal 6.1

HEALTHY PARISHES PROGRAM

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

Healthy Parishes Goal 6.1 Action Plan			
Specific key actions necessary to achieve Healthy Parishes Goal 6.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Healthy Parishes Task Force 6.1 (“HPTF6.1”).	Strategic Planning Team and Goal Captain	1.5 months after Start Date	HPTF6.1 members agree to serve
2. Research all elements of what it means to be a healthy and growing Parish community and the process and techniques necessary to become one, including any existing materials available from Orthodox and non-Orthodox church communities and how to train Parishes most effectively.	HPTF6.1	5.5 months after step 1	Research completed
3. Compile comprehensive Healthy Parishes Outline Report identifying elements of a Healthy Parish.	HPTF6.1	2 months after step 2	Healthy Parishes Outline Report is completed
4. Create Healthy Parishes Resources.	HPTF6.1	4 months after step 3	Healthy Parishes Resource is completed
5. Create Healthy Parishes Training Program that teaches Parishes how to implement and support the concepts and programs identified in the Healthy Parishes Resources.	HPTF6.1	5 months after step 4	Healthy Parishes Training Program is completed and available
6. Recruit Clergy and laity Training, Support and Mentoring Team (“TSMT”) who will train and mentor Parishes on the Healthy Parishes program.	HPTF6.1	5 months after step 4 (simultaneous with step 5)	TSMT members agree to serve
7. TSMT develops procedures and logistics to interact with interested Parishes and to conduct regional mentoring and training programs.	TSMT and HPTF6.1	2 months after step 6	Procedures and logistics program resource is complete and
8. TSMT communicates to all Parishes the availability of Healthy Parishes Program and establishes contacts with Parishes interested in either attending regional training or receiving personalized mentoring.	TSMT and HPTF6.1	1 month after step 7	Communication to all Parishes is completed and database of interested Parishes is compiled
9. At least 4 Regional Training Programs for Parishes are planned and implemented to train and mentor Parishes.	TSMT and HPTF6.1	6 months after step 8	At least 4 Regional Training Programs for Parishes
10. Individualized Parish training and mentoring is implemented in Parishes, with ongoing evaluation, and make appropriate changes to the Programs.	TSMT and HPTF6.1	9 months after step 8 (simultaneous with step 9) and continuously thereafter	Parishes have received individualized training and mentoring

Healthy Parishes Goal 6.2

CARING MINISTRY PROGRAM

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

Healthy Parishes Goal 6.2 Action Plan			
Specific key actions necessary to achieve Healthy Parishes Goal 6.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Healthy Parishes Task Force 6.2 (“HPTF6.2”).	Strategic Planning Team and Goal Captain	1 month after Start Date	HPTF6.2 members agree to serve
2. Research all effective best practices Orthodox and other Christian ministries and programs focused on Caring Ministries for Parishioners and assess what is effective and which best practices can be used or modified to address the needs of Parishioners.	HPTF6.2	4 months after step 1	Research is complete and compiled
3. Prepare the UOC of USA “Caring Ministry Program.”	HPTF6.2	5 months after step 2	Caring Ministry Program has been developed
4. Develop the plan and strategy to best communicate and deliver the Caring Ministry Program to the Clergy, Parishes and Parishioners, including in-person and online training options.	HPTF6.2	Simultaneous with step 3	Caring Ministry Communications strategy is developed
5. Recruit a Caring Ministry support team (“CM Support Team”) to assist Parishes with ongoing training and support to help address their Caring Ministry Program implementation challenges.	HPTF6.2 and CM Support Team	Simultaneous with steps 3 and 4	CM Support Team members have agreed to serve
6. Develop a support process by which Parishes can receive ongoing support to help address their implementation challenges so that they may fully implement the Caring Ministry Program.	HPTF6.2 and CM Support Team	2 months after step 5	Parish Caring Ministry Support Process has been developed
7. Create an overall schedule to ensure each Parish receives the necessary group and individualized training on the implementation of the Caring Ministry Program and support on any unique challenges.	HPTF6.2 and CM Support Team	Simultaneous with step 6	Parish training and support schedule is developed
8. Communicate to Parishes the availability of the Caring Ministry Program and availability of the CM Support Team.	HPTF6.2, UOC of USA Communications Task Force and CM Support Team	1 month after step 7	Each Parish has been contacted to schedule its Caring Ministry Training
9. Ensure each Parish has received training and schedule regular follow-up with Parishes (at least quarterly) to address implementation questions and issues.	CM Support Team	Beginning 1 month after step 8 and quarterly thereafter	Each Parish has a Support Schedule tailored to its needs
10. Create and publish a database of best practices and solutions to common challenges, and conduct annual follow-up assessment of successes and challenges, and revise and publish the CM Program and Support Process and make improvements where necessary.	HPTF6.2 in conjunction with CM Support Team and Parish CM Teams	At least every 12 months from rollout or last update	Annual update occurs and best practices database is updated and published

Outreach & Evangelism Goal 7.1

OUTREACH & EVANGELISM MINISTRY

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

Outreach & Evangelism Goal 7.1 Action Plan			
Specific key actions necessary to achieve Outreach & Evangelism Goal 7.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Outreach & Evangelism Task Force 7.1 (“OETF7.1”), including individuals who have expertise in the fields of church growth and development.	Strategic Planning Team and Goal Captain	2 months after Start Date	OETF7.1 members agree to serve
2. Recruit a Director of Outreach & Evangelism (“DOE”) who will be a volunteer with exceptional skills and experience in the field until funds are raised to hire a permanent DOE. (The DOE will be a member of the OETF7.1 and help coordinate its work.) Funding will continue to be pursued for this position until successful after which the position will be filled by a hired experienced professional.	OETF7.1	As soon as possible, but no later than 4 months after step 1	Volunteer DOE is recruited (Once funding is available, DOE will be hired)
3. Research the most effective Outreach and Evangelism programs in Christian churches and identify best practices and produce a report of critical recommendations.	OETF7.1	6 months after step 1	Best practices Outreach & Evangelism research report is completed
4. As a part of the research in step 3, develop a structure and program to establish an Outreach and Evangelism ministry in each Parish (“Parish O&E Ministry”) with a dedicated team willing to actively engage in this ministry.	OETF7.1 and DOE	Simultaneous with step 3	Parish O&E Ministry Program is developed
5. A best practices Outreach & Evangelism Ministry Program is developed and includes a focus at least on the unchurched, seekers from other faiths, lapsed or inactive Orthodox, interfaith marriages and youth.	OETF7.1 and DOE	6 months after step 3	O&E Ministry Program is completed
6. An O&E Ministry Parish Implementation Training Program is developed to teach Parishes how to best implement the O&E Ministry Program, and individuals willing to provide such training are recruited and trained to deliver the program.	OETF7.1 and DOE	Simultaneous with step 5	Training Program is developed and volunteer O&E Ministry Program Trainers are recruited and trained
7. The O&E Ministry Program is published and communicated throughout the UOC of USA and provided to the Clergy, Parish Councils and Parish O&E Ministry teams.	OETF7.1, DOE and UOC of USA Communications Task Force	2 months after step 6	O&E Ministry Program is published and widely disseminated

Outreach & Evangelism Goal 7.1 Action Plan

Specific key actions necessary to achieve Outreach & Evangelism Goal 7.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
8. O&E Ministry Program training sessions are scheduled both electronically and in person on a regional and national basis.	O&E Program Trainers	Beginning 1 month after step 6 and continuing thereafter	Training schedule is announced
9. An electronic and tangible media O&E Resource Center is created and made available to Parishes to include all forms of the latest and best collateral materials, newsletters, O&E Campaigns, books, brochures, electronic tools and other resources to support Parish Outreach and Evangelism efforts.	OETF7.1, DOE and UOC of USA Communications Task Force	1 month after step 8	Resource Center is publicly available
10. One or more Outreach and Evangelism Conferences (either at the national or regional levels) will be convened to gather all those working on this ministry to share successes, lessons learned and best practices.	OETF7.1, DOE and Parish O&E Ministry members	Ongoing after step 8 with the first conference no later than 6 months after step 8	At least 1 national gathering or 3 regional gatherings occur
11. All Outreach and Evangelism programs and materials will be evaluated and assessed no less frequently than annually and improvements made and published.	OETF7.1, DOE and Parish O&E Ministry members	Continuously beginning 12 months after step 7	Regular annual evaluations and improvements are made



Outreach & Evangelism Goal 7.2

NEW SUCCESSFUL MISSION PARISHES

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

Outreach & Evangelism Goal 7.2 Action Plan			
Specific key actions necessary to achieve Outreach & Evangelism Goal 7.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Outreach & Evangelism Task Force 7.2 (“OETF7.2”), including the Director of Outreach and Evangelism (“DOE”) identified in O&E Goal 7.1.	Strategic Planning Team and Goal Captain	1 month after Start Date	OETF7.2 members agree to serve
2. Research and produce a detailed and empirical report outlining: (a) the most effective mission Parish development programs in Christian churches and the best practices for Mission Parish creation and support; (b) reasons why UOC of USA Mission Parishes have been successful and unsuccessful; (c) any UOC of USA Mission Parishes which currently may no longer be viable; and (d) the specific geographic areas in the US which might be able to support a new UOC of USA Mission Parish.	OETF7.2 and DOE	9 months after step 1	Research Report finalized and provided to Metropolitan and Metropolitan Council
3. OETF7.2 and DOE convene a Mission Parish Summit with the Hierarchs and Metropolitan Council and develop a strategy to deal with non-viable Mission Parishes and the specific areas where new Mission Parishes will be planted and the timetable for such expansion.	OETF7.2, DOE, Hierarchs and Metropolitan Council	2 months after Step 2 when report is circulated	Mission Parish Summit occurs
4. Prepare a “New Mission Resource” that contains a detailed and comprehensive, highly-researched resource that explains the necessary steps to have a successful Mission Parish and the steps necessary to increase the likelihood of success.	OETF7.2 and DOE	3 months after step 3	New Missions Resource is completed
5. Develop a New Missions Training Program to assist New Mission Parishes and recruit trainers for this program.	OETF7.2 and DOE	Simultaneous with step 4	New Missions Training Program is developed
6. Recruit a Missions Support Team comprised of individuals experienced with startups to help deliver the training and support for new or struggling Mission Parishes.	OETF7.2 and DOE	3 months after step 5	Mission Support Team is recruited and trained

Outreach & Evangelism Goal 7.2 Action Plan

Specific key actions necessary to achieve Outreach & Evangelism Goal 7.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
7. A development plan to seek funding for New Mission Parishes is developed and potential donors are personally solicited.	OETF7.2 and DOE	3 months after step 6	Development plan is completed and at least 10 solicitations are made
8. A detailed timeline and schedule to establish at least one new mission Parish every 24 months is developed and implemented as well as regular reporting as to the progress and challenges for each new mission Parish.	OETF7.2, DOE, Hierarchs and Metropolitan Council	At least every 24 months starting after step 6	At least 1 new Mission Parish is established every 24 months
9. A methodical evaluation and reporting process will be established to assess the successes and challenges with all New Mission Parishes formed, and strategies to address challenges with appropriate changes to the New Mission Parish program to be implemented.	OETF7.2 and DOE	Ongoing within 1 year after first New Mission Parish is established	Each New Mission Parish is evaluated within 1 year of establishment and New Mission Parish Program is modified accordingly



Outreach & Evangelism Goal 7.3

PHILANTHROPIC OUTREACH

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

Outreach & Evangelism Goal 7.3 Action Plan			
Specific key actions necessary to achieve Outreach & Evangelism Goal 7.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Outreach & Evangelism Task Force 7.3 (“OETF7.3”), including individuals from various Parishes that have successful philanthropic outreach programs and someone with expertise at creating surveys.	Strategic Planning Team and Goal Captain	2 months after Start Date	OETF7.3 members agree to serve
2. Develop a survey of existing UOC of USA Parishes to ascertain current charitable philanthropic activities being undertaken, including determining how they are structured and their respective successes and failures, and identify local Parish Ministry heads.	OETF7.3	2 months after step 1	Parish survey completed
3. Distribute a Parish survey and follow up with Parishes to get responses.	OETF7.3	3 months after step 2	33% of Parishes have completed survey
4. Research other Charitable and Philanthropic Outreach programs and ministries in other successful Christian Parishes and ascertain what elements led to their success.	OETF7.3	3 months after step 2 - simultaneous with step 3	Independent research completed
5. Compile a comprehensive list of local, national and international philanthropic and charitable organizations and charitable activities (e.g., food drives, clothing drives, soup kitchens, etc.).	OETF7.3	3 months after step 2 - simultaneous with steps 3 and 4	List developed
6. Compile a report of data collected from surveys (steps 2 and 3) regarding existing Parish philanthropic activities as well as other available charitable alternatives.	OETF7.3	3 months after steps 3, 4 and 5	Report completed
7. Based on all available research in prior steps, prepare and publish Philanthropic Resources of successful philanthropic outreach programs and ministries from UOC of USA and other Christian churches, listings of other additional available charitable ministries as well as supporting educational materials (e.g. brochures, posters, webinars).	OETF7.3	3 months after step 6	Philanthropic Resources prepared
8. Recruit and train a support team that is available to assist Parishes in implementing the Philanthropic Ministry.	OETF7.3	3 months after step 6 – simultaneous with step 7	Philanthropic training and support team agrees to serve
9. Communicate with Parishes the availability of Philanthropic Resources, training and Parish support, and ask each Parishes to appoint a local Philanthropic Outreach liaison who would be the local contact person and follow up on implementation and share experiences with other Parishes.	OETF7.3	1 month after step 8	Parish dissemination complete and public release of Philanthropic Resource
10. Follow-up with each local Parish liaison and ensure local implementation.	OETF7.3	4 months after step 9	Each Parish has been contacted and started implementation

Stewardship Goal 8.1

COMPREHENSIVE STEWARDSHIP PROGRAM

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

Stewardship Goal 8.1 Action Plan			
Specific key actions necessary to achieve Stewardship Goal 8.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Stewardship Task Force 8.1 (“STF8.1”), including individuals to help collect financial/stewardship data from Parishes.	Strategic Planning Team and Goal Captain	2 months after Start Date	STF8.1 members agree to serve
2. Develop a list of questions to use to coordinate communication with Parish Priest, Parish President, and Parish Financial/Stewardship point of contact.	STF8.1	2 months after step 1	Script for calling developed
3. Collect the information needed based on an agreed-upon financial stewardship model, Parish Bylaws, UOC of USA Constitution and any other impediments to stewardship implementation, and determine strategy for dealing with impediments.	STF8.1	2 months after step 2	Information collected and strategy determined
4. Analysis of the data using established tools to identify trends and create list of key factors for consideration in developing stewardship plan based on the baseline assessment.	STF8.1	2 months after step 3	Analysis is completed and list of key factors is determined
5. Identify, collect, review and compile the existing Stewardship programs — internal/external and Orthodox and non-Orthodox.	STF8.1	3 months after step 1	A resource list of existing Stewardship programs to be used as contacts is compiled
6. Collect and synthesize useful components of gathered materials to identify approaches, methodologies and principles to inform UOC of USA Stewardship Plan.	STF8.1	2 months after step 5	A review of the information that has been compiled is completed
7. Develop the UOC of USA Stewardship Program that incorporates stewardship of talents and time and which includes needed materials based on the various educational and best practices methods and content researched.	STF8.1	5 months after step 6	A complete curriculum with an assortment of revised, updated and new materials is available
8. Determine the information and key messages necessary to inform, introduce and present stewardship to various audiences using the baseline assessment to inform.	STF8.1	1 month after step 7	Documented list of all the information in bullet type format of the information
9. Develop a training plan and schedule to include various methods of education materials (e-learning, paper, in person) to address needs of all key demographics, and 3 levels of stewardship: personal, Parish and UOC of USA.	STF8.1	3 months after step 8	Training plan identifying needed aspects is complete
10. Publish UOC of USA Stewardship Program (electronically, virtually, in hard copy, as needed) and disseminate through identified channels (UOC of USA website, UOW, mailings, other methods, etc.).	STF8.1	1 month after step 9	Stewardship materials are available in an electronic and hard-copy format in both English and Ukrainian

Stewardship Goal 8.1 Action Plan			
Specific key actions necessary to achieve Stewardship Goal 8.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
11. Train a team to introduce stewardship at Parish level.	STF8.1	4 months after step 10	Trainers are trained
12. Roll out the UOC of USA Stewardship Program to Parishes and help assess and address specific Parish challenges.	STF8.1 working with the local Priest	Beginning 2 months after step 11 and continuously thereafter	Target number of Parishes have been visited and presented with the program
13. Measure and assess the effectiveness of UOC of USA Stewardship Program semi-annually and make corresponding improvements at least annually.	STF8.1	6 months after step 12	Assessment completed and changes made



Stewardship Goal 8.2

LONG TERM AND PLANNED GIVING

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

Stewardship Goal 8.2 Action Plan			
Specific key actions necessary to achieve Stewardship Goal 8.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Stewardship Task Force 8.2 (“STF8.2”).	Strategic Planning Team and Goal Captain	1 month after Start Date	STF8.2 members agree to serve
2. Determine audience and methodology for reaching individual donors, including a train-the-trainer process.	STF8.2	2 months after step 1	Methodology and plan determined
3. Create UOC of USA Planned Giving Program.	STF8.2	4 months after step 2	Planned Giving Program developed
4. Determine needs and qualifications for Development Team to help implement Planned Giving Program and train Parishes how to do so locally.	STF8.2	2 months after step 3	Development Team qualifications identified
5. Recruit Development Team.	STF8.2	3 months after step 4	Development Team recruited
6. Create training materials to be used by Development Team to reach various audiences and help train Parishes to implement Planned Giving Program.	STF8.2	3 months after step 4 (simultaneous with step 5)	Materials developed to train Development Team
7. Recruit 5-10% of existing Parishes to serve as pilot Planned Giving Program and train them how to implement it and solicit feedback on success of materials provided.	STF8.2 and Development Team	2 months after step 6	Parishes recruited and trained pre-test with different demographics groups completed
8. Pilot Parishes implement Planned Giving Program and provide feedback on successes and challenges.	Pilot Parishes	6 months after step 7	Pilot Parishes have implemented and provided feedback
9. Planned Giving Program modified based on feedback from Pilot Parishes and prepared for UOC of USA national rollout using tailored forms of communication.	STF8.2, and Development Team	3 months after step 8	Plans established for communication methods and approaches
10. Revised UOC of USA Planned Giving Program rolled out to all Parishes with training on how to implement.	STF8.2, and Development Team	Starting 1 month after step 9 and continuously thereafter	Parishes are trained on Revised UOC of USA Planned Giving Program
11. Assess effectiveness of approaches and revise/re-develop as necessary and communicate changes to Parishes.	STF8.2	Every 6 months and 12 months after step 10 roll out	Assessment is complete and changes are made and communicated to Parishes

Technology Goal 9.1

PARISH AND MINISTRY WEB RESOURCES

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

Technology Goal 9.1 Action Plan			
Specific key actions necessary to achieve Technology Goal 9.1	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Technology Task Force 9.1 (“TTF9.1”), including; (a) a Web Development Technician (“WDT”) capable of creating a directory of all UOC of USA Parishes; and (b) Information Analysts (“IAs”) to perform analysis and create report on existing Parish websites/ reasons Parishes do not have websites.	Strategic Planning Team and Goal Captain	3 months after Start Date	TTF9.1 agree to serve including WDT and IAs
2. Create a basic searchable directory for all Parishes linking to any existing websites for each Parish.	TTF9.1 and WDT	3 months after step 1	Directory is online with links to all active websites
3. IAs perform analysis and create report documenting information about current Parish websites and reasons why Parishes do not have a website.	IAs	6 months after step 1	IAs analysis report completed and delivered
4. Using the information from the IAs’ reports, develop and publish standards for all Parish websites and create a prototype website for those Parishes without a website.	TTF9.1	3 months after step 3	Standards documentation published.
5. Assist Parishes with implementing standards on their existing websites, and create websites for Parishes without them based on prototype when necessary.	TTF9.1	9 months after step 4	All Parishes have web site up to standards
6. Conduct annual assessment process to ensure virtual presence keeps up with technology, expectations and needs.	TTF9.1	Continuously beginning 1 year after step 5	Annual assessment complete and changes made

Technology Goal 9.2

CHURCH SERVICES APP

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

Technology Goal 9.2 Action Plan			
Specific key actions necessary to achieve Technology Goal 9.2	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Technology Task Force 9.2 (“TTF9.2”), including bilingual, liturgically-savvy individuals to gather service texts and music and secure necessary permissions.	Strategic Planning Team and Goal Captain	3 months after Start Date	TTF9.2 team members agree to serve
2. Either recruit volunteer to develop Liturgics App or determine cost for development and institute any fundraising necessary.	TTF9.2	3 months after step 1	Liturgics App creator retained (and any fundraising raised)
3. Research service texts and music and secure necessary permissions for Liturgics App.	TTF9.2	3 months after step 1 (simultaneous with step 2)	Research completed
4. Secure the texts, music and all legal rights necessary for all usual services (Sundays, Feast Days, Lenten, and Holy Week, etc.).	TTF9.2	12 months after step 1 (begins with step 2)	Enough texts and music (together with necessary rights) are available to do all the services properly
5. Liturgics App is completed and tested.	TTF9.2	3 months after step 4	Testing is successfully completed
6. Liturgics App is rolled out to Parishes by all available communications means.	TTF9.2	2 months after step 5	Liturgics App rolled out to UOC of USA
7. Liturgics App maintenance begins and content updating and management process finalized and published.	TTF9.2	1 month after step 6	Liturgics App maintenance and updating begins
8. Liturgics App continuously updated as needed.	Liturgics App Developer and TTF9.2	Beginning after step 7 and continuously thereafter	Liturgics App updated

Technology Goal 9.3

PARISH CLOUD ADMINISTRATION

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

Technology Goal 9.3 Action Plan			
Specific key actions necessary to achieve Technology Goal 9.3	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Technology Task Force 9.3 (“TTF9.3”).	Strategic Planning Team and Goal Captain	1 month after Start Date	TTF9.3 members agree to serve
2. Identify features and capabilities that are required and desired in a church management solution.	TTF9.3	1 month after step 1	List of required and desired features is created
3. Identify and recruit a pilot group of Parishes to implement solution.	TTF9.3	3 months after step 2	Pilot Parishes commit to implementing administrative tool
4. Identify and research available cloud-based church management tools that include the required and desired features.	TTF9.3	2 months after step 3	List of available programs is created which includes the required and desired features
5. Where possible, obtain trial/evaluation access to each solution to determine the pros and cons of each.	TTF9.3	1 month after step 4	Trial access is granted for each program where available
6. Select administrative tool and purchase licenses or provide Parishes with purchase and pricing information.	TTF9.3	6 months after step 5	Tool, licenses, implementation plan and best practices documentation ready to implement
7. Create implementation plan and best practices documentation.	TTF9.3	Simultaneous with step 6	Implementation Plan and documentation complete
8. Assist Parishes in implementation of tool.	TTF9.3	10 months after step 6	Tool implemented and successfully functioning in all pilot Parishes

Technology Goal 9.4

NATIONAL COLLABORATIVE PORTAL

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

Technology Goal 9.4 Action Plan			
Specific key actions necessary to achieve Technology Goal 9.4	Who must do each action	Timetable: how many months or days to finish action from previous action	How will we know when this action has been completed
1. Recruit Technology Task Force 9.4 (“TTF9.4”), including tech-savvy individuals to select, implement and configure a collaboration platform, develop standards and train and support project leaders.	Strategic Planning Team and Goal Captain	1 month after Start Date	TTF9.4 team members agree to serve
2. Research best collaboration platform solutions that will meet the church’s needs in facilitating communication, file sharing and task management on diocesan volunteer efforts, with input from affected constituencies.	TTF9.4	3 months after step 1	Multiple Portal solutions identified
3. Select preferred Portal solution and develop standards for implementation.	TTF9.4	3 months after step 2	Portal solution selected
4. Obtain funding for Portal and acquire license and any other necessary technology (e.g., servers).	TTF9.4	6 months after step 2 (simultaneous with step 3)	Portal platform acquired
5. Configure Portal for all ministries and projects to be included in the Portal, including the creation of spaces, user accounts and permissions to control access and security.	TTF9.4	3 months after step 4	Portal properly configured with share spaces created for all projects on Portal
6. Develop standards for Portal projects and training for project leaders.	TTF9.4	3 months after step 4 (simultaneous with step 5)	Standards documents and training documents created and available
7. Migrate Consistory and other ministry data onto the Portal.	TTF9.4	4 months after step 6	All consistory data relevant to ongoing projects on Portal
8. Notify ministry and program leaders of transition and provide training and support migration of their data onto Portal.	TTF9.4	6 months after step 7	Data for all projects are loaded on platform, user accounts for all projects are configured and have appropriate access and support is provided as needed
9. Launch Portal with process for new projects to request and gain access to Portal.	TTF9.4	1 month after step 8	Platform in use. Link or information about access on UOC of USA website, shared on Facebook page and UOW; process to request access live and functional



*“Where there is no vision,
the people will perish.”*

PROVERBS 29:18

STRATEGIC
PLAN

— *for the* —

UKRAINIAN
ORTHODOX
CHURCH
OF THE USA

and its PARISHES

PART III:
BACKGROUND DATA

Exhibit “A”

THE WORLD HAS CHANGED AND IS CHANGING RAPIDLY¹⁷

How is Our World Changing During Our Lives?

We are living in exponential times...

- The number of years it took to reach 50 million users:

Telephone	75 years
Radio	38 years
TV	13 years
Internet	4 years
Google Plus	88 days
Angry Birds	35 days
- Modern Smart phones have much more computing power when compared to Apollo mission computers that NASA used to go to the moon in the 1960s.
- Facebook added 100 million users in just 9 months.
- iPod apps downloads topped 1 Billion in just 9 months.
- The amount of new technical information being created was doubling every 2 years at the beginning of the last decade.
- The amount of new technical information is currently estimated to double every 72 hours as of 2010.
- Twitter receives over 500 million tweets per day...and hit a peak of 143,199 tweets per second in 2013.
- Facebook started in October 2003. It now has over 1.49 Billion registered users. It is has over 1 Billion active users every day.
- If Facebook were a country, it would be the 2nd largest country in the world behind only China, slightly larger than India and over 4.5 times larger the U.S.
- A recent Pew research study concluded that over 30% of people now get their news from Facebook.
- 64% of adults in the U.S. use Facebook
- There are 540,000 words in the English language... about 5 times as many as during Shakespeare’s time.
- More than 3,000 new books are published... daily.
- A week’s worth of New York Times contains more information than a person was likely to come across in a lifetime in the 18th century.
- 40 Billion+ gigabytes of unique new information will be generated worldwide this year (That’s more than in the previous 5,000 years combined).
- The average kid today sends 2,640 text messages...per month. That’s 88 per day.

- In 2011 in the US, there were an estimated 6 BILLION text messages... PER DAY.
- YouTube started in December 2005... It currently experiences over 4 Billion hours viewed EACH MONTH.
- More video content was uploaded to YouTube in the last 2 months...than the amount of content that would be aired if all 3 major networks broadcast content 24 hours per day for 62 years.
- More than 50% of U.S. 21-year-olds have created content on the web.
- 90% of U.S. 2-year-olds have used a computer.
- By age 5, 50% of children use computers or tablet devices on a routine basis.
- The top 10 on demand jobs in 2012 did not even exist in 2004. In other words, we are currently preparing students for jobs that don't yet exist, using technologies that haven't yet been invented, in order to solve problems we don't even know are problems yet.
- Today's learners will have 10 to 14 jobs... by their 38th birthday.
- 1 out of 8 couples married in the U.S. in 2005 met online.
- By 2013, 1 out of 3 couples in the U.S. met online.
- There are over 3.5 Billion Google internet searches per day. To whom were those questions directed B.G? (Before Google)

We are living in rapidly changing times...



Exhibit “B”

SELECTED CHALLENGES FACING AMERICAN CHRISTIAN CHURCHES

When one asks: “Why does the UOC of USA (or any Church for that matter) need a strategic plan?” the Exhibit “A” short list of changes in the world around us provides part of the answer. Another part of the puzzle comes from the information gathered from over 9+ years of detailed field research accumulated by the UOC of USA Strategic Planning Facilitator.¹⁸ From a detailed analysis of extensive empirical data and research and comprehensive work with a significant number of Parishes, the Facilitator concluded that the Orthodox Churches (and indeed the Christian Church in America) are experiencing an unprecedented “SIN” challenge. The acronym stands for: Spirituality challenge; Income challenge; and Numbers challenge

While it is difficult to summarize all of the data and information gathered, the Planning Committee considered the following summary data that illuminates our Spirituality, Income and Numbers challenges:

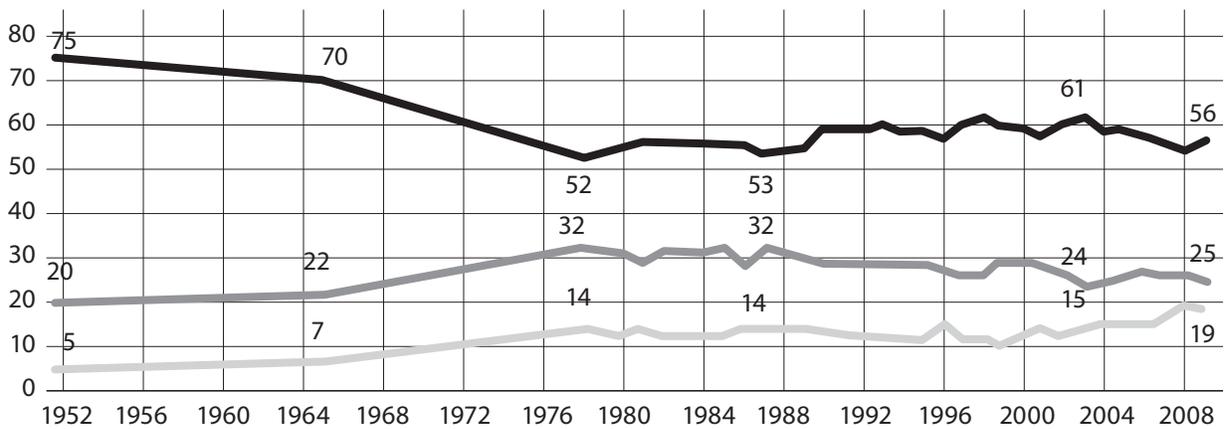
A. Selected Laity “Spirituality” Challenge Fact¹⁹

- “Regular Bible reading dropped over the last decade from 45% to 37%.
- Volunteering at Church declined from 27% to 20% over the same decade.
- Church attendance has slipped from 49% to 42% percent.
- 40% of Christians do not attend Church or read the Bible in a typical week
- 70% of Christians are not involved in a small group that meets for spiritual purposes
- There are more than 10 million Christians who are “un-Churched” (i.e., no longer actively engaged with a Church)

*The Importance of Religion*²⁰

How important would you say religion is in your life—very important, fairly important, or not very important?

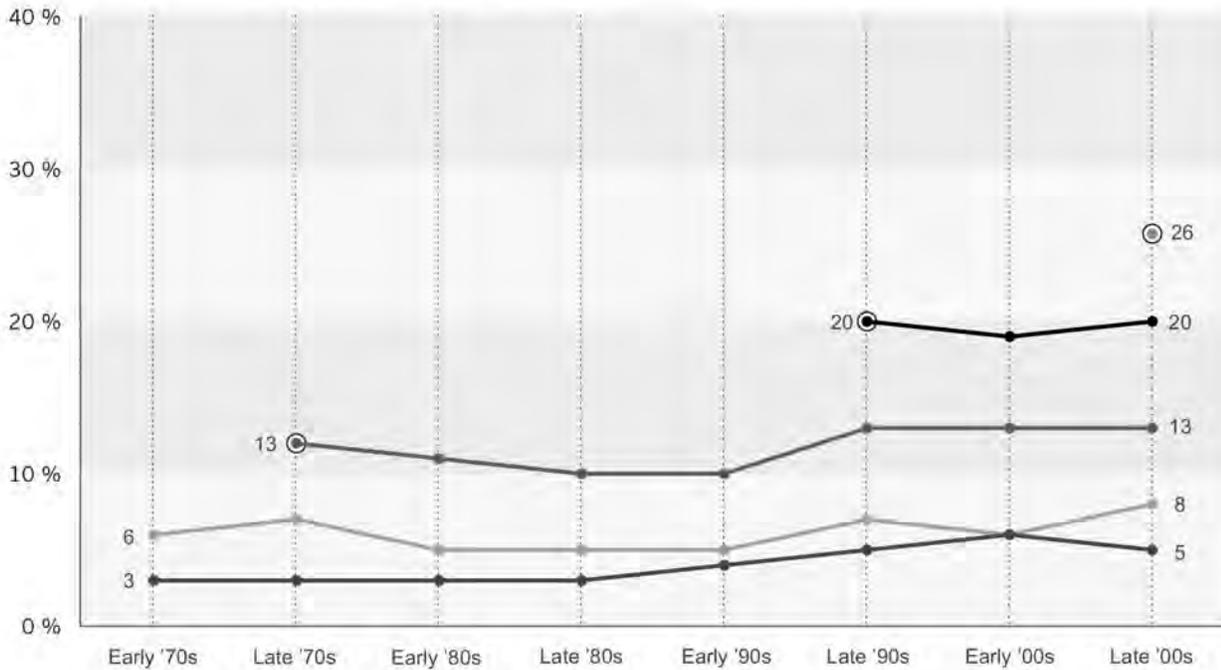
■ % Very important ■ % Fairly important ■ % Not very important



Gallup

Young People Less Religiously Affiliated

Percent unaffiliated with a religion, by generation



Source: General Social Surveys.

Question Wording: What is your religious preference?

Is it Protestant, Catholic, Jewish, some other religion or no religion?

- Millennial (born 1981 or later)
- Gen X (born 1965-80)
- Boomer (born 1946-64)
- Silent (born 1928-45)
- Greatest (born before 1928)
- ⊙ Indicates point when generations were at comparable ages

The “millennial generation” (born after 1980) is “less religiously affiliated” than any previous generation. One in four Americans aged 18–29 do not affiliate with any particular religious group. Millennials are twice as unaffiliated as Baby Boomers (born between 1946 and 1964) were at the same age.

This Pew Forum research shows that millennials are twice as religiously disaffiliated as were the baby boomers when they were the same age as the millennials. Even more challenging, recent Pew Forum research²² concluded that only 53% of all Orthodox who are adults still identify with their childhood religion.

Thus, if we have lost 47% of our Orthodox adults, and millennials are twice as disaffiliated, one should expect that when the current millennials reach adulthood and are surveyed by the Pew Forum, we will have lost materially more than 50% of our millennials.

And equally troubling, a recent study sponsored by Assembly of Canonical Orthodox Bishops²³ looking at our Orthodox Christian Fellowship ministry, which focuses on college students, shows that 73% of our OCF chapters have 10 or fewer members. The ability to effectively reach and engage our college aged youth is absolutely critical.

B. Selected Laity “Income” Challenge Facts

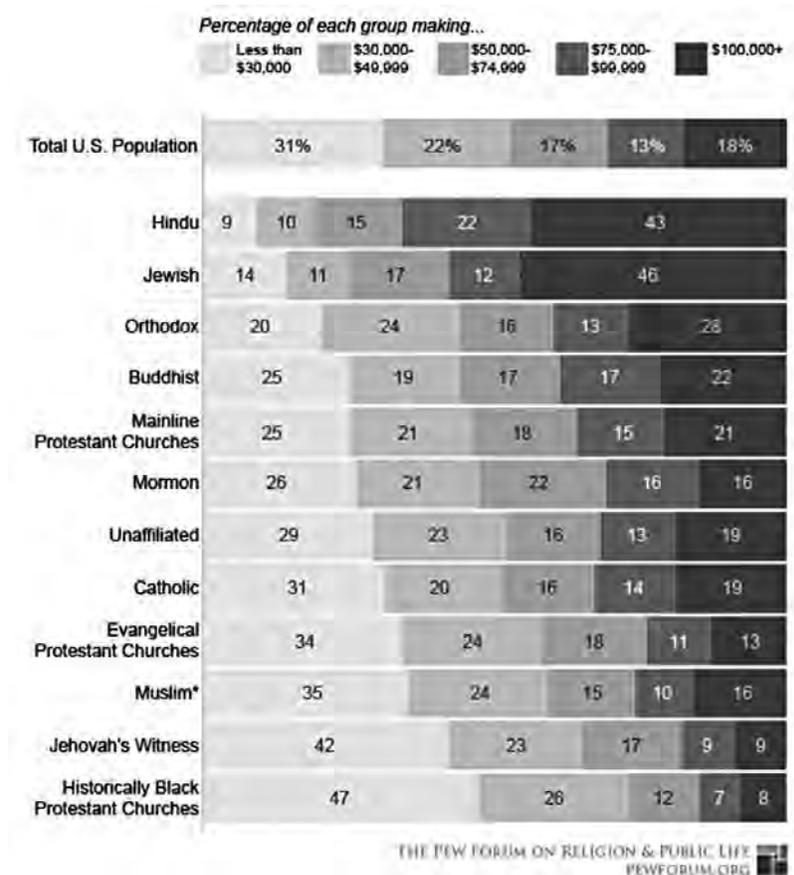
Church Giving Decreases in 2011²⁴

Individual charitable donations rose nearly 4% in 2011; however, Individual donations to Churches and religious bodies dropped by 1.7%.

Charitable Giving Facts²⁵

- People are giving a lower percent of income to Churches in the 2000’s than they did either during the Great Depression or during the 1920’s.
- The number of nonprofit 501(c)(3)s soliciting volunteers and funds almost doubled, but the number of U.S. Churches remained the same.
- In 1985, religious entities received 53% of charitable donations but by 2007 Churches received only 33% of charitable donations.

US Income By Religious/Ethnic Group²⁶



Christian Charitable Per Person Per Year Giving

The U.S. Christian average per person per year contribution is \$880²⁷ and the Evangelical Protestant average per person per year contribution is \$1,165.

While we have no verifiable numbers, we know that in most UOC of USA Parishes, the level of per person giving is materially lower.



C. Selected “Numbers” Challenge Facts

Summary Conclusions from Pew Forum U.S. Religious Landscape Survey

... constant movement characterizes the American religious marketplace, as every major religious group is simultaneously gaining and losing adherents.

Religion in the United States is often described as a vibrant marketplace where individuals pick and choose religions that meet their needs, and religious groups are compelled to compete for members.

*The Latest Church Growth Statistics*²⁸

“Overall, total U.S. Church membership declined by 1.05% from 2010 to 145,838,339 members.”

“The direction of membership (increases or decreases) remains very stable.” (i.e., Churches which have been growing in recent years continue to grow, and Churches declining in recent years continue to decline.)

“Top 25” Denominations Reporting 2012 Membership Decreases

<u>Rank</u>	<u>Denomination</u>
1.	<u>The Catholic Church</u> (68.2 million members) down 0.44%
2.	<u>Southern Baptist Convention</u> (16.1 million members) down 0.15%
3.	<u>The United Methodist Church</u> (7.6 million members) down 1.22%
7.	<u>Evangelical Lutheran Church in America</u> (4.2 million members) down 5.9%
10.	<u>Presbyterian Church</u> (U.S.A.) (2.6 million members) down 3.42%
13.	<u>The Lutheran Church - Missouri Synod</u> (2.2 million members) down 1.45%
14.	<u>The Episcopal Church</u> (1.9 million members) down 2.71%
19.	<u>American Baptist Churches</u> in the U.S.A. (1.3 million members) down .19%
21.	<u>United Church of Christ</u> (1million members) down 2.02%

Membership of Top 10 Orthodox Christian Churches in the USA²⁹

<u>Rank</u>	<u>Denomination</u>	<u>Membership</u>
1.	Greek Orthodox Archdiocese of America	476,900
2.	Orthodox Church in America	84,900
3.	Antiochian Orthodox Christian Archdiocese	74,600
4.	Serbian Orthodox Church in North America	68,800
5.	Russian Orthodox Church Outside of Russia	27,700
6.	Ukrainian Orthodox Church of the USA	22,400
7.	Patriarchal Parishes of the Moscow Patriarchate	12,400
8.	Romanian Orthodox Archdiocese	11,200
9.	American Carpatho Russian Orthodox Diocese	10,400
10.	Vicariate for the Palestinian / Jordanian Orthodox Christian Communities	6,800
Total membership for all 20 Orthodox jurisdictions		1,043,300

The Bottom Line for the Christian Church in America

- Church membership is declining
- Church sacraments are declining
- Church contributions are declining
- Church member spirituality is declining
- Church relevance is declining
- Church stewardship is declining
- Church disengagement by youth is increasing
- Church member deaths are increasing
- **Church dependence on fund raisers and festivals is increasing**

The time for a change in operational strategy is now!



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. RSV Oxford Annotated Bible
7. St. Athanasius Academy of Orthodox Theology, *The Orthodox Study Bible*, (United States: St. Athanasius Academy Septuagint, 2008), 1468
8. Acts 1:8
9. The Strategic Planning Committee (“Planning Committee”) was led by our Metropolitan, His Eminence Metropolitan Antony and His Grace Bishop Daniel, and consisted of the following faithful and hard-working members (in alphabetical order Metropolitan Antony; Bishop Daniel; Dn. Michael Abrahamson; Florin Armenciu; Wanda Bahmet; George Cepynsky; Ivan Chopko; Olya Coffey; Helen Crayosky; Fr. Gregory Czumak; Robert Danczak; Carrie Frederick Frost; Helen Greenleaf; Lynne Gulak; Fr. John Haluszczyk; Linda Hnatow; Pani Matka Christine Holet; Fr. Robert Holet; Mark Host; Natalia Honcharenko; Betsy Hutnick ; Pani Matka Liz Hutnick; Fr. Stephen Hutnick; Michael Kapeluck; Natalie Kapeluck-Nixon; Fr. Yurily Kasyanov; John Korello; Fr. Boris Kroner; Luba Lewytzkyj; Olga Liskiwsy-Liss; Svitlana Lyamar; Fr. Theophan Mackey; Alex Mackiewicz; Protodn Ihor Mahlay; Charissa Sheptak Martin; Fr. Steve Masliuk; Janice Meschisen; Mark Meschisen; John Micevych; Paul Micevych; Martha Misko; Noreen Newsick; Jeremy Oryhon; Joshua Oryhon; Fr. Vasyl Pasakas; Fr. Anthony Perkins; Lisa Ryan; Charles Sanderson; Eric Senedak; Michael Siwko; David Skocypec; Andrew Smyk; Fr. Volodymyr Steliac; Dn. James Stickel; Elizabeth Symonenko; Fr. Ivan Synevskyy; Fr. Timothy Tomson; Tanya Tschaikowsky; Fr. Anthony Ugolnik; Pani Matka Elaine Ugolnik; Ginny Ulbricht; Linda Winters; Gayle Woloschak; Janet Woyewoda; Valentina Yarr; Ed Zabowski; Fr. Bazyl Zawierucha; Edward Zetick. The Planning Committee and its Facilitator devoted many hundreds of hours of work over a full year 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 Planning Committee members thank God for our many blessings and we thank His Eminence Metropolitan Antony and His Grace Bishop Daniel for the opportunity to be stewards of Christ’s church and the UOC of USA and its Parishes. The Implementation Teams formed to achieve this Strategic Plan will include the Planning Committee and many more individuals who will volunteer to lead and work on our 25 Strategic Goals. We humbly and respectfully thank all of our co-workers in advance for their dedication and stewardship.
10. Matthew 28:19
11. 2 Corinthians 13:5
12. Exodus 20:2-17; Matthew 22:36-40; Matthew 5:1-16
13. Proverbs 29:18
14. Matthew 5:16
15. 1 Corinthians 12:27
16. Luke 10:1
17. This data is partially updated and adapted from a pioneering presentation and YouTube video called “Did You Know - Shift Happens” It originally started out as a PowerPoint presentation for a faculty meeting in August 2006 at Arapahoe High School in Centennial, Colorado. *Did You Know?* is licensed by Karl Fisch, Scott McLeod, and XPLANE under a Creative Commons Attribution Non-Commercial Share-Alike license. You are free to copy, distribute, remix and transmit the presentation as long as you give proper attribution to the original creators and share the resulting work under the same license. You may not use *Did You Know?* for commercial purposes without permission from the creators. (Selected statistics have been updated, as much as reasonably possible, from available sources.) Readers are encouraged to review the original presentation, and its numerous updated iterations, and then creatively explore the many new and exciting ways in which the world is changing around us and “shift” is happening.
18. For the last 9+ years, Strategic Planning volunteer Facilitator Bill Marianes has spent every available weekend (and many hours during the week) traveling the country and working on a pro bono basis with Orthodox Parishes (and a few other denominations) understanding their stewardship, strategic planning and operational challenges and conducting the research from available sources to identify strategies to address these issues. By the grace of God, this work led to the creation of the “Igniting The Flame Of True Christian Stewardship” and “4-P Parish Strategic Planning” programs that have been embraced by many “operationally successful” Parishes and serve as the model programs embraced by the Greek Orthodox Metropolis of San Francisco, Greek Orthodox Metropolis of Atlanta, Ukrainian Orthodox Church of the USA and many other Metropolises, Parishes and Christian Church organizations for implementation in their respective juris-

dictions and communities. Indeed, with this Strategic Plan, the Facilitator has been blessed to develop Strategic Plans which cover an estimated 17% of all Orthodox Christians in the U.S.A.

19. State of the Church report by the Barna Research Group (BRG) from a nationwide study of the country's faith practices and perspectives
20. Annual Gallup survey of Americans
21. *Religion in the Millennial Generation* (2010) and *U.S. Religious Landscape Survey* (2007), Pew Forum on Religion & Public Life of the Pew Research Center.
22. 2014 U.S. Religious Landscape Study - Pew Research Center
23. 2015 Orthodox Christian Fellowship in the United States (Stage II): The Study of the Student Leaders in the Local OCF Chapters – Assembly of Canonical Orthodox Bishops of North and Central America
24. *Giving USA* report, compiled by the Indiana University Center on Philanthropy and released Tuesday (June 19)
25. Christian Stewardship Association; Barna Research Group; Empty Tomb; Giving USA Foundation
26. Pew Forum on Religion & Public Life of the Pew Research Center.
27. Barna Research Group
28. National Council of Churches' *2012 Yearbook of American & Canadian Churches*
29. Alexei D. Krindatch, *The Atlas of American Orthodox Christian Churches*, (Brookline, MA: Holy Cross Orthodox Press 2011)

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