



# **ADMINISTRATION, LEADERSHIP & FACILITIES**



## **1.1 Buildings and Grounds Master Plan and Improvements**

- a) Within 6 months, we will determine the most critical facilities improvements and additions necessary to best provide for the present and future needs of the parish;**
- b) Within 11 months thereafter, we will determine the projected costs, timelines, obtain all necessary approvals and prioritize the improvements and additions the parish will undertake; and**
- c) Within 2 years thereafter, we will raise the necessary funds and complete the prioritized improvements based on the established timelines.**



# Administration, Leadership & Facilities Goal 1.1 Action Plan

<b><u>Key Actions Necessary To Achieve Strategic Goal 1.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Form Administration, Leadership &amp; Facilities Goal 1.1 Task Force (“AL&amp;F1.1TF”).</b>	Strategic Planning Team and Goal Captain	1 month from Start Date	AL&F1.1TF members agree to serve
<b>2. Develop outreach tools (e.g. survey, focus groups, coffee hour table, etc.) and receive feedback from the parish concerning facilities improvement project needs.</b>	AL&F1.1TF	2 months after step 1	Tools developed and feedback received from parishioners
<b>3. Research and identify facility, buildings and grounds project needs throughout the property by: (a) conducting an onsite assessment with appropriate external facilities experts; and (b) reviewing existing documentation and lessons learned from previous efforts to identify necessary improvements.</b>	AL&F1.1TF	4 months after step 2	Research completed and results of the expert assessment and previous efforts have been compiled and documented
<b>4. Establish criteria for prioritization and then prioritize parish project list identified in steps 2 and 3 (e.g. critical, necessary, desirable, etc.) and establish a proposed implementation timeline.</b>	AL&F1.1TF and Parish Council	3 months after step 3	Proposed prioritization of projects completed and presented to the parish for feedback.
<b>5. Create preliminary design drawings and research cost estimates for each prioritized project and compile comprehensive parish “Project Plan with all projects prioritized, costs identified, and having proposed timelines.</b>	AL&F1.1TF	5 months after step 4	Designs and estimated costs and timelines and proposed Project Plan is determined



# Administration, Leadership & Facilities Goal 1.1 Action Plan

<b><u>Key Actions Necessary To Achieve Strategic Goal 1.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>6. Obtain Parish Council, General Assembly and any other required approvals, as appropriate (e.g. Metropolis, Lodi Township, etc.).</b>	AL&F1.1TF, Parish Council and General Assembly	3 months after step 5	Required Parish Council and General Assembly approvals are obtained and final Project Plan is completed
<b>7. Procure the necessary funding for approved prioritized parish projects in Project Plan. Identify appropriate parish members responsible for project management (e.g. design and construction bid process, construction process, etc.)</b>	AL&F1.1TF and Parish Council	12 months after step 6	Prioritized projects are approved and funded and project management identified and Project Managers and volunteers are approved
<b>8. Begin completion of prioritized projects from Project Plan and continuously monitor progress to ensure timely and proper completion.</b>	AL&F1.1TF	1 month after step 7	Project status and completion reports provided
<b>9. Conduct after completion review on all parish Project Plan projects and processes and document lessons learned. Compile reference and contact lists for all key service providers and equipment.</b>	AL&F1.1TF	Beginning after the completion of each project and continuing until all projects are completed	Construction is complete and Parish Council accepts work with completion reporting



# **ADMINISTRATION, LEADERSHIP & FACILITIES**



## **1.2 Leadership Development**

**Within 17 months, we will develop or customize a comprehensive and effective Orthodox Servant Leadership training program and implementation timeline that will be mandatory within 2 months thereafter for all new and current Parish Council Members and all Ministry Leaders and Educators, and voluntary for prospective leaders.**



# Administration, Leadership & Facilities Goal 1.2 Action Plan

<u>Key Actions Necessary To Achieve Strategic Goal 1.2</u>	<u>Responsible Party</u>	<u>Timetable</u>	<u>Completion Confirmation Test</u>
<b>1. Form Administration, Leadership &amp; Facilities Goal 1.2 Team (Leadership Development Task Force (“AL&amp;F1.2TF”))</b>	Strategic Planning Team and Goal Captain	1 month from Start Date	AL&F1.2TFmembers agree to serve
<b>2. Conduct comprehensive research and identify:</b> <b>(a) best practices in Orthodox Servant Leadership Development using sources both inside and outside the Orthodox church;</b> <b>(b) key leadership skill elements and gaps which need to be filled for all three groups of Parish Council, Ministry Leaders and Educators (the “Three Constituents”); and</b> <b>(c) how to properly benchmark and measure the effectiveness of leadership training for all Three Constituents.</b>	AL&F1.2TF	5 months after step 1	Research is completed and best practices summary report generated
<b>3. Develop data collection methods, tools, metrics and targets that will effectively capture information from a diverse group of Orthodox and non-Orthodox to identify needed lay leadership skills and content for all Three Constituents (the “Data Collection Plan”).</b>	AL&F1.2TF	Simultaneous with step 2	Full Data Collection Plan is finalized



# Administration, Leadership & Facilities Goal 1.2 Action Plan

<u>Key Actions Necessary To Achieve Strategic Goal 1.2</u>	<u>Responsible Party</u>	<u>Timetable</u>	<u>Completion Confirmation Test</u>
<b>4. Implement Data Collection Plan among all targeted individuals identified in step 3.</b>	AL&F1.2TF	6 months after steps 2 and 3	Data Collection Plan is completed consistent with guidelines set in step 3
<b>5. Compile research and data from steps 2, 3, and 4 and review and analyze results to identify:</b> <b>(a) best practices in lay leadership training for all Three Constituents;</b> <b>(b) strengths, weaknesses, skills and gaps in current lay leadership programs for all Three Constituents; and</b> <b>(c) specific information on how to best reach and train all Three Constituents and measure effectiveness of such training.</b>	AL&F1.2TF	2 months after step 4	Data analysis report is completed with all findings and recommendations
<b>6. From all available resources, materials, and research (including the work done in steps 2-5), develop a best practices comprehensive “Lay Leadership Training Program” (including written materials, manuals and online resources) that addresses the specific lay leadership needs of all Three Constituents.</b>	AL&F1.2TF	2 months after step 5	The Lay Leadership Training Program is finalized for all Three Constituents.



# Administration, Leadership & Facilities Goal 1.2 Action Plan

<b>Key Actions Necessary To Achieve Strategic Goal 1.2</b>	<b>Responsible Party</b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<p><b>7. Recruit and train a team to help train and support the parish in the implementation of the Leadership Development Training Program (“the Training and Support Team”). Additionally, develop a training and support strategy, program, and schedule with a detailed rollout action plan and timeline that allows the stated target percentages to be achieved (the “Training and Support Program”).</b></p>	AL&F1.2TF	Simultaneous with step 6	At least four Training and Support Team members agree to serve and the Training and Support Program is finalized
<p><b>8. Begin conducting and delivering:</b>  <b>(a) Parish Council Leadership Development Training;</b>  <b>(b) Ministry Leadership Development Training; and</b>  <b>(c) Educator Training.</b></p>	AL&F1.2TF Training and Support Team	1 month after steps 6 & 7	Training programs begin for Three Constituents are designed according to the Training and Support Program
<p><b>9. After every Leadership Training Program, perform an assessment of its effectiveness and identify areas for improvement and make necessary course corrections.</b></p>	AL&F1.2TF	Beginning after each program	Assessments are completed after every program and improvements implemented
<p><b>10. At least annually, comprehensively survey and assess the Leadership Training Program for all Three Constituents and make necessary changes to ensure that all materials are the most effective best practices available and the targets of mandatory training are achieved. The acceptable target evaluation score is that at least 80% of participants rate the Training Programs in the top 2 rating categories.</b></p>	AL&F1.2TF	Beginning annually after step 8	At least annual assessment of Leadership Training Program is completed, improvements are implemented, and training targets are achieved



# **ADMINISTRATION, LEADERSHIP & FACILITIES**



## **1.3 Administration Development and Support**

**Within 18 months, we will identify the most critical parish operations, processes, training programs, support staff, and technology needs in order to allow the parish to thrive, that will be fully funded and begin to be implemented within 9 months thereafter.**





# Administration, Leadership & Facilities Goal 1.3 Action Plan

<b><u>Key Actions Necessary To Achieve Strategic Goal 1.3</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Form Administration, Leadership &amp; Facilities Goal 1.3 Team (Administration, Development &amp; Support Task Force (“AL&amp;F1.3TF”))</b>	Strategic Planning Team and Goal Captain	1 months from Start Date	AL&F1.3TF members agree to serve
<b>2. Research most effective church and nonprofit critical parish operations, processes, training programs, support staff, and technology resources, software, information, communications, media and tools (collectively, the “Parish Operations and Systems”), and the best practices for all such Parish Operations and Systems in order to better serve parishioners, ministries, stakeholders and others.</b>	AL&F1.3TF	6 months after step 1	Report of most effective best practices Parish Operations and Systems is completed
<b>3. Develop data collection methods, tools, interviews, metrics and targets and complete measurement of parishioner use of and satisfaction with all current Parish Operations and Systems and analyze results.</b>	AL&F1.3TF	5 months after step 2	A statistically significant level of responses are received from respondents and report of survey results is summarized
<b>4. Audit all current Parish Operations and Systems and compare them against best practices established in step 2.</b>	AL&F1.3TF	Simultaneous with step 3	Report of audit of Parish Operations and Systems is completed



## Administration, Leadership & Facilities Goal 1.3 Action Plan

<b><u>Key Actions Necessary To Achieve Strategic Goal 1.3</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>5. Interview stakeholders (clergy, office staff, Parish Council, ministry leaders, and parishioners) regarding all parish human resources, volunteers and paid staff, and identify the capabilities, duties, responsibilities and performance requirements and needs and gaps.</b>	AL&F1.3TF	Simultaneous with step 4	Report summarizing stakeholder interviews and gap analysis from existing circumstances is completed
<b>6. Given the information from steps 2, 3, 4 and 5:</b> <b>(a) identify recommended alternative Parish Operations and Systems ('Parish Operations and Systems Plan');</b> <b>(b) identify the total implementation costs and benefits for each recommended item;</b> <b>(c) finalize recommendations, budget and implementation timeline for new and improved Parish Operations and Systems;</b> <b>(d) finalize recommended changes in human resources needs and job descriptions, duties, responsibilities and performance requirements and needs, including governance policies, organizational charts, guidelines and monitoring processes for proper operation (the "Human Resources Plan").</b>	AL&F1.3TF	4 months after step 5	New Parish Operations and Systems Plan and Humans Resources Plan are developed and completed



# Administration, Leadership & Facilities Goal 1.3 Action Plan

<b><u>Key Actions Necessary To Achieve Strategic Goal 1.3</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>7. Obtain necessary approvals (e.g. Parish Council, General Assembly) for those Parish Operations and Systems Plan and Human Resources Plan elements that require such approvals.</b>	AL&F1.3TF, Clergy, and Parish Council	2 months after step 6	Necessary approvals are obtained
<b>8. Obtain necessary funding for approved Parish Operations and Systems Plan and Human Resources Plan elements.</b>	AL&F1.3TF, Clergy, and Parish Council	8 months after step 7	Funding is obtained for approved elements of Parish Operations and Systems and Human Resources Plan that require funds
<b>9. Begin implementation of approved and funded elements of Parish Operations and Systems Plan and Human Resources Plan as soon as any necessary approvals and/or funding is obtained.</b>	AL&F1.3TF	Beginning 1 month after step 8, and continuing as approvals and funding are obtained	Parish Operations and Systems and Human Resources Plan roll out begins
<b>10. Conduct annual parishioner survey of Parish Operations and Systems Plan and Human Resources Plan and update and improve both Plans based on feedback and performance against established best practices identified in step 2 in order to ensure that all elements are the most effective and receive at least 75% average satisfaction level assessment.</b>	AL&F1.3TF	Beginning 12 months after step 9 and continuing every 6 months thereafter	Annual assessment of Parish Operations and Systems Plan and Human Resources Plan is completed and appropriate improvements are implemented



# EDUCATION & SPIRITUAL GROWTH



## Strategic Goal 2.1

### Religious & Spiritual Education

Within 20 months, we will fully research, develop, improve and implement a best practices religious and spiritual education program that will drive a measurably more proficient level of knowledge of the Orthodox Faith and its practices to better live a Christ-centered life for all parish:

- (a) youth under 18
- (b) college-and and emerging adults; and
- (c) adults.



# Education & Spiritual Growth Strategic Goal 2.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 2.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Form Educational and Spiritual Growth Goal 2.1 Task Force (“ESG2.1TF”)</b>	Strategic Planning Team, Goal Captain and Clergy	1 month from Start Date	ESG2.1TF team members agree to serve
<b>2. Conduct comprehensive research from all available sources (Orthodox and non-Orthodox) to collect best in class religious and spiritual education programs and materials (learning standards, content, curricula, delivery methods, teacher development programs, etc.) for all age groups and specifically identify objective evidence of the effectiveness of each.</b>	ESG2.1TF	4 months after step 1	Research report compiled from all sources including objective evidence of effectiveness
<b>3. Develop and conduct survey/polling to gain parish input as to what religious education and spirituality topics and delivery methods are desired by parishioners.</b>	ESG2.1TF	Simultaneous with step 2	Surveys are returned from statistically significant sampling and responses are compiled
<b>4. Qualitatively analyze and assess: (a) all researched and collected educational and spiritual materials and objective evidence of their success and applicable target goals; (b) parishioner survey data of needed content and programs and desired delivery options; (c) all existing parish content; and (d) best methods for delivery of religious education materials for each age group.</b>	ESG2.1TF	4 months after steps 2 and 3	Comprehensive report of qualitative analysis and best practices is completed



# Education & Spiritual Growth Strategic Goal 2.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 2.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>5. Develop an outline of a comprehensive “Religious and Spiritual Education Program” tailored to the needs of the parish with a delivery schedule and proposed methods of delivery.</b>	ESG2.1TF	3 months after step 4	Outline of elements of comprehensive Religious and Spiritual Education Program is finalized
<b>6. Develop, improve or eliminate materials needed to create a best practices comprehensive new Religious and Spiritual Education Program.</b>	ESG2.1TF	4 months after step 5	Religious and Spiritual Education Program is completed and developed
<b>7. Recruit and train all the required teachers of the new Religious and Spiritual Education Program (“Teachers”) and establish the various delivery methods for the Program as determined in step 4.</b>	ESG2.1TF	3 months after step 6	Teachers are recruited and trained, and delivery methods are established
<b>8. Begin implementation of the comprehensive Religious and Spiritual Education Program.</b>	ESG2.1TF and Teachers	1 month after step 7	Religious and Spiritual Education Program delivery begins
<b>9. At least annually review, evaluate, eliminate or improve materials, Teachers and the entire Religious and Spiritual Education Program to ensure that all materials represent the most effective best practices available and the Teachers are most effective so that the target goals are achieved. Necessary adjustments are made in the Program or Teachers.</b>	ESG2.1TF and Teachers	At least annually after step 8 and continuously thereafter	Annual review takes place and improvements are implemented



# EDUCATION & SPIRITUAL GROWTH

## Strategic Goal 2.2

### Youth and Emerging Adult Ministries

Within 20 months, we will fully research, develop or improve and implement a Christ-centered Youth and Emerging Adult Ministry and programs that focus on measurably increasing and improving the spiritual and intellectual engagement, fellowship, service and Orthodox Christian way of life for the Youth and Emerging Adults in the parish.



# Education & Spiritual Growth Strategic Goal 2.2 Action Plan

<b>Key Actions Necessary To Achieve Strategic <u>Goal 2.2</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Form Educational and Spiritual Growth Goal 2.1 Task Force (“ESG2.2TF”)</b>	Strategic Planning Team and Goal Captain	1 month from Start Date	ESG2.2TF team members agree to serve
<b>2. Conduct comprehensive research from all available sources (Orthodox and non-Orthodox) to collect best in class youth and emerging adult ministry programs and activities and identify methods to assess and measurably increase and improve the spiritual and intellectual engagement, fellowship, service and Orthodox Christian way of life of youth and emerging adults.</b>	ESG2.2TF	5 months after step 1	Research report complied from all sources including objective evidence of effectiveness
<b>3. Develop and conduct survey/polling from present and past youth and emerging adults to gain input as to what programs and activities they desire and would be most effective and what are the most effective delivery options.</b>	ESG2.2TF	Simultaneous with step 2	Surveys are returned from statistically significant sampling of present and past youth and emerging adults and responses are compiled
<b>4. Qualitatively analyze and assess:</b> <b>(a) all researched and collected youth and emerging adult ministry programs and activities, objective metrics and evidence of their success, and the methods to assess and measurably increase and improve the spiritual and intellectual engagement, fellowship and service;</b> <b>(b) Youth and emerging adult survey data of needed content and programs and desired delivery options;</b> <b>(c) all existing parish youth and emerging adult ministry programs and activities; and</b> <b>(d) best methods for implementing and delivering the programs and activities for each age group.</b>	ESG2.2TF	4 months after steps 2 and 3	Comprehensive report of qualitative analysis and best practices is completed





# Education & Spiritual Growth Strategic Goal 2.2 Action Plan

<b>Key Actions Necessary To Achieve Strategic <u>Goal 2.2</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>5. Develop an outline of a comprehensive Youth and Emerging Adult Ministry Program tailored to the needs of the youth and emerging adults with delivery schedule and proposed methods of delivery.</b>	ESG2.2TF and Clergy	3 months after step 4	Outline of elements of comprehensive Youth and Emerging Adult Ministry Program is finalized
<b>6. Develop, improve or eliminate materials needed to create a best practices comprehensive new Youth and Emerging Adult Ministry Program that is also in full compliance with the applicable youth protection policies and standards.</b>	ESG2.2TF	3 months after step 5	Youth and Emerging Adult Ministry Program is completed and developed
<b>7. Recruit and train the Y&amp;EA Ministry Team to implement the new Youth and Emerging Adult Ministry Program and establish the various delivery methods for the Program as determined in step 4.</b>	ESG2.2TF	3 months after step 6	Y&EA Ministry Team are recruited and trained and delivery methods are established
<b>8. Begin implementation of the comprehensive new Youth and Emerging Adult Ministry Program.</b>	ESG2.2TF and Y&EA Ministry Team	1 month after step 7	Youth and Emerging Adult Ministry Program delivery begins
<b>9. At least annually review, evaluate, eliminate or improve, materials, Y&amp;EA Ministry Team and the entire Youth and Emerging Adult Ministry Program to ensure that all materials and the program represents the most effective best practices and metrics available and the Y&amp;EA Ministry Team are most effective so that the target goals are achieved. Necessary adjustments are made in the Program or Y&amp;EA Ministry Team.</b>	ESG2.2TF and Y&EA Ministry Team	At least annually after step 8 and continuously thereafter	Annual review takes place and improvements are implemented



# **MEMBERSHIP ENGAGEMENT & DIVERSITY**

## **3.1 Engagement and Fellowship Ministry**

**Within 18 months, we will research, develop and improve all parish ministries and programs to measurably assimilate and engage all of our parishioners into a loving, compassionate and accepting community.**



# Membership Engagement & Diversity Strategic Goal 3.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 3.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Recruit Membership Engagement &amp; Diversity Strategic Goal 3.1 Task Force (“ME&amp;D3.1TF”)</b>	Strategic Planning Team and Goal Captain	1 month from Start Date	ME&D3.1TF members agree to serve
<b>2. Research best practices for assimilation, engagement and fellowship from both successful Orthodox and non-Orthodox churches. Visit other churches with successful assimilation and engagement programs and determine most effective practices and metrics.</b>	ME&D3.1TF	4 months after step 1	Report of research on both qualitative and quantitative best practices and metrics is completed
<b>3. Identify:</b> <b>(a) best practices for assimilation, engagement and fellowship data collection and the methods for gathering this information from Orthodox and non-Orthodox sources; and</b> <b>(b) categories of people from whom data would be gathered to include the widest possible spectrum of people encompassing those who do and do not currently attend church, those who have only visited once, youth, seniors, converts, cradle Orthodox, families, newly married couples, and college-age students.</b>	ME&D3.1TF	Simultaneous with step 1	Data collection methods and process is finalized



# Membership Engagement & Diversity Strategic Goal 3.1 Action Plan



<b>Key Actions Necessary To Achieve Strategic Goal 3.1</b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>4. Execute the data collection methods using the best practices as outlined in step 3, with the purpose of identifying parish fellowship, assimilation and engagement barriers and areas for improvement.</b>	ME&D3.1TF	3 months after steps 2 and 3	Data collection is executed and a statistically significant response is received
<b>5.</b> <b>(a) Compile research data from steps 2 and 4 and identify the elements and metrics of a successful engagement, assimilation and fellowship ministry program;</b> <b>(b) Complete the assessment of all parish ministries and fellowship programs against the best practices research and metrics to identify those that must be newly developed, expanded, improved or eliminated in order to measurably assimilate and engage all of our parishioners into a loving, compassionate and accepting community; and</b> <b>(c) design the final new “Engagement and Fellowship Ministry” plan to include the metrics to determine success of each program.</b>	ME&D3.1TF	6 months after step 4	Comprehensive research report and current ministry assessment is finalized, and new Engagement and Fellowship Ministry plan is finalized
<b>6. Recruit and train the “Engagement Teams” necessary to fully implement the Engagement and Fellowship Ministry, including representatives from each of the parish ministries and programs.</b>	ME&D3.1TF	3 months after step 5	Engagement Team members agree to serve and are trained



# Membership Engagement & Diversity Strategic Goal 3.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 3.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>7. Begin implementation of the Engagement and Fellowship Ministry plan.</b>	ME&D3.1TF	1 month after step 6	Engagement and Fellowship Ministry plan implementation begins
<b>8. Conduct an annual review and assessment of the success of the Engagement and Fellowship Ministry plan in comparison to the best practices elements and metrics of success identified in step 5 and continue to refine the Engagement and Fellowship Ministry plan accordingly to achieve agreed-upon goals.</b>	ME&D3.1TF and representatives of each fellowship ministry	Annually beginning after step 7	Assessment is completed and improvements to the Engagement and Fellowship Ministry are implemented



# **MEMBERSHIP ENGAGEMENT & DIVERSITY**

## **3.2 Welcoming and Newcomer Ministry**

**Within 15 months, we will implement a Welcoming and Newcomer Ministry that ensures all newcomers and returning parishioners are fully welcomed and engaged in the life and ministries of the parish, including a dynamic Sunday and other worship experiences.**



# Membership Engagement & Diversity Strategic Goal 3.2 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 3.2</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Recruit Membership Engagement &amp; Diversity Strategic Goal 3.1 Task Force (“ME&amp;D3.2TF”) to include representatives from the programs and ministries of the parish.</b>	Strategic Planning Team and Goal Captain	1 month from Start Date	ME&D3.2TF members agree to serve
<b>2. Research best practices regarding parish welcoming, hospitality and newcomer ministries from both Orthodox and non-Orthodox parishes. Visit other parishes with successful welcoming programs and determine the most effective best practices and metrics.</b>	ME&D3.2TF	4 months after step 1	Report of research on both qualitative and quantitative best practices and metrics is completed
<b>3. Identify:</b> <b>(a) best practices for parish welcoming, hospitality and newcomer data collection and the methods for gathering this information from Orthodox and non-Orthodox sources; and</b> <b>(b) categories of people from whom data would be gathered to include the widest possible spectrum of people encompassing those who do and do not currently attend church, those who have only visited once, youth, seniors, converts, cradle Orthodox, families, newly married couples, and college students.</b>	ME&D3.2TF	Simultaneous with step 1	Data collection methods and process is finalized



# Membership Engagement & Diversity Strategic Goal 3.2 Action Plan



<b>Key Actions Necessary To Achieve Strategic Goal 3.2</b>	<b>Responsible Party</b>	<b>Timetable</b>	<b>Completion Confirmation Test</b>
<b>4. Execute the data collection methods using the best practices as outlined in step 3, with the purpose of identifying parish welcoming barriers and areas for improvement.</b>	ME&D3.2TF	3 months after steps 2 and 3	Data collection is executed and a statistically significant response is received
<b>5. Compile research data from steps 2 and 4 and identify the elements and metrics of a successful welcoming and newcomer program, and design the final new “Welcoming and Newcomer Ministry” plan.</b>	ME&D3.2TF	3 months after step 4	Comprehensive research report is finalized and new Welcoming and Newcomer Ministry plan is finalized
<b>6. Recruit and train the “Welcoming Team” necessary to fully implement the Welcoming and Newcomer Ministry, including representatives from each of the parish ministries and programs.</b>	ME&D3.2TF	3 months after step 5	Welcoming Team members agree to serve and are trained
<b>7. Begin implementation of Welcoming and Newcomer Ministry plan.</b>	ME&D3.2TF	1 month after step 6	Welcoming and Newcomer Ministry implementation begins
<b>8. Conduct a review and assessment of the success of the Welcoming and Newcomer Ministry in comparison to the best practices elements and metrics of success identified in step 5 and continue to refine the Welcoming and Newcomer Ministry plan accordingly to achieve agreed-upon goals.</b>	ME&D3.2TF	Semi annually after step 7	Assessment is completed and improvements to the Welcoming and newcomer Ministry are implemented





# SERVICE, OUTREACH & EVANGELISM

## 4.1 Evangelism Ministry

**Within 18 months, we will develop and implement an Evangelism Ministry that will measurably more effectively engage the greater non-Orthodox Ann Arbor community with the Gospel of Jesus Christ and the Orthodox Faith through engaging catechetical and other outreach and evangelism programs, services and ministry activities.**



# Service, Outreach & Evangelism Strategic Goal 4.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 4.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Recruit Service, Outreach &amp; Evangelism Goal 4.1 Task Force (“SOE4.1TF”).</b>	Strategic Planning Team and Goal Co-Captains	1 month from start date	SOE4.1TF members agree to serve
<b>2. Compile research (the “Research Report”) on:</b> <b>(a) all current parish evangelism programs and activities; and</b> <b>(b) other Orthodox and non-Orthodox best practices in evangelism ministries; and</b> <b>(c) the guidelines and metrics to evaluate the success of Evangelism ministries and their consistency with Orthodox theology.</b>	SOE4.1TF	4 month after step 1	Research Report compiled and finalized
<b>3. Review all collected research from step 2 and determine best practices that will be implemented in the new parish evangelism ministry (the “Evangelism Ministry”).</b>	SOE4.1TF	3 months after step 2	Evangelism Ministry best practices determined
<b>4. Based on the results of steps 2 and 3, develop the best practices new Evangelism Ministry and program that will include a strategy, budget, fundraising plan, communications approach and implementation program, including detailed time lines and methodology and the assessment tool for measuring success of the Evangelism Ministry.</b>	SOE4.1TF	5 months after step 3	Evangelism Ministry is completely developed



# Service, Outreach & Evangelism Strategic Goal 4.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 4.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>5. Recruit “Evangelism Team” onto SOE4.1TF to assist in leading the implementation of the Evangelism Ministry.</b>	SOE4.1TF	3 months after step 4	Agreed upon number of Evangelism Team agree to serve
<b>6. Present the Evangelism Ministry to the parish and recruit parishioner participation in various Evangelism Ministry programs.</b>	SOE4.1TF	1 month after step 5	Presentation complete and additional parishioners recruited
<b>7. Begin implementation of the Evangelism Ministry.</b>	SOE4.1TF	1 month after step 6	Evangelism Ministry programs begin
<b>8. After each Evangelism Ministry activity, implement the assessment tool from step 4 to measure the effectiveness of the activity and make appropriate adjustments in the program.</b>	SOE4.1TF	Beginning after each Evangelism Ministry activity	Evangelism program is evaluated and adjusted as necessary, and success is determined
<b>9. Annually assess effectiveness of overall Evangelism Ministry and make necessary changes to achieve desired goal results.</b>	SOE4.1TF	Beginning 12 months after step 7 and annually thereafter	Annual assessment of Evangelism Ministry is completed and appropriate changes are made in Evangelism Ministry



## 4.2 Service and Philanthropy Ministry

**Within 15 months, we will create a vibrant Service & Philanthropy Ministry that will:**

- (a) within 8 months of the development of the Service and Philanthropy Ministry, implement a quarterly community service project or program helping those who are in need in the broader community, that will include at least 20% of parish families and that can include partnering with other similarly focused community groups; and**
- (b) within 12 months of the development of the Service and Philanthropy Ministry, respond to at least 50% of requested parish community needs.**



# Service, Outreach & Evangelism Strategic Goal 4.2

## Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 4.2</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Recruit Service, Outreach &amp; Evangelism Goal 4.2 Task Force (“SOE4.2TF”).</b>	Strategic Planning Team and Goal Co-Captains	1 month from Start Date	SOE4.2TF members agree to serve
<b>2. Conduct comprehensive research and compile research report of best-in-class parish service and philanthropy ministries (“SPM”) methods, programs, activities, structures, success factors, volunteer recruitment strategies and effectiveness assessment tools from Orthodox and non-Orthodox churches.</b>	SOE4.2TF	4 months after step 1	Best practices SPM research report is completed
<b>3. Develop a baseline inventory to identify:</b> <b>(a) all current and past parish SPM programs (and their perceived success);</b> <b>(b) other SPM programs from other Christian or non-profit organizations which can either be copied or adapted or with whom partnerships can be established to pursue SPM programs;</b> <b>(c) service and philanthropy-minded parishioners to help coordinate SPM activities; and</b> <b>(d) how to measure and ensure achievement of the objective of responding to at least 50% of requested parish community needs.</b>	SOE4.2TF	4 months after step 2	SPM baseline inventory is completed



# Service, Outreach & Evangelism Strategic Goal 4.2 Action Plan



<u>Key Actions Necessary To Achieve Strategic Goal 4.2</u>	<u>Responsible Party</u>	<u>Timetable</u>	<u>Completion Confirmation Test</u>
<p><b>4. From among the many ideas generated from the research in steps 2-3 collect relevant data from the parish community and conduct some interviews in order to determine what areas of SPM programs, ministries, activities and partnerships are most important to the parish and will obtain the greatest participation and positive results and respond to at least 50% of requested parish community needs.</b></p>	SOE4.2TF	3 months after step 3	parish SPM survey information and interviews are collected
<p><b>5. From all available resources, materials, research, surveys and interviews, identify, plan and obtain any necessary approvals for:</b></p> <p><b>(a) a quarterly schedule of SPM events to be implemented by the parish either alone or in partnership with another entity (the “Quarterly SPM Events”);</b></p> <p><b>(b) the most attractive ongoing parish SPM programs to respond to at least 50% of parish requested community needs; and</b></p> <p><b>(c) the strategy, budget, fundraising, mechanism, communications and implementation plan for all such SPM programs, including dates, time and goals.</b></p>	SOE4.2TF	3 months after step 4	Planning of recommended Quarterly SPM Events and ongoing SPM Program is completed and ready for implementation



# Service, Outreach & Evangelism Strategic Goal 4.2

## Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 4.2</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>6. Present initial Quarterly SPM Events and ongoing parish SPM Program to the parish and continuously recruit until at least 20% of stewards participate in at least one of the Quarterly SPM Events and the ongoing parish SPM Program.</b>	SOE4.2TF	8 months after step 5	At least 60 SPM volunteers are recruited and participate in at least one of the Quarterly SPM Events or ongoing SPM activities
<b>7. Begin implementation of: (a) at least one Quarterly SPM Event every 3 months and (b) all other elements of the ongoing parish SPM.</b>	SOE4.2TF	Concurrent with step 6	Quarterly SPM Events and ongoing SPM activities are executed on schedule
<b>8. Implement the effectiveness assessment tool to: (a) manage on-going effectiveness of the Quarterly SPM Events and ongoing parish SPM; (b) parish SPM responds to at least 50% of requested parish community needs; and (c) ensure alignment with overall parish vision, and make necessary adjustments and improvements.</b>	SOE4.2TF	After every Quarterly SPM Event and ongoing parish SPM and at least annually continuously thereafter.	SPM program is evaluated and revised as needed, and success is determined by engaging at least 20% of parish families and the parish SPM is responding to at least 50% of requested parish community needs



# Stewardship Strategic Goal 5.1



## Stewardship Ministry

Within 12 months, we will develop and implement a faith-based comprehensive Stewardship Ministry, including personal interactions with all parishioners, that within 3 years will measurably more effectively engage them in parish ministries and allow the parish to fully fund all operating expenses from stewardship, including at least 5% of the budget being dedicated to outreach and charity.





# Stewardship Strategic Goal 5.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 5.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>1. Recruit Stewardship Strategic Goal 5.1 Task Force (“S5.1TF”).</b>	Strategic Planning Team and Goal Co-Captains	1 month after Start Date	S5.1TF members agree to serve
<b>2. S5.1TF meets and allocates work to:</b> <b>(a) Compile detailed parish stewardship data from the last 3 years;</b> <b>(b) Research adult and youth stewardship ministries at the Archdiocese, Metropolis and parish levels (including other Orthodox/Non-Orthodox jurisdictions and the Igniting the Flame Stewardship Program) and assess what has proven effective in those ministries and programs;</b> <b>(c) determine leading and lagging measures and other metrics that define success of stewardship ministries (i.e. specific metrics and measurable resulting performance).</b>	S5.1TF	1 month after step 1	Work plan finalized for compilation of parish and comprehensive stewardship data and assessment & research
<b>3. Complete the assessment and research of all items in step 2 and also determine:</b> <b>(a) what constitutes best practices and how to measure effectiveness; and</b> <b>(b) any gaps in the existing parish stewardship ministries, programs, materials and process; and</b> <b>(c) a timeline for specifically filling such gaps, including who is responsible for achieving each step within established timeline (“Gap Analysis Workplan”).</b>	S5.1TF	3 months after step 2	Information gathered and analysis completed and Gap Analysis Workplan completed



# Stewardship Strategic Goal 5.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 5.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<b>4. Based on results from steps 2 &amp; 3, develop a new “Stewardship Program” that will include, at a minimum, a measurably effective:</b> <b>(a) youth stewardship program;</b> <b>(b) process for personal interactions with all parishioners, including a guide to be used in personal interaction process that also actively solicits feedback from parishioners;</b> <b>(c) increased use of technologies and on-going communication processes;</b> <b>(d) process to improve engagement with other parish Ministries.</b>	S5.1TF	3 months after step 3	Stewardship Program developed and finalized including all enumerated elements, and findings reported to Parish Council.
<b>5. Recruit Stewardship Team of at least 35 members to conduct personal interactions with parishioners.</b>	S5.1TF	2 months after step 4	Required number of Stewardship Team members agree to serve
<b>6. Train Stewardship Team based on new Stewardship Program.</b>	S5.1TF	1 month after step 5	Training of Stewardship Team complete
<b>7. Begin implementation of Stewardship Program.</b>	S5.1TF	1 month after step 6	Official roll out of Stewardship Program begins



# Stewardship Strategic Goal 5.1 Action Plan



<b><u>Key Actions Necessary To Achieve Strategic Goal 5.1</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timetable</u></b>	<b><u>Completion Confirmation Test</u></b>
<p><b>8. Personal interaction process occurs such that 100% of current stewards, and at least 30% of non-current stewards from last 3 years, are reached based on most effective techniques from Stewardship Program.</b></p>	S5.1TF	3 months after step 7	All personal interactions are completed with all existing and past stewards to meet percentage thresholds
<p><b>9. Begin initiation of all other elements that comprise the new Stewardship Program beyond the personal interactions (the “Other Stewardship Elements”).</b></p>	S5.1TF	Simultaneous with step 8	Each Other Element begins to be implemented
<p><b>10. After all personal interactions are completed, conduct a detailed analysis of results, commitments obtained, and lessons learned, and determine what changes should be implemented in the Stewardship Program, along with a feedback loop to monitor continued improvement and make necessary changes to achieve desired goal results</b></p>	S5.1TF	Beginning 1 month after completion of all personal interactions and at least annually thereafter	Personal interaction assessments completed and improvements in personal interaction process and Stewardship Program finalized
<p><b>11. Conduct an assessment of the effectiveness of each Other Stewardship Element and revise the Stewardship Program and make necessary improvements accordingly to ensure that within 3 years of step 7 the parish fully funds all operating expenses from stewardship, including at least 5% of the budget being dedicated to outreach and charity.</b></p>	S5.1TF	At least annually after Stewardship Program rollout begins in step 7	Stewardship Program improvements are finalized and 100% operating expenses are funded from stewardship, including at least 5% of the budget being dedicated to outreach and charity