



United Church of God,
an International Association

A SCRIPTURE-CENTRIC

Strategic Plan • Operation Plan • Budget

For “the Work” of God

2026–2027

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STRATEGIC PLAN

2026–2027

FROM THE CHAIRMAN

Dear fellow elders,

As we prepare for this year's General Conference of Elders annual meeting, we do so against the backdrop of dramatic and rapidly unfolding world events which are reshaping the post-World War II order. War in Europe and the Middle East, regional conflicts around the world, economic uncertainty and an affordability crisis in the west, and social divisions and mistrust of institutions, are all driving people to ask questions and search for answers. We must be ready to respond.

Jesus Christ commissioned His Church to proclaim good news. At a time when many voices speak words of fear, anger or despair, the Church is called to present a message of hope rooted firmly in Scripture. The gospel of Jesus Christ and the Kingdom of God offer a perspective that transcends the immediate headlines of our day. It reminds us—and those whom God may yet call—that the events unfolding in the world are not random or without meaning. They point forward to the time when Christ will return and establish a government that will bring lasting peace and the restoration of justice.

Collectively, as duly ordained elders of the Church, we are ultimately responsible under Jesus Christ to ensure the United Church of God faithfully fulfills this mission. We are ultimately responsible through our prayerful consideration of those whom we choose to serve on our governing Board. Ultimately responsible through our careful evaluation of the proposals set before us each year at the General Conference. Ultimately responsible through taking the time to do our homework, meditate and be informed. Ultimately responsible through our personal relationship with our Heavenly Father and Elder Brother which informs our preaching, teaching, pastoral care and example in private and public. And we are ultimately responsible through our gracious conduct one towards another that is often more powerful than any sermon we may preach.

And so, within this context, you have before you a refreshed Strategic Plan, updated Operation Plan and new Budget consistent with these plans. Strategic planning is not an end in itself, but rather a tool that helps us remain thoughtful

and focused as we pursue the work God has given us to do. Over time circumstances change, new opportunities arise, and areas of emphasis naturally evolve. Regularly reviewing and refreshing our plans allows us to ensure that our efforts remain aligned with the mission entrusted to us.

I encourage you to carefully review this booklet. Should questions arise as you study the document, your thoughts and inquiries are welcomed. Open dialogue and thoughtful engagement among the ministry strengthens our collective ability to serve the Church effectively. At the same time, consider too that while planning and organization are important, we recognize that the true strength of the Church does not rest in human strategy or ability. The Church must submit to the direction of God the Father and Jesus Christ. From this comes our true strength and effectiveness.

The apostle Paul reminded the Philippians of the mindset that should guide those who serve in God's Church. In Philippians 2:5 he wrote, "Let this mind be in you which was also in Christ Jesus." He preceded that statement with an exhortation that remains deeply relevant for us today: "Let nothing be done through selfish ambition or conceit, but in lowliness of mind let each esteem others better than himself" (Philippians 2:3). This spirit of humility and mutual regard reflects the very mind and character of Christ. As we assemble for this year's General Conference whether in person or online, let us role-model what God desires to accomplish for all humanity.

If you can't attend this year, please know you will be missed and that you still have a part to play through prayer and fulfilling your role by sending in your ballot. We are a worldwide work, but the feasibility of traveling to the United States is not something available to all elders. We pray for that day when we may all be present together.

May God continue to guide and bless us in this Work.



Tim Pebworth



United Church of God
an International Association

VISION

A Church led by God's Holy Spirit, joined and knit together by what every member supplies, with all doing their share and growing in love to fulfill God's great purpose for humanity to bring many children to glory (Ephesians 4:16; Hebrews 2:10).

MISSION

The mission of the United Church of God, an International Association (UCGIA), is to preach the gospel of Jesus Christ and the Kingdom of God in all the world, make disciples in all nations and care for those disciples.

GUIDING PRINCIPLES

We believe our Father has called us into a relationship with Him and one another through Jesus Christ. We believe the immutable Word of God shows how to build loving relationships (1 John 1:3) to become conformed to the image of Jesus Christ.

- *Therefore* we will strive to live by every word of God, led by His Holy Spirit, enabling these relationships to grow and flourish in humility.

We believe God the Father, through Jesus Christ, is building His Church, which is built on the foundation of the apostles and prophets, Jesus Christ Himself being the chief cornerstone, and we, also, as living stones are being built into a spiritual house (Matthew 16:18; 1 Corinthians 3:9; 1 Peter 2:5).

- *Therefore* as members of the household of God, we grow together into a holy temple for a dwelling place of God in the Spirit (Ephesians 2:19-22).

We believe God's plan of salvation includes every individual who yields to Him and Jesus Christ (1 Timothy 2:4). His plan includes the calling and perfecting of those who are being converted now as well as those to be converted in the ages to come.

- *Therefore* it is the duty of the Church to proclaim a message of hope and a call to repentance, to observe all things Christ has commanded, and to prepare members of the Body of Christ for service.

We believe all humanity will ultimately have the opportunity to learn of Jesus Christ's life, death and resurrection and the good news of the Kingdom of God. We believe the plan of God provides every individual an opportunity to become part of His family (Acts 10:34-35).

- *Therefore*, in order to maximize the effectiveness of the gospel message, we endeavor to reach all people in a way they can understand with a combination of doctrine, prophecy and Christian living—recognizing that any lasting fruit is produced by the power of God's Holy Spirit.

We believe humanity is in urgent need of the gospel message in advance of the events surrounding Christ's return. We believe Jesus commissioned His Church to declare what is to come, to warn of the consequences of sin, to preach repentance and to proclaim the hope of eternal salvation (Matthew 24:13-14, 21; 28:18-20).

- *Therefore*, we take very seriously the Church's responsibility to boldly preach the gospel to this world with zeal and a sense of urgency (John 9:4).

FOUNDATIONAL VALUES

We believe building meaningful, godly relationships is taught in Scripture. *Therefore* we must:

- Become unified in God and Christ through the Holy Spirit.
- Love God and keep His commandments.
- Love one another as Christ loves us.
- Promote and practice a ministry of reconciliation.
- Teach and live Christ-like service.
- Speak the truth openly in godly love.
- Foster godly relationships among all.

We believe we are to strive to attain the measure of the stature of the fullness of Christ, to develop leadership for the Church and to prepare a people for works of service. *Therefore* we must:

- Provide in-depth biblical teaching.
- Answer the great questions of life—does God exist, who is God, what is God, what is His purpose, who is man, what is man, and what is man's purpose?
- Develop training and educational programs for ministry, members and youth.
- Provide the necessary facilities for our local congregations, and for training and education purposes.
- Implement the best training and education programs.

We believe Christ commissions us to preach the gospel in all the world. *Therefore* we must:

- Engage the entire Church in fulfilling its mission to preach the gospel.
- Encourage members to be like Christ and be lights in the world.
- Apply the most appropriate methods to reach and engage various audiences.
- Employ the most effective media technology to deliver a relevant, inspiring, transforming message to the world.
- Apply the Media Guiding Principles (see back cover).

THE EPHESIAN FRAMEWORK

The Ephesian Framework is a view into the work God did through Paul in the city of Ephesus during a three-year ministry. Paul had his most productive years of ministry while at Ephesus. When he wrote to the members there years later, he explained how he ministered to the Church and to the world.

He describes the terms of engagement and exhortation that lead to commitment and conviction. He defines steps to equip the disciples for courageous service. He shows how the body of the Church is guided by truth in love and led by the Holy Spirit defining a lifelong path of conversion that grows up in all things into Him who is the head—Christ.

At Ephesus, Paul engaged the pagan culture of the first century with the foundational truth of God the Father's purpose to unify all creation in Christ—both in heaven and on earth. The Father and Christ are the foundation of all spiritual blessings, and those who turned from their futile walk along the path of empty idols could have a new life, filled with the riches of His grace.

Building on the foundation of Christ, Paul constructs vital pillars of unity of spirit and unity of faith in the bond of peace to create a new reality. Gone was a world based on gods who were no gods. Demolished were the walls which defined the deadly course of the world. Broken were the gates that opened into the chasm of hell and death.

“The word of the Lord grew mightily and prevailed” against the powers of darkness, just as Christ predicted (Matthew 16:18; Acts 19:20). At Ephesus, Paul worked, preached and turned back the dark powers of the world—the light of the gospel shone bright.

The Ephesian Framework is designed to align the United Church of God with these spiritual concepts. If these are before us we can expect to be effective in the work God has given us. We can expect to bear fruit for the Kingdom of God.

May we personally embrace Paul's prayer in his letter to the Ephesians that describes our innermost needs as we seek unity of spirit and unity of faith in the bond of peace:

“For this reason [we] bow [our] knees to the Father of our Lord Jesus Christ, from whom the whole family in heaven and earth is named, that He would grant [us], according to the riches of His glory, to be strengthened with might through His Spirit in the inner man, that Christ may dwell in [our] hearts through faith; that [we], being rooted and grounded in love, may be able to comprehend with all the saints what is the width and length and depth and height—to know the love of Christ which passes knowledge; that [we] may be filled with all the fullness of God. Now to Him who is able to do exceedingly abundantly above all that we ask or think, according to the power that works in us, to Him be glory in the church by Christ Jesus to all generations, forever and ever. Amen.” (Ephesians 3:14-21).

This prayer is for power and strength to both be and to do a work. It encompasses elements of God's work to bring many children to glory. With this prayer guiding our operations, we can expect God to be pleased to use us as instruments in the Body of Christ.

POSITIONING STATEMENTS

Ministerial Development

We believe having trained pastors and elders is vital to the well-being and long-term viability of the Church. *Therefore, we will:*

- Invest in leadership and pastoral development, including long-term planning to provide ongoing pastoral care.

Youth and Young Adults

We believe our youth are critical to our future as a church and their future as sons of God, and we risk losing them. *Therefore, we must:*

- Retain our youth and young adults by engaging and empowering them to make UCG their home.
- Energize youth and young adults through educational and fellowship opportunities.

Respect for One Another

Recognizing Jesus' command to always treat each other in a godly manner, we believe we have sometimes not treated each other in a godly manner. *Therefore, we will dedicate ourselves to:*

- Respect each other.
- Recognize our different personalities and strive to understand one another.
- Reconcile and restore/rebuild relationships in the love that God the Father and Jesus Christ have shown us.

Responding to a Divided World

We believe the gospel holds the answers to the current issues dividing our world. *Therefore, we will:*

- Maximize our human, financial and spiritual resources to proclaim a relevant message of hope of God's kingdom to a world in need.
- Leverage technologies and approaches to meet society with a message of hope and understanding.

GOALS

“Trust in the LORD with all your heart, And lean not on your own understanding; in all your ways acknowledge Him, and He shall direct your paths” (Proverbs 3:5-6).

A. DISCIPLESHIP

“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 have commanded you...”
(Matthew 28:19-20).

SHOW HOW THE WORD OF GOD WORKS

PROCLAIM THE DEPTH OF THE WORD OF GOD WITH URGENCY AND HOPE

ENCOURAGE A RELATIONSHIP WITH GOD THROUGH HIS WORD

FOCUS ON THE BASICS OF GOD’S WORD

B. FELLOWSHIP

“And they continued steadfastly in the apostles’ doctrine and fellowship, in the breaking of bread, and in prayers”
(Acts 2:42).

GROW OUR LOVING APPLICATION OF TRUTH

INCREASE OUR BIBLICAL SKILL

MODEL OUR WALK IN THE WORD OF GOD

PREACH THE DEPTH OF GOD’S WORD WITH CLARITY AND CONVICTION

C. LEADERSHIP

“Therefore take heed to yourselves and to all the flock, among which the Holy Spirit has made you overseers, to shepherd the church of God which He purchased with His own blood”
(Acts 20:28).

PROMOTE DEDICATION TO GOD’S WORD AMONG ELDERS

INSTRUCT IN DELIVERING INSPIRING AND COMPELLING MESSAGES

PROVIDE MENTORING AND COACHING IN CONTINUOUS DEVELOPMENT

PROVIDE RESOURCES FOR DEVELOPMENT OF ELDERS’ SOFT, CARING SKILLS

D. STEWARDSHIP

“Moreover it is required in stewards that one be found faithful”
(1 Corinthians 4:2).

BE ACCOUNTABLE TO THE WORD OF GOD

SERVE ONE ANOTHER WITH UNITY

FAITHFULLY COORDINATE GOD’S GIFTS

ENSURE RETURN ON GOD’S INVESTMENT

OPERATION PLAN

for “the Work”

2025–2026

FROM THE PRESIDENT

Greetings fellow elders and wives,

What an awesome Father and Son whom we have been called to assist in our brief, physical existence! Imagine, that in these concluding years of Satan's rule, you and I carry responsibility for their work, which is forecast to be accomplished in preparation for Christ's return. We thank our merciful Savior for His leadership in living and sharing His word to all whom the Father may call.

Ongoing initiatives for accomplishing their crucial work in proclaiming, exemplifying and promoting God's way to societies in darkness, face increasing challenges. Establishing a process that will guide us in achieving Jesus' Great Commission to the Church is a must!

You are holding the guide in your hands that—with God's help—will help steer us through the next fiscal year. In the previous pages, the Council of Elders established overall Goals listed in their Strategic Plan. With several primary Goals established, the Council and administration worked together to craft an Operation Plan that includes specific steps needed to achieve those Goals.

The Operation Plan

This model of strategic planning spotlights only the highest priority issues, rather than a listing of every single thing that is part of normal continuing operations. It is, accordingly, more streamlined and focused on several major areas of needed enhancement to our other ongoing operations.

Measurable "Objectives" are set forth, along with "Strategies," to help reach the Goals. The administration has developed "Action Steps" from these Strategies, that are not listed in the Strategic Plan—but rather, are internal steps to help management carry out each Strategy. Almost 40 pages of action steps provide us with specific, timed and accountable processes that each department sets, follows, adjusts, completes and continually recreates along the Strategies path to completing the Objectives of each Goal.

Critical Success Factors and Barriers

We include analyses of "Critical Success Factors" (CSFs) along with perceived "Barriers" we need to overcome.

Critical Success Factors are "major items or issues that must 'go right' to achieve one or more objectives." Barriers are "existing or potential challenges that hinder the achievement of one or more objectives." The Strategies, while flowing from the Objectives, must take advantage of the CSFs and overcome the Barriers for us to achieve our Objectives.

Here now on the following pages is the Operation Plan for accomplishing several primary goals the Council asked us to accomplish during the 2026-2027 fiscal year. These, along with 40 separate pages with specific department Action Steps, provide the strategic and operational roadmap to reaching these goals. The steps are measurable, actionable and allow for accountability.

Thank you for your prayers and support as we all work together to perform God's work.

In Christ's service,



John Elliott

*"Blessed is that servant whom his master,
when he comes, will find so doing"
(Matthew 24:46).*

OPERATION PLANNING

Doing “The Work”

*“As they ministered to the Lord and fasted, the Holy Spirit said, ‘Now separate to Me Barnabas and Saul for **the Work** to which I have called them’” (Acts 13:2).*

It is the responsibility of the Council of Elders to align Mission with the Vision and define the “work we are to be” in the Strategic Plan. It is the responsibility of the administration to organize “work we are to do” in the Operation Plan.

The Operation Plan turns *Goals* into *action*. In this plan the *called* mature from just hearing to becoming members of the household of God.

Truth in Love takes on the active form to become an outcome-based process that turns initiatives into results. This plan includes defined Objectives for each of the Goals to help define success through meaningful evaluation criteria for periodic review. Each Objective has corresponding Critical Success Factors, Barriers and Strategies that follow.

This Scripture-centric framework provides an Operation Plan to effectively organize, direct and manage “the Work” that God has called us to do as outlined in the following pages.

OBJECTIVES, CSFS, BARRIERS & STRATEGIES

A. Discipleship

	Objectives	Baseline	1 st Year	3 rd Year
1.	Increase awareness-stage engagement, as measured by clicks and watch time. <i>(Proclaim the depth...)</i>			
	Watch time (hours), rolling 12-month total Overall	277,135	285,449 (+3%)	304,849 (+10%)
	25-44 years old	49,421	51,892 (+5%)	56,834 (+15%)
	Avg. monthly clicks	3,132,279	3,226,247 (+3%)	3,445,507 (+10%)
2.	Increase response-stage engagement (e.g., download, order) across digital and print channels. <i>(Show how...)</i>			
	Download file, order booklet, subscribe, create account	183,542	192,720 (+5%)	211,074 (+10%)
	Time on site (/learn section)	4:04	4:11 (+3%)	4:28 (+10%)
3.	Increase recurring non-member participation in streamed Sabbath services, Bible studies and other instructional webcasts. <i>(Encourage a relationship...)</i>			
	Non-member connections	n/a	75	300
4.	Increase the number of pastoral contacts initiated by non-members. <i>(Focus on the basics...)</i>			
	Website contacts	n/a	60	240

<i>Critical Success Factors</i>	<i>Barriers</i>
<ul style="list-style-type: none"> • Clear, practical and effective biblical parenting content. • A content strategy coordinated across outlets aimed at specific demographics, especially 25-40-year-olds. • Effective CRM utilization. • A robust webcast platform. • A robust, user-friendly website. • A welcoming online community for non-members. • Systems that provide pastors with timely insight into non-member engagement in their region. 	<ul style="list-style-type: none"> • Polarized views on parenting that can make it difficult to convey biblical instruction. • Perceived exclusion of non-target demographics. • Throttling and shadow-banning of religious content on search/social platforms. • Lack of CRM expertise. • Limited staffing (pastors/moderators) for non-member webcast. • Not being able to stand out over the noise. • Influence of “woke” Christianity.

<i>Strategies</i>	
A1.	Implement international media initiatives as needed or requested to increase organic growth by creating content that can be adapted globally.
A2.	Establish and actively apply data-informed targeting and distribution practices across digital platforms to increase awareness-stage engagement among 25–40-year-olds.
A3.	Develop a dedicated webcast experience to help interested non-members engage more deeply with UCG.
A4.	Create biblically grounded content series across video, audio and digital platforms that address the real challenges of parents of young families. (Implement in such a way as to be adapted globally.)
A5.	Leverage CRM system to notify pastors of non-member engagement in their region and facilitate outreach.

B. Fellowship

	Objectives	Baseline	1 st Year	3 rd Year
1.	Increase percentage of congregations that measure themselves as loving, as indicated by 70% or more of respondents indicating the congregation is healthy, peaceful, harmonious and serving in love. (<i>Grow our loving application of truth...</i>)			
	Overall	TBD	50%	70%
	25-40 years old	TBD	50%	70%
2.	Increase engagement and survey net-promoter scores. (<i>Grow our loving application of truth...</i>)			
	Overall	40%	55%	70%
	25-40 years old	40%	55%	75%
3.	Increase score of Fundamental Beliefs annual test. (<i>Increase our biblical knowledge...</i>)			
	Overall	TBD	50%	70%
	25-40 years old	TBD	50%	70%
4.	Increase the % of members serving. (<i>Walk worthy of your calling...</i>)			
	Overall	TBD	60%	65%
	25-40 years old	TBD	60%	65%
5.	Achieve a balanced diversity of sermon topics being spoken. (<i>Feed the flock with clarity and conviction...</i>)			
	- Doctrine	TBD	30	35
	- Prophecy	TBD	20	25
	- Christian living	TBD	60	40

<i>Critical Success Factors</i>	<i>Barriers</i>
<ul style="list-style-type: none"> • Good messages, fellowship, encouraging and uplifting. • Good meeting facility. • Being allowed to serve/opportunities to serve. • Good sermons on doctrine. • Setting a culture of love and intentional care by leadership. 	<ul style="list-style-type: none"> • Poorly skilled speakers. • Not passing the baton/lack of trust. • Lack of focus on doctrine. • Tired, stressed over pastors.

<i>Strategies</i>	
B1.	Provide a balanced spiritual diet that connects with all ages, with a diversity of sermon topics—doctrine, prophecy and Christian living—with intentional applications for families, children and teens.
B2.	Develop or identify programs or activities where families and youth can actively practice and apply the loving application of the truth in the congregation and our church community.
B3.	Utilize the Fundamental Beliefs assessment for adults and create age-appropriate versions for teens and older children.
B4.	Develop additional ways to retain our children, teens and young adults, building on a review of existing research including focus group results.
B5.	Develop a formalized way to receive and encourage those who visit our congregation.
B6.	Equip song leaders, announcers and special music coordinators with practical training in pacing, clarity and music selection to cultivate an energetic, warm and inclusive congregational atmosphere.

C. Leadership

	Objectives	Baseline	1 st Year	3 rd Year
1.	Increase member satisfaction with messages.	TBD	65%	75%
2.	Increase number of elders using/accessing online resources.	TBD	60%	80%

<i>Critical Success Factors</i>	<i>Barriers</i>
<ul style="list-style-type: none"> • Consistent commitment to setting aside the time. • Good messages. • Having qualified mentors and process. • Easy access to and knowledge of online resources. 	<ul style="list-style-type: none"> • Distinctions/time management, lack of willingness to commit. • Lack of speaking and preparation skills. • Regional pastors/mentors not having time to mentor. • Not knowing where resources are (disorganized list). • Older men not conversant with technology.

Strategies	
C1.	Establish regional accountability peer teams to ensure consistent commitment to devotion and preparation time that reflects congregational demographics, especially family and youth needs.
C2.	Develop effective programs to improve speaking and preparation skills.
C3.	Implement a mentoring program to develop all appointed leaders and those with high potential.
C4.	Maximize use of online ministerial educational resources with in-person support.

D. Stewardship

	Objectives	Baseline	1 st Year	3 rd Year
1.	Increase number of Foundational Values in which the ministry rates us 70% or greater. <i>(Accountable...)</i>	5 of 23	7 of 23	9 of 23
2.	Increase percentage of management and employees that indicate that we serve one another in unity. <i>(Serve...)</i>	67.9%	+5%	+15%
3.	Faithfully coordinate God’s gifts as measured by:	98%	98%	98%
	- Staying within budget			
	- Increasing employee satisfaction %	73%	77%	80%
4.	Increase trust of donors as measured by increase in number of: <i>(Return...)</i>			
	Donors	4,600	+3%	+10%
	Coworkers	6,283	+3%	+10%

<i>Critical Success Factors</i>	<i>Barriers</i>
<ul style="list-style-type: none"> • Greater engagement of stakeholders in our process. • High awareness of our improvement. • Delivering on promises. • Good and timely budget reporting. • Employees feeling appreciated and valued (right fit). • Understanding of how funds are allocated and spent. 	<ul style="list-style-type: none"> • Unresolved issues from the past. • Lack of communicating improvements to stakeholders. • Resistance to change internally. • Reticence to collaborate. • Ineffective internal processes. • Misconceptions about Church finances.

Strategies	
D1.	Conduct an employee survey to assess job satisfaction and to identify and address employee issues.
D2.	Implement merit-based compensation plan.
D3.	Develop a plan to assess and improve monthly number of contributors and compare to media output.
D4.	Continue to survey on Foundational Values to determine level of agreement and discuss with ministry.
D5.	Improve unity between employees and management by regular interfacing and check-ins to identify and address issues.
D6.	Upgrade accounting systems and update procedures for optimum processing and reporting.

BUDGET

2025–2026

FROM THE TREASURER

Fellow elders,

The Church's mission—to preach the gospel, make disciples and care for them—ultimately depends on God's provision. As Paul writes in Philippians 4:19–20, God supplies our needs according to His riches in glory in Christ Jesus, and to Him belongs the glory. At the same time, Scripture calls us to faithful stewardship. We are instructed to know the condition of our flocks (Proverbs 27:23) and to be found trustworthy in managing what has been entrusted to us (1 Corinthians 4:2).

While God is our provider, He also expects us to plan carefully, decide thoughtfully, and steward our spiritual, operational and financial resources with wisdom and integrity. Gratitude for what is provided is demonstrated through being responsible stewards—that honors God, respects the generosity of His people, and advances our mission of preaching the gospel and making and caring for disciples.

As we present the fiscal year 2026–2027 Budget, I would like to highlight several initiatives recently approved by the Council of Elders to strengthen clarity, accountability and financial stability.

First, the Council approved a Long-Term Debt Policy to ensure that any future borrowing remains prudent and does not place undue strain on Church resources. This policy is a foundational step toward a comprehensive Capital Plan, now underway, that will help us strategically prioritize and fund future property, facilities and equipment needs. In addition, Investment and Capitalization Policies are being developed to promote consistency, transparency and sound financial oversight.

The president and operation managers, in consultation with the Strategic Planning and Finance Committee, prepared this Budget, which includes several notable changes:

- Eliminating the Executive Reserve and reallocating the salaries previously funded through it to their respective departments.
- Establishing a Contingency Reserve, funded from

Net Assets, to address unforeseen needs with appropriate oversight.

- Introducing a Capital Budget that includes projected expenditures for fiscal year 2026-2027.

In future budget presentations, we intend to expand the Capital Budget to incorporate acquisitions, financing and additional components aligned with the Capital Plan.

In developing the fiscal year 2026-2027 operational Budget, we reviewed five years of historical data (FY21–FY25) of revenue, gains and other support to guide our projections. Based on this analysis, we are proposing an income budget of \$28,075,000—an increase of \$1,765,000—which is 6.7 percent over the fiscal year 2025-2026 budget, however comparable when considering calendar year 2025 activity.

On the expense side, we carefully evaluated all current activities and made appropriate reallocations and, where appropriate, reductions to support ongoing operations, fund new initiatives and maintain a balanced budget. Consistent with best practices, we have also incorporated the initial phase of a Capital Budget, including \$1,243,050 in expenditures fully matched by corresponding funding sources.

A church budget is a practical expression of faithful stewardship. As Proverbs 21:5 (NIV) reminds us, “The plans of the diligent lead to profit,” underscoring the importance of careful planning and wise management in supporting the Church's mission.

Enclosed is the proposed Budget for the United Church of God, an International Association, for fiscal year 2026–2027. The Council of Elders reviewed and approved this Budget beginning with its meetings on February 23, 2026, and it is now respectfully submitted for your ratification.

In Christ's service,



Ted Budget

UNITED CHURCH OF GOD, IA
Statements of Activities - Budget

	Budget Fiscal YE 6/30/27		Calendar YE 12/31/25	Budget Fiscal YE 6/30/26	
Revenue, Gains and Other Support					
General Contributions	16,820,000	59.9%	16,100,811	16,272,200	61.8%
Congregational Contributions	250,000	0.9%	241,640	261,200	1.0%
Holy Day Offerings	6,350,000	22.6%	6,232,822	5,916,400	22.5%
Assistance/Festival Fund	766,428	2.7%	754,021	829,600	3.2%
Other Directed Funds (Media, ABC, etc.)	281,135	1.0%	360,736	147,400	0.6%
Estate Donations	574,464	2.0%	1,856,705	765,400	2.9%
Stock/Securities Contributions	400,536	1.5%	538,241	420,000	1.6%
Interest Income	625,000	2.2%	725,530	664,800	2.5%
Other Income	582,437	2.1%	262,301	108,000	0.4%
Total Revenue, Gains and Other Support	26,650,000	94.9%	27,072,807	25,385,000	96.5%
Releases from Donor Restrictions	1,175,000	4.2%	(a)	925,000	3.5%
Contingency Reserve - from Net Assets	250,000	0.9%	-	-	0.0%
Total Budgeted Sources	28,075,000	100.0%	27,072,807	26,310,000	100.0%
Expenses					
Compensation and Related					
Salary and Wages	10,237,339	36.4%	8,615,859	9,041,662	34.4%
Payroll Taxes	212,330	0.8%	174,741	204,522	0.8%
Healthcare Insurance	413,212	1.5%	385,909	369,352	1.4%
Healthcare Claims	840,000	3.0%	834,165	840,000	3.2%
Life Insurance	157,680	0.5%	154,952	148,620	0.5%
Total Compensation and Related	11,860,561	42.2%	10,165,626	10,604,156	40.3%
Advertising	756,720	2.7%	912,029	1,045,500	4.0%
Airtime Purchases	-	0.0%	252,529	333,000	1.3%
Assistance	1,927,360	6.9%	1,675,348	1,742,780	6.6%
Contracted Services	1,292,962	4.6%	950,120	1,033,928	3.9%
Depreciation & Amortization	420,000	1.5%	303,820	330,000	1.2%
Facilities (Rent, Maintenance, Utilities, etc.)	1,174,256	4.2%	288,220	418,683	1.6%
Insurance (Liability, Other & Fees)	260,144	0.9%	213,860	243,252	0.9%
Lease Car Program	267,600	1.0%	301,203	261,000	1.0%
Other (Fees, Relocation Costs, Food, Phones)	792,880	2.8%	645,251	652,782	2.5%
Postage and Shipping	837,896	3.0%	1,549,355	1,410,917	5.4%
Printing	1,018,263	3.6%	1,141,631	1,273,062	4.8%
Subsidy					
US Congregations	2,761,087	9.8%	2,693,725	3,100,349	11.8%
International	2,492,416	8.9%	2,454,975	2,333,014	8.9%
Supplies	466,737	1.7%	182,887	172,670	0.7%
Travel	1,496,118	5.3%	1,144,150	1,354,906	5.1%
Subtotal	27,825,000	99.1%	24,874,728	26,310,000	100.0%
Contingency	250,000	0.9%	-	-	0.0%
Total Budgeted Expenses	28,075,000	100.0%	24,874,728	26,310,000	100.0%
Budgeted Surplus/(Deficit)	0		2,198,079	(0)	
Fiscal Year-Over-Year Increase/(Decrease)	1,765,000				

(a) Releases from donor restrictions are evaluated but not recorded on a calendar year basis.

UNITED CHURCH OF GOD, IA

Statements of Functional Expenses - Budget

	Budget Fiscal Y/E 6/30/27	Budget %	Actual Calendar Y/E 12/31/25	Budget Fiscal Y/E 6/30/26	Budget %
Functional Expenses					
Media & Communications Services (MCS)					
Public Proclamation					
Bible Study Course	39,960	0.2%	55,402	61,400	0.2%
Blind Program	-	0.0%	-	500	0.0%
Booklets and Reprint Articles	304,880	1.1%	268,523	518,600	2.0%
<i>BT Magazine</i>	1,370,075	4.9%	1,982,647	1,815,300	6.9%
<i>BT Television</i>	331,879	1.2%	783,258	677,150	2.6%
<i>Compass Check</i>	33,220	0.1%	11,580	21,550	0.1%
Eastern Europe Editor	61,896	0.2%	7,702	6,400	0.0%
French Editorial	120,304	0.4%	129,122	107,000	0.4%
General Media Administration	1,694,961	6.0%	1,632,115	1,765,547	6.7%
Portuguese Editorial	150,660	0.6%	160,236	168,300	0.6%
Promotion - Electronic	771,120	2.7%	395,132	857,000	3.3%
Promotion - Print	70,000	0.2%	175,295	213,000	0.8%
Spanish Editorial	175,400	0.6%	151,411	141,800	0.6%
Subscriber Development	672,087	2.4%	147,033	130,500	0.5%
<i>United News</i>	150,900	0.6%	89,493	85,850	0.3%
Total Media & Communications Services (MCS)	5,947,343	21.2%	5,988,948	6,569,897	25.0%
Ministerial & Member Services (MMS)					
Congregational Care					
Ambassador Bible College	278,459	1.0%	311,565	304,022	1.2%
Assistance	312,000	1.1%	286,961	258,400	1.0%
Deaf Program	1,680	0.0%	1,009	1,680	0.0%
Education Programs	15,000	0.1%	5,206	15,000	0.1%
International Training / Travel	497,868	1.8%	376,190	488,310	1.9%
Leadership Training	8,320	0.0%	8,081	7,100	0.0%
Ministerial Development	231,368	0.8%	240,262	611,608	2.3%
Ministerial Services	551,046	2.0%	478,507	218,282	0.8%
Regional Conferences	66,000	0.2%	(2,716)	65,000	0.2%
Regional Pastors	39,600	0.1%	25,910	34,800	0.1%
Subsidy to US Congregations	2,424,000	8.6%	2,235,942	2,305,600	8.8%
US Ministry	6,367,398	22.7%	5,592,969	5,930,644	22.5%
Young Adult Programs	45,050	0.2%	4,509	25,450	0.1%
Youth Camps	976,863	3.5%	527,932	489,790	1.9%
	11,814,652	42.1%	10,092,328	10,755,686	40.9%
Festivals (by location)					
Not Specific to a US Site					
Assistance	220,000		205,764	199,000	
Other Expenses	72,100		46,261	30,000	
All U.S. Feast of Tabernacle Sies	352,225		313,056	327,982	
	644,325	2.3%	565,081	556,982	2.1%

UNITED CHURCH OF GOD, IA

Statements of Functional Expenses - Budget

	Budget Fiscal Y/E 6/30/27	Budget %	Actual Calendar Y/E 12/31/25	Budget Fiscal Y/E 6/30/26	Budget %
International Subsidy *					
Africa					
Burundi	38,155	0.1%	9,539	38,156	0.1%
Ghana	52,900	0.2%	35,501	38,500	0.1%
Kenya / Tanzania	67,820	0.2%	93,880	67,820	0.3%
Malawi	73,669	0.3%	70,082	70,610	0.3%
Nigeria	24,100	0.1%	25,132	23,775	0.1%
Rwanda	9,820	0.0%	2,455	9,820	0.0%
South Africa	231,535	0.8%	153,652	200,937	0.8%
Zambia	146,275	0.5%	169,704	138,585	0.5%
Zimbabwe	34,936	0.1%	33,915	33,984	0.1%
Asia					
Bangladesh	17,680	0.1%	14,729	27,140	0.1%
Hong Kong / Mainland China / Taiwan	24,065	0.1%	24,065	24,065	0.1%
India/Sri Lanka	44,550	0.2%	73,623	73,745	0.3%
Pakistan	18,995	0.1%	17,931	18,700	0.1%
South Korea	45,740	0.2%	-	-	0.0%
Thailand / Myanmar	29,800	0.1%	10,884	26,700	0.1%
Australia / SE Asia	22,000	0.1%	88,091	-	0.0%
British Isles	-	0.0%	-	-	0.0%
Caribbean	72,000	0.3%	24,568	72,000	0.3%
Eastern Europe / Baltics /Scandinavia	103,022	0.4%	66,671	98,994	0.4%
French					
Francophone Europe	333,450	1.2%	156,402	148,320	0.6%
Benin	15,265	0.0%	30,655	9,477	0.0%
Cameroon / DR Congo	42,530	0.1%	35,447	42,530	0.2%
Cote d'Ivoire	17,648	0.1%	15,991	16,580	0.1%
Madagascar	8,811	0.0%	2,681	1,722	0.0%
Switzerland	15,960	0.1%	3,600	9,900	0.0%
Togo	13,392	0.0%	6,385	14,900	0.1%
Germany / Switzerland	108,916	0.4%	101,565	106,936	0.4%
Italy	39,600	0.1%	127,535	119,686	0.4%
New Zealand / Solomon Islands	72,588	0.3%	4,566	130,652	0.5%
Philippines	116,178	0.4%	300,073	347,180	1.3%
Portuguese					
Angola	22,800	0.1%	-	-	0.0%
Brazil	54,040	0.2%	91,532	48,600	0.2%
Spanish					
Argentina	29,000	0.1%	32,500	24,000	0.1%
Bolivia	18,200	0.1%	12,482	14,000	0.1%
Chile	113,000	0.4%	85,400	86,000	0.3%
Columbia	53,200	0.2%	56,402	52,000	0.2%
El Salvador	14,301	0.0%	7,000	12,000	0.0%
Guatemala	109,400	0.4%	99,220	101,000	0.4%
Mexico	157,425	0.6%	69,287	72,000	0.3%
Peru	20,200	0.1%	2,000	12,000	0.0%
Other	4,250	0.0%	7,796	-	0.0%
	<u>2,437,216</u>	8.7%	<u>2,162,940</u>	<u>2,333,014</u>	8.9%
Total Ministerial & Member Services (MMS)	14,896,193	53.1%	12,820,349	13,645,682	51.9%

UNITED CHURCH OF GOD, IA
Statements of Functional Expenses - Budget

	Budget Fiscal Y/E 6/30/27	Budget %	Actual Calendar Y/E 12/31/25	Budget Fiscal Y/E 6/30/26	Budget %
Organizational Stewardship & Administration (OSA)					
Management and General					
Council of Elders / Face-to-Face Meetings	68,000	0.2%	121,805	48,000	0.2%
Council of Elders / General Council Activities	46,859	0.2%	30,642	28,400	0.1%
Home Office / General Administration	329,485	1.2%	260,415	269,097	1.0%
Home Office / Operations & Financial Administration	1,883,958	6.7%	1,453,465	1,521,155	5.8%
Home Office / IT	1,090,907	3.9%	841,630	880,826	3.3%
Assistance / Legacy	1,389,360	4.9%	1,183,857	1,285,380	4.9%
Insurance and Health Care	1,678,476	6.0%	1,590,230	1,601,224	6.1%
Matching 403(b) Contributions	299,570	1.1%	268,734	258,622	1.0%
Matching HSA Contributions	105,000	0.3%	103,842	90,716	0.3%
	<u>6,891,613</u>	24.5%	<u>5,854,621</u>	<u>5,983,420</u>	22.7%
Executive Reserve	-	0.0%	135,678	45,600	0.2%
Contingency Reserve	250,000	0.9%	-	-	0.0%
General Conference of Elders	89,850	0.3%	75,132	65,400	0.2%
Total Organizational Stewardship & Administration (OSA)	\$ 7,231,463	25.7%	\$ 6,065,430	\$ 6,094,420	23.1%
Total Functional Expenses	\$ 28,075,000	100.0%	\$ 24,874,728	\$ 26,310,000	100.0%
<hr/>					
Fiscal year-over-year increase (decrease)	\$ 1,765,000	6.7%			

* Budget amounts represent anticipated subsidy payments and do not reflect activities that may otherwise be funded by the respective international area.

UNITED CHURCH OF GOD, IA
Capital Expenditures - Budget

	Budget Fiscal Y/E 6/30/27
Expenditures	
Property Acquisitions	(a)
Bible Study Course App	182,000
Congregational Building Improvements	406,000
Congregational Equipment	74,300
Jelly App	80,000
Leasehold Improvements	50,750
Home Office - Building Related Improvements	185,000
Home Office - Equipment/Accounting System	265,000
Total Expenditures	1,243,050
Sources	
Home Office Cash/Cash Equivalents	981,050
Debt Financing	-
Donor Restricted Funds	262,000
Local Congregations	-
Total Sources	1,243,050

(a) To Be Determined - Subject to Capital Budgeting Plan/ Council Approved acquisitions.

ORGANIZATIONAL CHART

2025–2026

Organizational Chart Updated March 6, 2026

Council of Elders

Council Chairman	Tim Pebworth*
Council Members	

Scott Ashley*	Peter Eddington*	Tim Pebworth*
Jorge de Campos*	Victor Kubik*	Gary Petty*
Aaron Dean*	Len Martin*	Rex Sexton*
Dan Dowd*	Darris McNeely*	Paul Wasilkoff*

Officers

President of UCGIA	John Elliott*
Secretary of UCGIA	Frank Dunkle*
Treasurer of UCGIA	Ted Budge*

President of UCGIA

John Elliott

Operation Manager, Financial Services	Linda Api
Chief Accountant	Jacob Trone
Financial Services Manager	Tanya Winger
Donation Processing Manager	Sarah Howard*
Donation Processing Lead	Caroline Foraker*
Good Works Program	Lena VanAusdle*
Financial Services Intern (Part Time Temporary)	Teresa Havens (ABC)
Operation Manager, Media and Communications Services	Scott Delamater
(see page C-2)	
Operation Manager, Ministerial and Member Services	Steve Myers
(see page C-3)	
Attorney (Contracted)	Jim Pastor
Facilities Manager	Ken Japhet
Food Service Lead	Ariel Winger
Kitchen Assistant (Part Time Temporary)	Andrey Halvorsen (ABC)
Information Technology Manager	Chris Stewart
Systems Administrator	Dave PerMar
Senior Web Developer	Corbin Rose
Senior Web Developer	Tory Trone
Web Developer	Duncan McClenagan
IT Help Desk Level 2/Programmer/Analyst	David Browning
IT Help Desk/Junior Programmer/Analyst	Jonathan Api
International Advisor (through June 2026)	Aaron Dean*
Operational Solutions Coordinator	Chris Rowland
Operational Solutions Specialist	Kathe Myers
Operational Solutions Assistant (Part Time)	Rebekah Williams

*Not paid from the budget area shown

Organizational Chart

Updated March 6, 2026

Operation Manager, Media and Communications Services	Scott Delamater
Senior Manager, Marketing	Kourtney Kovanis
Social Media Lead	Liz Lippincott
French Communications Analyst/Assistant Webmaster	Werner Solórzano
Internet Platforms Lead	Aaron Booth
Website Content Editor	Bradley Bales
Website Content Editor	Lena VanAusdle
Website Content Editor (Part Time)	Lauren Buchanan
Senior Manager, Publishing	Mitchell Moss
Managing Editor - French (Contracted)	Maryse Pebworth
Managing Editor - German	Paul Kieffer
Managing Editor - Portuguese	Jorge de Campos*
Managing Editor - Russian Work	Natallia Teague
Managing Editor - Spanish Work (Contracted)	Debbie Orsak
Senior Illustrator/Graphic Designer	Matthew Hernandez
Content Editor (Contracted)	Michelle Vautour
Senior Manager, Content	Clint Porter
Managing Editor - Internal Media	Heidi Braun
Senior Editor, Instructional Media	Tom Robinson
Senior Editor, Proclamation Media	Dan Preston
Staff Writer	Emma Cortelyou
Senior Manager, Production	Jamie Schreiber
Video Editor and Producer	Chaz Leathers
Video Editor and Producer	Scott Buchanan
Video Editor	David Styer
Senior Manager, Development and Donation Services	Sarah Howard
International Mail Processing Manager	David Salek
International Mail Processing Clerk (Part Time)	Katie Browning
International Mail Processing Clerk (Part Time)	Elesha Stewart
Mail Fulfillment Lead	Caroline Foraker
Mail Fulfillment Clerk	Catherine Salek
Mail Fulfillment Clerk (Part Time)	Richelle Docken
Mail Fulfillment Clerk (Part Time)	Jacqueline Myers
Mail Fulfillment Clerk (seasonal)	Ronda Creech
Mail Fulfillment Clerk	Megan Herridge
Coordinator - Shipping and Receiving	Chad Browning
Outgoing Mail Clerk	Janet Treadway
Outgoing Mail Clerk	Melody Porter
Internet Correspondence Manager	Terri Eddington
Front Office Administrator	Megan Herridge
Proofreader	Lena VanAusdle
Response Specialist (Contracted)	Jim Tuck

*Not paid from the budget area shown

Organizational Chart Updated March 6, 2026

Operation Manager, Ministerial and Member Services		Steve Myers
Regional Pastor - Northwest Region		Steve Nutzman
Daniel Deininger	Ben Light	Joe Neff (Assistant)
David Dobson	Ken Loucks	Jeff Richards
Carl Kinsella	Paul Moody	Rob Slocum
Regional Pastor - North Central Region		Dan Dowd
William Bradford	David Fitch	Devin Schulz
Craig Clark	Nick Lamoureux	Brian Shaw
Joe Dobson	Michael Phelps	Ken Skorseth (Assistant)
Nathan Ekama	David Schreiber	Vince Szymkowiak
Regional Pastor - Northeast Region		Gary Antion
Ron Barker	Kevin Call	Ryan Hall
Ron Bell	Aaron Creech	Don McCoy
Bart Bornhorst	Joshua Creech	Lewis VanAusdle
Stephen Bouchette	Andy Duran	Mark Welch
Kerby Burton	Michael Fike	Keith Wilson (Assistant)
Regional Pastor - Southwest Region		Robin Webber
Steve Buchanan	Monte Knudson	Mario Seigle
Fred Crow	Randy Love	Keith Tomes
Frank Fish	Scott McKeon	Jim Tuck
Brent Fogelson (Associate)	David Meidinger	
David Jones	Troy Phelps	
Regional Pastor - South Central Region		Gary Smith
Tom Damour	Kent Foraker	Jeff Lockhart
Jorge de Campos	Rod Foster	Tim Martens
Ed Dowd	Thomas Kuver	Fred Nance
Stan Erickson	Jay Ledbetter	Randy Urwiller
Regional Pastor - Southeast Region		Gary Petty
Philip Aust	Kevin Kenady	Dan Preston
Gary Beam	Marcus Lucas	David Rains (Trainee)
Doug Collison	Len Martin	Craig Scott
Andy Diemer	Skeets Mez	Chuck Smith
Greg Dullum (Assistant)	Greg Musgrove	Doug Wendt
Joe Greene	Jason Musgrove	
Ambassador Bible College Coordinator		Frank Dunkle
Administrative Assistant, Registrar and Assistant to Admissions		Katherine Rowland
Chad Browning (choir)	Eric Mohr	Chris Rowland
Jorge de Campos	Steve Myers	Ken Shoemaker (choir)
Aaron Dean	Gary Petty	Randy Urwiller
Ben Light	Dan Preston	
Darris McNeely	Tom Robinson	
International Education and Services Coordinator (through May 2026)		Darris McNeely
Senior Manager, International Services		Ben Light
International Senior Pastor - Africa (East)		Monte Knudson
International Senior Pastor - Africa (West - English)		Paul Moody
International Senior Pastor - Africa (Malawi, Zimbabwe)		Lewis VanAusdle
International Senior Pastor - Africa (Zambia)		Victor Kubik
International Senior Pastor - Caribbean Islands		Chuck Smith
Coordinator - Eastern Europe and Nordic Countries		James Ginn
International Senior Pastor - France and French West Africa		Tim Pebworth
International Senior Pastor - Hong Kong		Terry Franke
International Senior Pastor - India and Sri Lanka		David Schreiber
International Senior Pastor - New Zealand		Michael Fike
International Senior Pastor - Philippines		David Dobson
International Senior Pastor - Portuguese-language Areas		Jorge de Campos
International Senior Pastor - Spanish-language Areas		Mario Seigle
Senior Manager, Member Services		(to be announced)
Conference Planner		Charles Melear
United Youth Camps National Coordinator		Aaron Creech

*Not paid from the budget area shown

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MEDIA GUIDING PRINCIPLES

PREAMBLE

Proclaiming the gospel of Jesus Christ and the coming Kingdom of God is a divine commission given to the Church. After His resurrection, Christ directed His followers to “go into all the world and preach the gospel to every creature” (Mark 16:15) and to “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 have commanded you” (Matthew 28:19-20).

The United Church of God, *an International Association (UCG/A)*, takes this responsibility very seriously. Therefore, we are compelled to boldly preach the gospel with a zeal and urgency that reflects the seriousness of the times (John 9:4; Matthew 24:14).

GUIDING PRINCIPLES

Scriptural instruction is the foundation of UCG/A’s public proclamation efforts. The biblically-based principles that follow will guide the Church in all its media activities. Therefore our media efforts and message will:

- Reflect the love of God for humanity and His desire through Christ to form a meaningful relationship with all people (John 3:16; 1 John 4:8-11).
- Emphasize the need for individual repentance (Acts 2:38; Mark 6:7-9, 12; Luke 13:2-5; 24:47).
- Warn of the seriousness and urgency of the times, emphasizing the need for all nations to turn to God (Matthew 24:14, 21-22; Luke 21:28; Ezekiel 33:1-9; Jeremiah 18:7-8; 2 Timothy 3:1-5).
- Emphasize making disciples—encouraging those whom the Father calls to seek Him, repent, exercise faith in the sacrifice of Christ, be baptized and develop an ever-closer relationship with Jesus Christ (John 6:44, 65; Isaiah 55:6-7; Matthew 28:19-20; Acts 20:21).
- Reflect God’s ultimate purpose of “bringing many children to glory,” which is a message of peace, hope and the joy of salvation (Hebrews 2:10 NRSV; Psalm 51:12).
- Teach the Word of God so as to transcend the ideologies, religions and politics of the world and to effectively reach different national, linguistic, cultural and religious groups (Acts 2:5-11; 1 Corinthians 9:19-23; Galatians 3:26-29; Colossians 3:10-11; 2 Timothy 2:15).
- Teach the Word of God using a balanced mix of sound doctrine, prophecy and Christian living principles (Acts 20:27; 2 Timothy 4:1-2).
- Express God’s truth in a way that is clear, challenging, convincing, compelling and engaging (Jeremiah 23:29; Hebrews 4:12; Colossians 4:5-6; Romans 1:16).
- Endeavor to reach the minds and meet the needs of people who have varying levels of spiritual understanding and maturity (Hebrews 5:12-14; 1 Corinthians 9:20-23; Matthew 7:6).
- Utilize available, practicable and affordable means and technologies to proclaim the good news of the gospel, encouraging and developing interactivity when possible and prudent (Romans 10:13-15; 1 Corinthians 9:16).
- Endeavor to energize and involve the entire Church in its mission of proclaiming the gospel (Matthew 28:19-20).

SUMMARY STATEMENT

The media efforts of UCG/A, in all formats, venues and locations, should apply these principles to ensure that our activities consistently focus on the God-inspired message of repentance and salvation. Using these guiding principles will serve to harmonize and enhance our efforts in fulfilling the great commission.