

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

PROVERBS 29:18

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# STRATEGIC PLAN

— FOR THE —

## GREEK ORTHODOX METROPOLIS OF ATLANTA AND ITS PARISHES

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METROPOLIS OF ATLANTA

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GREEK ORTHODOX ARCHDIOCESE OF AMERICA

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## METROPOLIS OF ATLANTA

Beloved in Christ,

Holy Scripture teaches us that “Where there is no vision, the people will perish.” (Proverbs 29:18) It is in that spirit, that I am pleased to present to you a new and exciting vision for our Holy Metropolis and its Parishes.

For over a year, a dedicated group of faithful that reflect the great and rich diversity of our Metropolis and Archdiocese have diligently toiled together to identify such a vision. It is a vision that reflects on our significant challenges, and yet is motivated by our great and holy opportunities to serve our Lord in his vineyard here in the beautiful Southeastern United States.

After a wonderful and enormous effort, we are honored to present this Strategic Plan to you. Its primary focus and purpose is to strengthen our Parishes and parishioners. We have fully researched and identified a comprehensive step-by-step process and action plan to achieve 34 very critical and strategic goals. We have also recruited an incredibly capable team from throughout our Metropolis to achieve these important goals

The only thing missing is you. We need you to familiarize yourself with this great work and identify what interests you most. We humbly ask you to prayerfully discern where God has called you to serve and how you can help us create Parishes and a Metropolis that “welcome all people seeking salvation, love, truth and fulfillment.” We need you to help us grow our Parishes and Metropolis and make disciples as we all grow together in Christ. It is to this holy work that we ask you to join us.

The future of the faithful and Parishes of the Greek Orthodox Metropolis of Atlanta depends on how diligently we achieve this Strategic Plan as stewards of God’s many blessings. I truly look forward to sharing this journey of faith and fulfillment with you!

With Love in Christ,

+Metropolitan Alexios of Atlanta



STRATEGIC  
PLAN  
FOR THE  
GREEK  
ORTHODOX  
METROPOLIS  
OF ATLANTA  
AND ITS PARISHES

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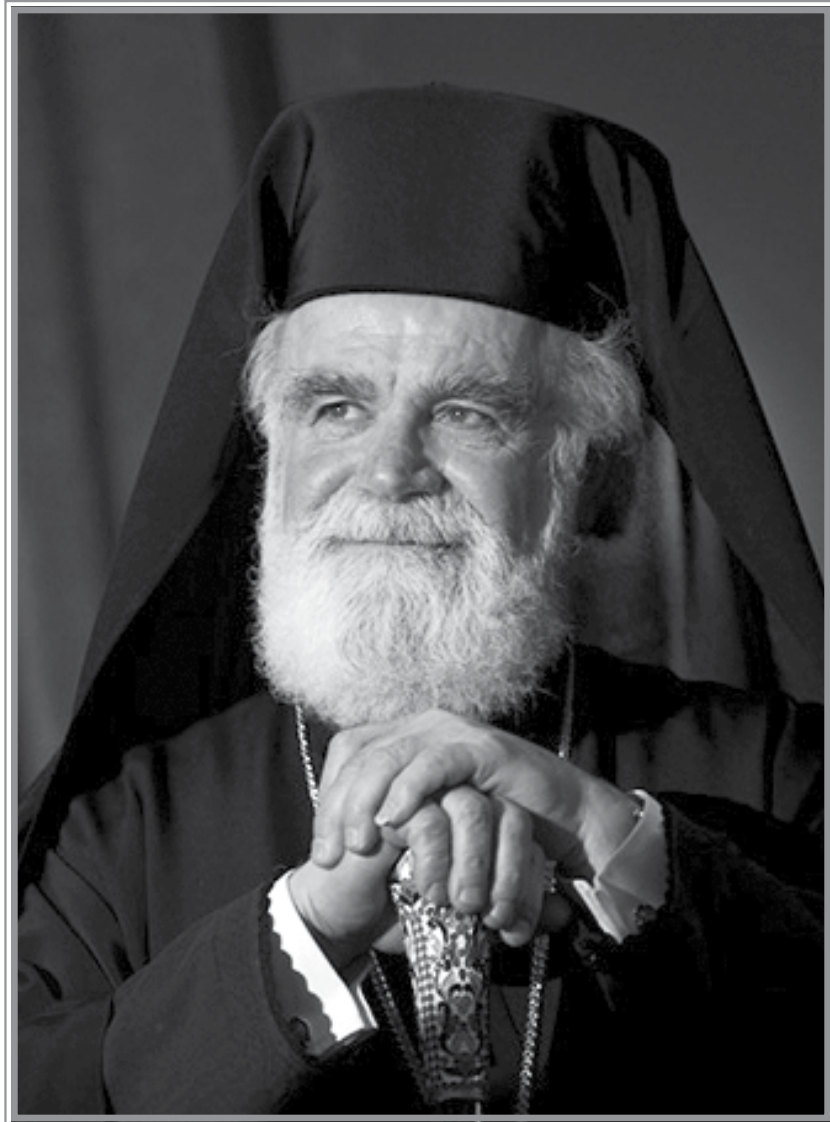
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+METROPOLITAN ALEXIOS OF ATLANTA

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

Proverbs 29:18

# STRATEGIC PLAN

——— FOR THE ———

## GREEK ORTHODOX METROPOLIS OF ATLANTA AND ITS PARISHES

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## EXECUTIVE SUMMARY

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# EXECUTIVE SUMMARY

*The Greek Orthodox Metropolis of Atlanta and its Parishes welcome all people seeking salvation, love, truth and fulfillment.*

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

For the last year, over 65 dedicated clergy and lay stewards, representing the significant diversity found within our Parishes, have worked joyfully and diligently to analyze available data and issues and develop this Strategic Plan by consensus with input from many of our faithful throughout our Metropolis and Archdiocese. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities and Threats (**SWOT**) of our Parishes and Metropolis and developed and affirmed a **MISSION** statement that is consistent with the Mission of our Holy Archdiocese.

*The Metropolis of Atlanta’s mission is to energize, cultivate and guide the faithful in the Southeastern United States by proclaiming the Faith and Gospel of Christ, and teaching and spreading the Orthodox Christian Faith.*

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

- Christ-centered
- Love
- Sacred Apostolic tradition
- Education, training and leadership development
- Outreach and evangelism
- Integrity, accountability and transparency
- Family
- Service and philanthropy
- Stewardship
- Hospitality, acceptance, welcoming and embracing
- Spiritual growth

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

*We will grow the Metropolis of Atlanta, and personally grow in Christ and make disciples, by living as witnesses of our faith through loving, faithful and purposeful Orthodox Christian communities focused on worship, education, stewardship, philanthropy and fellowship.*





To address our Strengths, Weaknesses, Opportunities and Threats, stay true to our Mission and Core Values, and pursue our Vision, we identified 11 strategic areas of focus and organized a separate Task Force to identify and address goals in each area:

**VISION TASK FORCES**

Clergy  
Education  
Family  
Outreach, Evangelism and  
Philanthropy  
Spiritual Growth  
Stewardship  
Youth

**OPERATIONAL TASK FORCES**

Administration  
Communications  
Finance  
Technology

These 11 Task Forces then developed by consensus 34 Strategic Goals and the detailed action plans to achieve them, all of which met the “**SMART**” goal criteria of being **Specific, Measurable, Attainable, Realistically written** and with an achievable **Timetable**.

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

**Part 1:** (pages 10 through 23) includes more detail as to the process, the team, our Statement of Why and the details of our SWOT Analysis, Core Values, Mission and Vision.

**Part 2:** (pages 26 through 73) lays out the 34 specific SMART Goals and the very methodical, step-by-step implementation plan and process to achieve each goal, including precise timelines, areas of responsibility and how we will measure success.

**Part 3:** (pages 76 through 89) Exhibits “A” and “B” summarize just a small portion of the massive amounts of data and information we considered.

The length of this Strategic Plan may give some pause. However, given the vast diversity of our Parishes, faithful and needs, we wanted to provide both a thorough analysis of what we must do and a comprehensive plan to accomplish everything in a unified and effective manner. At all times, we ensured that our Parishes, Parish-level ministries and parishioners were the primary focus of every aspect of our planning. The Metropolis is merely an efficient vehicle to organize the great resources of our Parishes and faithful to collectively work together to “make disciples.”

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

With this Strategic Plan, we now have a clear road map for how our Greek Orthodox Metropolis of Atlanta and its Parishes will *welcome all people seeking salvation, love, truth and fulfillment.*



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

Proverbs 29:18

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# STRATEGIC PLAN

——— FOR THE ———

## GREEK ORTHODOX METROPOLIS OF ATLANTA

AND ITS PARISHES

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

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# PART ONE

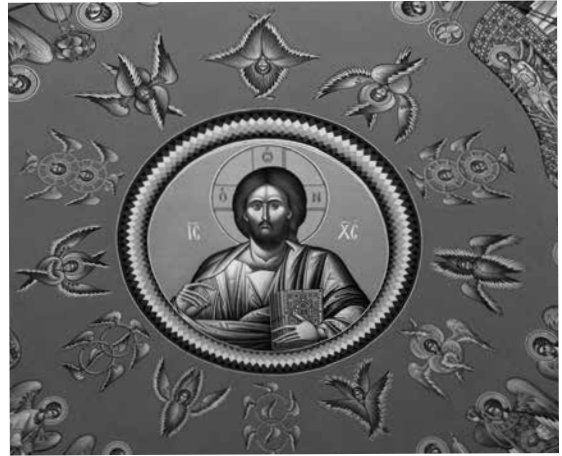
## THE PROCESS, MISSION, SWOT, CORE VALUES, VISION, STRATEGIC GOALS

### Start With WHY.

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

Visionaries understand the importance of first creating a clear vision of "Why?"<sup>1</sup> It is said that the two most important days of your life are:

1. The day you were born; and
2. The day you figure out "Why?"<sup>2</sup>



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

It is critical for each organization and Church to also know its "Why?" Understanding one's "Why" is Biblical: *"Men, why are you doing these things?"*<sup>3</sup> Through this Strategic Plan, the Greek Orthodox Metropolis of Atlanta (the **"Metropolis"**), on behalf of its Parishes and parishioners, commits to emulate the kingdom of God in the Southeastern United States. We unequivocally state:

*The Greek Orthodox Metropolis of Atlanta and its Parishes welcome all people seeking salvation, love, truth and fulfillment.*

*"Come and see"*<sup>4</sup> how you can change your life, and the lives of others, for the better by joining a dedicated team of disciples seeking to discover and live their callings through strong, dynamic, faithful and purposeful Orthodox Parishes in the Metropolis of Atlanta.

### Why Strategic Planning?

Strategic Planning is first and foremost Biblical and Christ-centered. At the very end of our Lord's ministry on this earth, He gave His Apostles a clear strategic plan as to how they were to achieve His vision by saying: *"Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I commanded you."*<sup>5</sup>

In Jeremiah 29:11-12 we hear: *"For I know the plans that I have for you," declares the Lord, 'plans for well-being, and not for calamity, in order to give you a future and a hope. When you call out to me and come and pray to me, I'll hear you.'*

The Book of Acts, written by St Luke, has been described as: "...a *blue print for reproducing the specific details and aspects of the Church...However, it is of great importance for understanding the organization and structure of the Church...*"<sup>6</sup> And in the rich Holy Gospel, we find Christ's clear strategic direction and plan given to his Apostles: "*But you shall receive power when the Holy Spirit has come upon you; and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth.*"<sup>7</sup>

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

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

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

Thus, the Strategic Planning Team was comprised of representatives of our Parishes who were primarily focused on the opportunities, needs and challenges of our Parishes, parishioners and Parish-level ministries. It remains incumbent upon all who serve our Church to listen to, and focus on, the unique needs of our faithful and of those who are seeking Christ. We believe this Strategic Plan does that.

## What is Strategic Planning?

Strategic planning is a process to define our direction (strategy) and allocate our resources to achieve our goals. A Strategic Plan must answer four fundamental questions:

1. Why do we exist?
2. Where are we now?
3. Where do we want to be?
4. How will we get there?



## Statement of Why

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

## Current State

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



## Desired Future State

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

## Action Plan

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



## What is Our Plan?

To do the initial work, a Strategic “**Planning Committee**” that grew to over 65 diverse clergy and lay leaders from throughout our Orthodox Church was formed by His Eminence Metropolitan Alexios.<sup>8</sup> Every effort was made to be as inclusive and diverse as possible as we gathered people of all different perspectives, constituencies and regions of our Metropolis and Archdiocese. We adopted the following 6-Step Strategic Work Plan:

- Step ONE - Strategic Planning Opening Retreat
- Step TWO - Task Force Conference Calls
- Step THREE - Presentation of the Draft Strategic Plan Outline at the  
Metropolis Archangel Michael Assembly for Feedback  
and Consensus Building
- Step FOUR - Strategic Planning Second Retreat
- Step FIVE - Writing and Communication of the Strategic Plan
- Step SIX - Implementation of the Strategic Plan

## Mission.

A critical part of any Strategic Planning process is developing a clear description of the fundamental purpose for which an organization exists and what it does to achieve its Vision. Mission answers the question: “What do we do?” A Mission statement is clearly Biblical: “*Go therefore and make disciples of all the nations.*”<sup>9</sup>

Since the Metropolis of Atlanta is an integral part of the Greek Orthodox Archdiocese of America, His Eminence Metropolitan Alexios and the Planning Committee began by re-affirming and re-adopting a synopsis of the Archdiocese's Mission Statement as the Metropolis' Mission Statement:

*The Metropolis of Atlanta's mission is to energize, cultivate and guide the faithful in the South-eastern United States by proclaiming the Faith and Gospel of Christ, and teaching and spreading the Orthodox Christian Faith.*

## SWOT Analysis.

Proper Strategic Planning requires a comprehensive analysis of the current state by examining one's Strengths, Weaknesses, Opportunities and Threats ("SWOT"). A SWOT Analysis focuses on the: (a) Internal Factors comprised of Strengths and Weaknesses; and (b) External Factors comprised of Opportunities and Threats that include socio-cultural shifts, macroeconomic matters, technological advances, changes in laws or our environment, etc.

Such an analysis and testing of oneself is Biblical: *"Examine yourselves as to whether you are in the faith. Test yourselves!"*<sup>10</sup> The entire Metropolis Council, each member of the Planning Committee and others participated in this SWOT Analysis for our Parishes and Metropolis.

At the first two-day retreat, the Planning Committee assessed many unique Strengths, Weaknesses, Opportunities and Threats. However, to make the final Metropolis SWOT list, a particular item had to be listed by many people and agreed-upon by consensus. The Planning Committee extensively discussed all items in order to reach a consensus on our Strengths, Weaknesses, Opportunities and Threats. Obviously, this list is a static assessment at this point in time and will inevitably be modified as our parishioners, Parishes, Metropolis, Archdiocese and the world around us continue to change.

As a result, the Strategic Planning process must remain dynamic and not static in order to address new or different Strengths, Weaknesses, Opportunities and Threats. This is one of the challenges that must be addressed in Step SIX as this Strategic Plan is implemented, periodically re-assessed, refreshed and potentially modified to remain a living and breathing document and roadmap through a constantly changing environment.

To maximize the effectiveness and results of any Strategic Plan, the various Strategic Goals should address as many of the items which were discovered in the SWOT Analysis as possible. This Strategic Plan does that. A summary of the consensus SWOT conclusions follows:



# METROPOLIS OF ATLANTA SWOT SUMMARY

## 1. Strengths

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

2000 Year old unwavering faith (liturgical and sacramental traditions)	Youth Programs (Hellenic Dance Festival; St. Stephen's summer camp; Winter Youth Rally; Retreats)
Diakonia Retreat Center facility	Archangel Michael Honors weekend
Beautiful and functional Parish / Community Facilities	Plentiful resources
Effective lay leadership	Significant wealth
Metropolitan Alexios	Balanced Metropolis budget
Strong Parish Philanthropy	Metropolis transparency and accountability
Great Clergy	Attractive geography
Family Life Ministries	Metropolis Philoptochos

## 2. Weaknesses

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

Youth (we sometimes do not understand how best to reach them; they often don't see the relevance of Church; ineffective tools for listening to them; low participation in programs and the life of the Church)	Parish Governance (insufficient training on roles and responsibilities of clergy and laity; lack of understanding regarding consensus and leadership succession planning; lack of institutional memory)
Communications/PR (ineffective communication of our vision; inefficient or inadequate use of new technology, especially to reach youth)	Education (lack of faith development and culture awareness; youth and adults; lack of collecting and sharing best practices; religious and Greek education; Parish Council training)
Stewardship inadequacy (reliance on festivals and fund raisers; failure to understand stewardship is more than just money)	Identity Confusion (as a religious organization and with regard to Orthodox faith, Hellenic culture, Greek language, etc.)
Clergy (need for additional support, training, mentoring, feedback and evaluation)	Metropolis Administration (lack of sufficient resources and responsiveness)
Young Adult Ministries (OCF, etc; ineffectively reaching and retaining)	Ministries/Programs do not reach everyone
Parents & Family Participation (everyone is not engaged)	Insufficient Programs / Ministries evaluation processes
Misunderstanding relationship between Parish, Metropolis, Archdiocese and Patriarchate	Worship (lack of engagement and participation on Sunday and in other services and at other times)
DRC debt	



### 3. Opportunities

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

Technology (better data use and management; web and other technologies)	Underutilized young professionals
Best Practices identification and sharing (gather, disseminate and teach how to implement best practices in ministries, services, stewardship, counseling; studying and adapting what is successful for others; “benchmarking”)	Outreach to Non-Orthodox, Unchurched and Lapsed (evangelism; interfaith marriages)
Parochial Schools (youth educated in faith are more likely to stay in the faith)	Advocacy on critical issues (Christian rights & freedom; strengthen relationships)
Talented Laity and Clergy we can harness	Gather beauty and knowledge wherever it is (don't merely look internally within our Metropolis)

### 4. Threats

Threats include external elements in our environment that could be problematic for our Parishes and/or Metropolis or inhibit our success.

Time challenges (significant number of external youth activities; special time constraints on working families such as both parents working and single parents)	Change in demographics (we are not as close to our Churches geographically or spiritually; our parishioners have changed)
Other Faiths better explain their relevancy and witness / live their faith	Other Faiths recruit better and address needs better
Purposeful erosion of Christian faith in society	Lack of assimilation of Interfaith marriages
Changing family values	Current economy
Changing moral values	Competition from other charities

There are many interesting and valuable pieces of information and inferences that can be drawn from this SWOT Analysis. Significant time must be spent by the various ministries and leaders of the Metropolis and its Parishes to continue to assess and address the items identified in the SWOT Analysis.

For example, while there was not unanimous agreement, we concluded by consensus that our Weaknesses included “Identity Confusion (as a religious organization – with regard to Orthodox faith, Hellenic culture, Greek language, etc.).” We acknowledge the reality that our post-immigrant generation Church is experiencing massive numbers of interfaith marriages (with their increasingly non-Greek partners and offspring), as well as the significant outreach and evangelism opportunities in our extremely ethnically diverse Metropolis. Accordingly, we must pay attention to not losing the benefits experienced by some through an ethnic identity, while at the same time remaining a Church that truly welcomes *“all people seeking salvation, love, truth and fulfillment.”*



## CORE VALUES

Core Values are beliefs shared among the stakeholders in an organization. They drive an organization's culture and priorities and provide a framework to help make decisions. God presented us critical Core Values in the Ten Commandments, and our Lord and Savior Jesus Christ augmented them in his Sermon on the Mount with what is known as the Beatitudes.<sup>11</sup>

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

- Christ-centered
- Love
- Sacred Apostolic tradition
- Education, training and leadership development
- Outreach and evangelism
- Integrity, accountability and transparency
- Family
- Service and philanthropy
- Stewardship
- Hospitality, acceptance, welcoming and embracing
- Spiritual growth



## VISION

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

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

*We will grow the Metropolis of Atlanta, and personally grow in Christ and make disciples, by living as witnesses of our faith through loving, faithful and purposeful Orthodox Christian communities focused on worship, education, stewardship, philanthropy, and fellowship.*

## STRATEGIC GOALS

Strategy is a roadmap of how to implement the Vision and achieve the organization's goals. It keeps the organization going in the right direction. Strategic Goals are only as effective as the process and discipline implemented to achieve and monitor them.

Setting strategic goals and action plans is Biblical. Throughout the Holy Gospel, our Lord provided his Apostles and Disciples such clear direction and step-by-step instructions. *“Let your light so shine before men, that they may see your good works and glorify your Father in heaven.”*<sup>13</sup> *“These twelve Jesus sent out, charging them... go rather to the lost sheep of the house of Israel. And preach as you go... Heal the sick, raise the dead, cleanse lepers, cast out demons.”*<sup>14</sup> The Planning Committee used the “SMART” goal process to ensure that each Strategic Goal was: Specif-

ic, **M**easurable, **A**ttainable, **R**ealistically written, and has a precise **T**imeline. This discipline will help better ensure that each Strategic Goal is achieved if all of the various actions and steps identified in the process are diligently pursued and executed.

The SMART Goal process requires that each Strategic Goal be:

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

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

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

**Realistic:** Is the goal realistically written?

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

## STRATEGIC TASK FORCES

At the first Strategic Planning Retreat, the Planning Committee brainstormed over 95 specific strategic items they felt addressed the Weaknesses, Opportunities and Threats and were consistent with the Core Values, focused on the Mission and helped achieve the Vision. After many hours of discussions, the Planning Committee consolidated the 95+ items and organized them into 11 Strategic Areas of Focus and formed Strategic Task Forces to systematically consolidate and address the items in each Strategic Area. The 11 Strategic Areas of Focus are:

### **VISION TASK FORCES**

Clergy  
Education  
Family  
Outreach, Evangelism and  
Philanthropy  
Spiritual Growth  
Stewardship  
Youth

### **OPERATIONAL TASK FORCES**

Administration  
Communications  
Finance  
Technology

## 34 Strategic Goals

In the months between the two strategic planning retreats, the Planning Committee divided itself into these 11 Strategic Task Forces and began weekly/bi-weekly/monthly meetings and calls to develop a reasonable number of the most important specific SMART Strategic Goals and Action Plans to be achieved in their Strategic Area. At a second two-day retreat, the Planning Committee thoroughly discussed and agreed upon a more manageable number of SMART Strategic Goals and a detailed action plan to achieve each goal that outlined: (1) each specific action to be undertaken; (2) who was responsible for doing each required action; (3) how we would measure the successful achievement of that action; and (4) the timetable for the achievement of the action.



Here are the summary titles for the 34 SMART goals in the 11 Strategic Areas of Focus:

## 1. Administration

- 1.1 Parish Strategic Planning
- 1.2 Ministry Accountability and Performance
- 1.3 Risk Management
- 1.4 Metropolis Administration
- 1.5 Council of Ministries

## 2. Clergy

- 2.1 Clergy Development Program
- 2.2 Clergy Transition Plan
- 2.3 Clergy Evaluation Program

## 3. Communications

- 3.1 Strategic Plan Communication
- 3.2 Metropolis Communications Plan
- 3.3 Communications Director

## 4. Education

- 4.1 Best Education Materials
- 4.2 Orthodox Leadership Training

## 5. Family

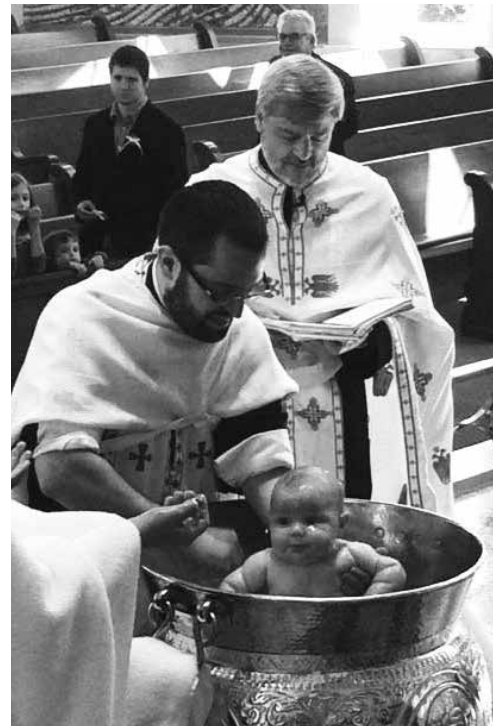
- 5.1 Early Parenting
- 5.2 Newly Married Couple Mentoring
- 5.3 Orthodox Home
- 5.4 Seniors Programs

## 6. Finance

- 6.1 Diakonia Retreat Center Debt Reduction
- 6.2 Metropolis Endowment
- 6.3 Parish Financial Vitality Tools

## 7. Outreach, Evangelism and Philanthropy

- 7.1 Parish Outreach, Evangelism  
and Philanthropy Ministry and Resource Center
- 7.2 Parish Mentoring



## 8. Spiritual Growth

### 8.1 Spiritual Growth Resources

### 8.2 Congregational Singing

## 9. Stewardship

### 9.1 Comprehensive Stewardship Program

### 9.2 Skills Matching Process

### 9.3 Re-Formulation of Church Fund Raisers

## 10. Technology

### 10.1 Metropolis Website

### 10.2 Social Media Ministry

### 10.3 Best Practices Metropolis Resource Center Portal

## 11. Youth

### 11.1 Regional Youth Summit

### 11.2 Youth Worker Program

### 11.3 Youth Ministry Best Practices Resources Center

### 11.4 Young Adult Ministry Programs



## **Can We Do This?**

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

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

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

## **Implementation of Action Plans for 34 Strategic Goals and Accountability**

To be successful, any true Strategic Plan should follow a 4-P approach: (1) use the right Process; (2) recruit the right People; (3) develop the best, practical Plan; and (4) Perform effectively and fully implement the plan. We believe that with God's grace and the invaluable and essential assistance and presence of the Holy Spirit, this Strategic Planning process allowed the right team to deploy the right process to reach important goals and action plans. What remains is the most critical and difficult step, namely the performance and implementation of this Strategic Plan.

The initial hard work of the Planning Committee and Facilitator is now complete with the publishing of this Strategic Plan. The Metropolis and its Parishes will now reorganize itself and dedicate the necessary

resources (human, financial, time and other) to ensure complete implementation and success. This will require the dedication of time and the active involvement of a much bigger and broader group of the faithful. Indeed, significant additional human and financial resources and operational changes will be required if we are to be successful.

To achieve the 34 Strategic Goals, reconstituted “Implementation Task Forces” have been formed - one for each of the 34 Strategic Goals identified by the Planning Committee. These new Implementation Task Forces will include some members of the initial Strategic Planning Task Forces and will also add large numbers of individuals from throughout (and perhaps outside) the Metropolis who can assist in the achievement of the 34 Strategic Goals.



We are also implementing an unprecedented level of accountability and transparency. As you can see, every action plan step for all 34 Strategic Goals is clearly measureable and has a deadline. We will be regularly and publicly reporting on our progress. We have also instituted multiple feedback and accountability loops to ensure that we stay on track and are focused on achieving success. All of this will be publicly tracked and reported on our Metropolis Strategic Plan website ([www.atlstrategicplan.org](http://www.atlstrategicplan.org)) and will be shared with the Parishes and parishioners by our Parish Champions. And after we have achieved every Strategic Goal, we will again measure how well we have addressed our challenges and then reassess where we go from there. Failure is not an option!

## You Are Invited to Join The Team

We invite anyone who is interested in working on any specific Strategic Goal to volunteer and offer their stewardship of time and talents. The more experienced and dedicated souls we have working together, the more we can achieve. These newly constituted and expanded 34 Strategic Planning Implementation Task Forces will execute and manage the tasks identified in the specific Strategic Action Plans contained in this Strategic Plan. There will be a “Coordinator” who is responsible for ensuring that all Implementation Task Forces within each Strategic Areas of Focus stay on schedule.

In turn, each Strategic Goal will have a “**Goal Captain**” (or Co-Captains)” who are the individuals primarily responsible for ensuring that the Implementation Task Force team working on that Strategic Goal stays on track and on schedule. The overall implementation of every aspect of this Strategic Plan will be coordinated by two “Head Coaches” who report directly to the Metropolitan. In so doing, we have organized a talented and full team to dedicate the required effort to help ensure this Strategic Plan is fully and successfully implemented. Each Parish will also have a “**Parish Champion**” who will work with our new Metropolis Communications Director to help keep everyone at each Parish fully informed about our progress and how each parishioner can get involved or participate.

In addition, our Metropolis Council will consist of the Goals Captains, Task Force Coordinators and Head Coaches so that the achievement of the Strategic Plan will be the central focus of all Metropolis meetings, activities and efforts. At the same time, we welcome all the faithful of our Metropolis to join us on this holy journey of faith by contacting us and volunteering at: [volunteer@atlstrategicplan.org](mailto:volunteer@atlstrategicplan.org).

## Transformational Elements - Best Practices Portal and Faith Forums

In addition to the amazing 34 Strategic Goals, this Strategic Plan has several dynamic and transformational new components. We will establish a web-based “Best Practices Portal” where all of the programs, materials, videos, podcasts, information, training, systems, processes and any other content developed by any group or Strategic Goal Implementation Task Force will be housed and made available to everyone 24 hours a day. This Best Practices Portal will be organized to mirror separate areas for each Strategic Goal and Task Force so that the faithful can easily find what they are seeking. The Portal will become a “one-stop” web-based location for any resources, tools or information any Parish or parishioner needs to access any of the work-product being developed through this Strategic Plan.

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

## Modified Clergy and Laity Gatherings

Our Metropolis Clergy-Laity Assemblies, Archangel Michael gatherings, Clergy and Laity retreats and other meetings will be re-organized to serve as a part of these Faith Forums to facilitate gatherings of the teams working on each Strategic Goal. Each team can report to all delegates/members/parishioners regarding their progress, successes and challenges, and everyone can share what works and how they did things differently or more effectively in their communities. As one can see, this Strategic Plan will become the operational focus of our Metropolis, its Parishes, ministries and institutions. This process will allow us to work better together and ultimately celebrate success.

## “Orthodox SWAT”

Another transformational example is Strategic Goal 9.2 where we will establish a Metropolis “**ORTHO-DOX-SWAT**” team. This will be a group of experienced Orthodox faithful who live in our Parishes with unique expertise that could assist other Parishes on an “as-needed” basis (e.g., accountants, counselors, fund raisers, teachers, trainers, psychologists, lawyers, doctors/nurses, youth workers, strategic planners, contractors, handy-men, etc.).

With the invaluable assistance of the Parishes, the Metropolis will identify a master list of such individuals and coordinate their availability. Then as a Parish has a need, the Metropolis could reach out to those ORTHODOX-SWAT members with the appropriate qualifications to see who might have the time and expertise to volunteer to assist the Parish in need. Thus, a group of Orthodox stewards could come together on a volunteer basis, as needed, and subject to availability, just like a SWAT team is formed to address a specific challenge. This would be true stewardship in action.





## Communications and Breadth

The proper and effective communication of this Strategic Plan, and the progress made on its achievement, will be equally critical. Accordingly, regular communications about how we are achieving our exciting Strategic Goals and Vision is an integral part of this Strategic Plan. Our clergy, new Metropolis Communications Director and the Parish Champions will be regularly communicating to all the faithful of our Metropolis all of the latest updates regarding our progress. The Metropolis website and other publications will be re-formatted to feature active links and content to each of the elements of our Vision and 34 Strategic Goals. By regularly communicating our progress and successes, we will make our Strategic Plan both real and achievable.



Some might be concerned that the breadth of this Strategic Plan may be overwhelming. So too are the challenges that face our Parishes, Metropolis and Holy Orthodox Church. Given the disparate needs, and varied talents, of our faithful, it is critical to have Strategic Goals that serve the vast diversity of our Metropolis, and its Parishes, stewards and challenges. Prioritization and allocation of available resources will inevitably be required. Each step sets out the time period and sequence from the previous action item(s) and steps. Once the start date for any Strategic Goal is finally determined by the Head Coaches, Task Force Coordinators and Strategic Goal Captain(s), the timetable for its achievement is then clearly established. We have also included numerous reporting and accountability processes and feedback loops to ensure that we transparently report our progress and do not drop the ball on any of this critical and holy work.

## Conclusion

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

After thorough research, careful and prayerful reflection and diligent work by over 65 dedicated faithful from our Parishes, we believe that the systematic implementation of the detailed action plans in this Strategic Plan will allow us to directly address our needs and allow us to measurably improve our service to the faithful entrusted to us. We purposefully included in our Vision that we will "*personally grow in Christ*" as we simultaneously grow our Metropolis and its Parishes and "*make disciples*."

We do not believe our resources to implement this Strategic Plan are scarce given the extraordinary God-given talents that exist within the faithful of our Metropolis and its Parishes. We believe we live in a world of abundance. By the Grace of God and with the essential support of the Holy Spirit, we can make



a difference and achieve all of our Strategic Goals in the fullness of time. Our future can be very bright if we work together!

Throughout the process, our Metropolis will remain true to our **Core Values:**

- Christ-centered
- Love
- Sacred Apostolic tradition
- Education, training and leadership development
- Outreach and evangelism
- Integrity, accountability and transparency
- Family
- Service and philanthropy
- Stewardship
- Hospitality, acceptance, welcoming and embracing
- Spiritual growth

We want as many of our faithful as possible involved in the transformational improvements that will result from this exciting Strategic Plan. If you, or anyone in your Parish, wants more information or to volunteer, please contact the Metropolis directly or email us at: [volunteer@atlstrategicplan.org](mailto:volunteer@atlstrategicplan.org). You can always access this entire Strategic Plan, and check out our progress which we will regularly update, by going to our Metropolis of Atlanta Strategic Planning website at [www.atlstrategicplan.org](http://www.atlstrategicplan.org).

There is plenty of room for the active engagement of every person and organization prepared to ensure that the Metropolis of Atlanta and its Parishes welcome all people seeking salvation, love, truth and fulfillment by achieving our Vision:

*We will grow the Metropolis of Atlanta, and personally grow in Christ and make disciples, by living as witnesses of our faith through loving, faithful and purposeful Orthodox Christian communities focused on worship, education, stewardship, philanthropy, and fellowship.*

May God bless the Greek Orthodox Metropolis of Atlanta, its Parishes and faithful on our journey!





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

Proverbs 29:18

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# STRATEGIC PLAN

——— FOR THE ———

## GREEK ORTHODOX METROPOLIS OF ATLANTA

AND ITS PARISHES

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## PART II: STRATEGIC GOAL ACTION PLANS

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# ADMINISTRATION Goal 1.1

## PARISH STRATEGIC PLANNING

- a) Within 12 months, we will develop a *Parish Strategic Planning* process; and
- b) Within 3 years thereafter, we teach and implement the *Parish Strategic Planning* process in the Parishes.

ADMINISTRATION GOAL 1.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Administration Goal 1.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Administrative Task Force for Goal 1 ("ATF1")	Administration Strategic Planning Task Force and the Goal Captain	1 month after Start Date	ATF1 members agree to serve
2. Research and gather best practices used by Metropolises, Parishes and other Orthodox and non-Orthodox church and Christian organizations	ATF1	3 months after step 1	At least 5 best practice Parish strategic planning processes and techniques are obtained for review
3. Develop uniform Parish Strategic Planning Template and Instruction Manual	ATF1	4 months after step 2	Strategic Planning Template and Instruction Manual created
4. Post materials on Metropolis Resource Center Portal ("Portal")	ATF1	1 month after step 3	Strategic Planning Template and Instruction Manual is accessible on Portal
5. Develop Parish Strategic Planning training program	ATF1	3 months after step 4	Training Program developed and ready for delivery
6. Schedule regional training programs throughout Metropolis	ATF1	Beginning 3 months after step 5 and the continuously over the next 3 years	A strategic planning training program has been delivered at least twice in every region throughout the Metropolis
7. Develop measurement / progress report process to determine effectiveness and make continual improvements	ATF1	2 months after step 5	Measurement tool developed and improvements made
8. Share best practices / success stories on Portal	ATF1	Starting 3 months after step 6 and continuously thereafter	Best practices posted to Portal
9. Parishes submit Parish strategic plan to ATF1	Parish council president	3 years after Start Date	Parishes have submitted their strategic plans

## ADMINISTRATION Goal 1.2

### MINISTRY ACCOUNTABILITY AND PERFORMANCE

Within 18 months, we will develop and begin teaching a *Ministry Accountability and Performance* process for assessing and evaluating the performance of Parish and Metropolis ministries and programs, with a remediation process to address any issues identified.

ADMINISTRATION GOAL 1.2 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Administration Goal 1.2</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit Administrative Task Force for Goal 2 ("ATF2"), including members from other Parishes and the Metropolis	Administration Strategic Planning Task Force and the Goal Captain	2 months after Start Date	ATF2 members agree to serve
2. Identify any existing ministry and program assessment and evaluation processes and best practices from any available resources	ATF2	3 months after step 1	At least 5 assessment and evaluation procedures identified
3. Establish a uniform method of ministry and program assessment and evaluation of ministries and programs	ATF2	3 months after step 2	Assessment and Evaluation process established
4. Establish a procedure of selecting a "Review Board" at Parishes and Metropolis to assess and recommend remediations and changes pursuant to uniform ministry and program assessment and evaluation process	ATF2	1 month after step 3	Selection process established
5. Establish a set schedule for Review Board to meet for evaluations and reviews	ATF2	1 month after step 4	Schedule set.
6. Provide tools via Metropolis Resource Center Portal ("Portal") to Parishes and Metropolis for ministry and program assessment and evaluation process, Selection of Review Board, remediation and reporting	ATF2	1 month after step 5	Tools available electronically on Portal
7. Provide regional training in use of ministry and program assessment and evaluation process, best practices, tools and remediation	ATF2	Starting 4 months after step 6 and continuously thereafter	Regional training has been delivered at least twice in every region throughout the Metropolis
8. Develop process to measure effectiveness of tools and assessment process, effectiveness measures, remediation and making improvements	ATF2	Ongoing after step 7	Changes are made to ministry and program assessment and evaluation process

# ADMINISTRATION Goal 1.3

## RISK MANAGEMENT

Within 12 months, we will develop and begin teaching a *Risk Management* evaluation tool and process for Parish and Metropolis programs, ministries and procedures.

ADMINISTRATION GOAL 1.3 ACTION PLAN			
Specific Key Actions Necessary To Achieve Administration Goal 1.3	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Administrative Goal #3 Task Force ("ATF3")	Administration Strategic Planning Task Force and the Goal Captain	1 month after Start Date	ATF3 members agree to serve
2. Meet with Metropolis and GOA current insurance providers to assess products or services they offer in risk management training	ATF3	1 month after step 1	Meeting Held
3. Request Parishes who have done risk management or evaluation for information on their process	ATF3	Concurrent with step 2	Survey/request for information sent to Parishes and received responses from at least 3.
4. Identify and speak with specialists regarding considerations to incorporate in the risk management evaluation tool and process (Legal, HR, tax compliance, legal compliance, safety, etc.)	ATF3	1 month after step 3	Information gathered in each area of inquiry
5. Identify and interview 3 Risk Management Companies/ consultants on services offered to accomplish this goal	ATF3	1 month after step 4	Information gathered
6. Review feedback gathered to determine direction and cost implications and select recommended service provider(s)/vendor(s) product(s) to use	ATF3	1 month after step 5	Evaluation complete and vendor(s)/product(s) selected
7. Develop Metropolis risk management evaluation tools and processes in circumstances where a service provider cannot be retained	ATF3	2 months after step 6	Free risk management evaluation tool and process created
8. Develop training on risk management evaluation tools and processes and schedule training programs	ATF3	3 months after step 7	Training program developed
9. Post risk management evaluation tools and processes on Metropolis Resource Center Portal ("Portal")	ATF3	1 month after step 8	Tools and processes posted on Portal
10. Begin regional training for Parishes in risk management evaluation tool and process	ATF3	Starting 1 month after step 9 and continuously thereafter	Regional training has been delivered at least twice in every region throughout the Metropolis

# ADMINISTRATION Goal 1.4

## METROPOLIS ADMINISTRATION

Within 18 months, we will independently evaluate the current *Metropolis Administration* structure, programs and staff, and implement a structure, program and staffing plan.

ADMINISTRATION GOAL 1.4 ACTION PLAN			
Specific Key Actions Necessary To Achieve Administration Goal 1.4	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Administrative Goal #4 Task Force ("ATF4") (including Chancellor, Metropolis Council Chair, Philoptochos Representative, Clergy Syndesmos Representative, 1 Vicar, 1 Ambassador, 1 young adult rep, Goal Captain	Administration Strategic Planning Task Force and the Goal Captain	2 months after Start Date	ATF4 members agree to serve
2. Initial Meeting at Metropolis (set up committees review and procedure for analysis (surveys, interviews, etc.): a. Structure (Vicars, Ambassadors) b. Staff Administration c. Programs and Ministries.	ATF4	3 months after step 1	Meeting takes place with Review and Action Items
3. Surveys and Analysis procedure finalized	ATF4	2 month after step 2	ATF4 finalizes surveys and analysis procedure
4. Execute Surveys and gather information	ATF4	3 months after step 3	Interviews, survey and info gathering is complete
5. Review and analyze data (surveys, interviews and small group gatherings, etc.)	ATF 4	3 months after step 4	Sub-committees submit reports
6. Create a proposed structure, program, staffing plan based on feedback from step 5	ATF4	3 months after step 5	Proposal completed
7. Recommendations are made regarding Metropolis administration structure, programs and staff and staffing plan	ATF4	2 months after step 6	Final Recommendations to Metropolitan, Chancellor and Metropolis Council Executive Committee

# ADMINISTRATION Goal 1.5

## COUNCIL OF MINISTRIES

Within 2 years, we will establish a Metropolis *Council of Ministries* that will establish and work effectively with a *Council of Ministries* at the Parishes.

ADMINISTRATION GOAL 1.5 ACTION PLAN			
Specific Key Actions Necessary To Achieve Administration Goal 1.5	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Administrative Goal #5 Task Force ("ATF5")	Administration Strategic Planning Task Force and the Goal Captain	1 month after Start Date	ATF5 members agree to serve
2. Research and create a master list of ministries, including all existing ministries (at Greek Orthodox Archdiocese, Metropolis and Parishes, and other successful non-Orthodox churches)	ATF5	3 months after step 1	Master list completed
3. Review and prepare ministry descriptions and organizational structures and proposed governing Parish charters to be used at the Parish and Metropolis Level	ATF5	4 months after step 2	Descriptions and structures developed
4. Develop and post on Metropolis Resource Center Portal ("Portal") ministries package with lists of possible ministries, descriptions, best practices and implementation guidelines	ATF5	3 months after step 3	Finalize package and post on Portal
5. Organize a Metropolis level Council of Ministries to coordinate with and coordinate and exchange information and resources with Parish Level Council of Ministries	ATF5	Simultaneously with step 4	Metropolis Council of Ministries constituted
6. Develop Parish training program to teach how to establish a Parish Council of Ministries and information about possible ministries, descriptions, best practices and implementation guidelines	ATF5	2 months after step 4	Training program developed
7. Begin regional training for Parishes on Council of Ministries and possible ministries, descriptions, best practices and implementation guidelines	ATF5	3 months after step 6	Regional training has been delivered at least twice in every region throughout the Metropolis
8. Establish a feedback mechanism that will provide information as to effectiveness and learned best practices and adjust as needed	ATF5	Continuously after 7	Adjustments and best practices posted to Portal



## CLERGY Goal 2.1

### CLERGY DEVELOPMENT PROGRAM

- a) Within 18 months, we will develop a *Clergy Development Program* with a comprehensive continuing education, mentoring and leadership development program for our Clergy; and  
b) Within 24 months thereafter, we will implement our *Clergy Development Program* to aid Clergy in their professional, spiritual and personal growth and effectiveness.

CLERGY GOAL 2.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Clergy Goal 2.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Clergy Task Force for Goal 1 ("CLTF1"), including members for each Goal 1 subcommittee ("CL1-SC") area (a) continuing education, (b) mentor-ing, (c) leadership development)	Clergy Strategic Planning Task Force and the Goal Captain	2 months after Start Date	CLTF1 members agree to serve
2. Identify Thought Leaders ("TL"), including seminary faculty, for each of the three subcommittee areas to advise on content objectives for their area of focus	CLTF1, Goal Captain ("GC"), Chancellor	1 month after step 1	Thought leaders (TL) identified and agree to serve
3. Each CL1-SC & TL identify interested stakeholders ("IS") and develop a list of relevant questions to ask IS	CLTF1, GC, CL1-SC, Chancellor & TL	2 months after step 2	Stakeholders identified & survey questions developed
4. Survey IS on needs and issues in the three areas of (a) continuing education, (b) mentoring, (c) leadership development	GC & CL1-SC	3 months after step 3	Surveys completed and analyzed
5. Research best practices from other Parishes, Metropolises, Archdiocese and other Christian entities in all 3 areas	CLTF1, GC and TL	Simultaneously with step 4 (3 months after step 3)	Other best practices completed and summarized
6. Consolidate list to most important items to address for each of three subcommittees	CLTF1, GC, CL1-SC, Chancellor, TL	2 months after step 4	Topics identified for each SC
7. Develop specific programs and training for each of three subcommittees	CLTF1, CL1-SC & TL, Chancellor, Metropolitan	3 months after step 5	Programs developed for each subcommittee
8. Load content on Metropolis Resource Center Portal ("Portal") and identify other best delivery modes for particular content	CLTF1, GC, TL, CL1-SC	1 month after step 7	Content loaded on Portal and other delivery modes identified
9. Develop pretests, post test and program evaluations ("PTPE")	GC & CL1-SC	1 month after step 8	PTPE done
10. Begin regional training programs throughout Metropolis to introduce continuing education process and begin programming when available	CLTF1, & CL1-SC and recruited trainers	2 months after step 8	Regional training has been delivered at least twice in every region throughout the Metropolis
11. Review and revise program and training content and materials accordingly	CLTF1 & CL1-SC	Beginning 1 month after step 10 and continuously thereafter	Programs are revised

## CLERGY Goal 2.2

### CLERGY TRANSITION PLAN

- a) Within 8 months, we will develop a *Clergy Transition Plan* with a comprehensive plan to effectively manage Clergy transitions at Parishes; and
- b) Within 12 months thereafter, we will implement our *Clergy Transition Plan*.

CLERGY GOAL 2.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Clergy Goal 2.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Clergy Goal 2 Task Force ("CLTF2")	Clergy Strategic Planning Task Force and the Goal Captain	1 month after Start Date	CLTF2 members agree to serve
2. Identify experienced interested stakeholder ("IS") individuals who can identify Clergy transition issues (new Clergy, new parish assignments, retirement, etc.), including recently retired clergy and presbyteres	GC & CLTF2, Chancellor, Clergy Syndesmos representatives, Sisterhood of Presbyteres	1 month after step 1	IS identified
3. Interview IS & develop a list of the most important Clergy & Parish transition issues	CLTF2	2 months after step 2	Interviews completed
4. Develop training and other programs to assist with Clergy transitions	CLTF2	4 months after step 3	Programs developed
5. Make programs available on Metropolis Resource Center Portal ("Portal") and develop regional training programs for Parishes	CLTF2	1 months after step 4	Programs loaded on Portal
6. Identify talented and experienced individuals who can provide training to Clergy and Parishes	CLTF2, GC, Chancellor, Clergy Syndesmos	Simultaneously with step 5	Trainers identified
7. Start to deliver training to Clergy and Parishes, including at least: (a) to each new Metropolis Clergy member (whether new priest or newly transferred into Metropolis); and (b) each Parish in which Clergy transition is taking place	CLTF2 and recruited trainers	Beginning 1 month after both steps 4 and 6 are completed and continuously thereafter	Regional training has been delivered to each new Clergy member and Parish at least once in every region throughout the Metropolis
8. Create feedback mechanism to measure effectiveness of programs, make changes to program as needed and follow up with IS	CLTF2	4 months after step 7 and continuously thereafter	Feedback mechanism made a part of Portal and programs are revised

## CLERGY Goal 2.3

### CLERGY EVALUATION PROGRAM

- a) Within 12 months, we will develop a *Clergy Evaluation Program* with specific and comprehensive criteria for Clergy evaluation; and
- b) Within 12 months thereafter, we will fully implement our *Clergy Evaluation Program*.

CLERGY GOAL 2.3 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Clergy Goal 2.3</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit of Clergy Goal 3 Task Force ("CTF3") (including Metropolis Senior Clergy/Lay leaders)	Clergy Strategic Planning Task Force and the Goal Captain	1 month after Start Date	CLTF3 members agree to serve
2. Identify Key Stakeholders/Decision Makers ("KS/DM") to determine Clergy Success Measures ("CSM")	TFC, GC & Metropolis Senior Clergy and Lay Leaders	1 month after step 1	10 initial individuals identified to be interviewed
3. KS/DM Interviewed to identify the What (Clergy performance / goals check-in) and the How (the effective Clergy management styles, leadership approach and skills)	CTF3	4 months after step 2	All interviews complete and notes formatted
4. Indices are compiled and a broader scope of KS/DM are identified and surveyed (online) to narrow down indices and create a draft management / leadership model	CTF3	4 months after step 3	All surveys administered and completed
5. 3 hour workshop with initial KS/DM to finalize the Clergy management / leadership model and finalize Clergy performance / goals check-in	CTF3, Metropolis and KS/DM	2 months after step 4	Competency model and clear Clergy goals completed and evaluated by Metropolis
6. Train Clergy evaluators in evaluation process	CTF3	6 months after step 5	Training completed
7. Set a timetable and process for evaluating Clergy on the What and How on a regular basis	CTF3	3 months after step 6	Clergy are evaluated on a regular basis , in a timely manner
8. Create a feedback mechanism to determine effectiveness of the process and tools.	CTF3	3 months after step 7	Feedback mechanism embedded in evaluation process

# COMMUNICATION Goal 3.1

## STRATEGIC PLAN COMMUNICATION

- a) Within 6 months, we will develop a plan for communicating our *Metropolis Strategic Plan*, Statement of Why, Vision, Mission, Core Values and Strategic Goals; and
- b) Within 9 months thereafter, we will implement our *Strategic Plan Communication* program on a continuous basis to measure and describe achievement of key milestones.

COMMUNICATION GOAL 3.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Communication Goal 3.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit of Communications Goal 1 Task Force ("COTF1")	Communications Strategic Planning Task Force and the Goal Captain	1 month after Start Date	COTF1 members agree to serve
2. Recruit Parish communications representatives ("Champions") to regularly communicate with their Parish about the Metropolis strategic plan	Metropolis Strategic Planning Team and each Parish Priest	2 months after step 1	Champions from each Parish agree to serve
3. Prepare draft communication strategy plan and initial messages regarding the Strategic Plan, Statement of Why, Vision, Mission, Core Values and 34 Strategic Goals	COTF1 and Metropolis communications team	Simultaneously with step 2 (i.e., 2 months after step 1)	Communications strategy and messages are completed
4. Conduct several Skype or video conference of Parish Champions to discuss communication strategy plan and initial messages	COTF1	2 months after step 3	Skype and video conference sessions are completed
5. Deliver communication strategy plan and initial messages: (a) on Metropolis strategic plan website ("MWeb"); and (b) on Metropolis Resource Center Portal ("Portal"); and (c) to each Parish Clergy and Champion	COTF1	Simultaneously with step 4 (i.e., within 2 months of step 3)	Messages on MWeb, Portal and in the hands of each Parish Clergy and Champion
6. Prepare a template Communications Status Report of actions for each Strategic Plan Goal and deliver to MWeb, Portal and Parish Clergy and Champions	COTF1 and Champions	1 month after step 5	Template finalized
7. Communications Status Report is regularly updated by COTF1 and HC and delivered to MWeb, Portal and Parish Clergy and Champions	COTF1 , TFC & GC	Beginning 1 month after step 6	Status Report is delivered continuously

## COMMUNICATION Goal 3.2

### METROPOLIS COMMUNICATIONS PLAN

Within 18 months, we will create and implement a *Metropolis Communications Plan* for both internal and external communications of our Metropolis and Orthodox Faith that will be best suited for our Parishes and parishioners.

COMMUNICATION GOAL 3.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Communication Goal 3.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit of Communications Goal 2 Task Force ("COTF2")	Communications Strategic Planning Task Force and the Goal Captain	1 month after Start Date	COTF2 members agree to serve
2. Identify and analyze Metropolis demographics, major stake-holders and their communication issues. Schedule conference calls between COTF2 and appointed local Parish Champion ("Champions") to determine communication issues and needs	COTF2	2 months after step 1	Demographic report and analysis and conference calls complete
3. Create an overall communications and marketing plan to address internal and external communication needs of Metropolis departments, Parishes and Parish members of different ages, including branding and social media	COTF2	3 months after step 2	Communications and marketing plan is completed
4. Develop formats of communications customized to fit the standard of the particular receiving group, Parishes or people as well as development of social media interaction plans and strategies and branding	COTF2	2 months after step 3	Final plan submitted to HC
5. Develop a work flow for external messages from the clergy and Metropolis to be communicated via the various media channels developed by the Metropolis	COTF2	1 months after step 4	Work flow is completed
6. Ascertain the state of Information Technology infrastructure in Metropolis and Parishes	COTF2	3 months after step 4	Confirmed responses from Parishes
7. Identify and consult closely with Parish IT person and PC whose focus will be on assistance in Digital Asset Management (audio/ video/ photography/ content management)	COTF2	3 months after step 6	A comprehensive list of IT contact person(s) for each Parish is created
8. Load content aiding Parishes in developing communication plans for organization and cataloguing of digital content created or acquired on Metropolis Resource Center Portal ("Portal")	COTF2	2 months after step 4	Information posted on Portal
9. Prepare an evaluation plan for reviewing the performance for CTF plans and programs and revise/update plans/program as necessary	COTF2	Beginning 3 months after step 8 and continuously thereafter	Continuously and reviewed quarterly

## COMMUNICATION Goal 3.3

### COMMUNICATIONS DIRECTOR

- a) Within 12 months, we will identify an interim *Communications Director*, and
- b) Within 18 months, we will identify and retain a permanent *Communications Director* for the Metropolis and its programs and ministries.

COMMUNICATION GOAL 3.3 ACTION PLAN			
Specific Key Actions Necessary To Achieve Communication Goal 3.3	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit of Communications Goal 3 Task Force ("COTF3")	Communications Strategic Planning Task Force and the Goal Captain	1 month after Start Date	COTF3 members agree to serve
2. Develop a Communications & Marketing Director (CMD) job description, including duties and salary/benefit structure	COTF3	1 month after step 1	Job description completed
3. Work with ATF, TTF and FITF making them aware of the role of the proposed CMD so they may incorporate in their planning	COTF3 in conjunction with ATF, TTF and FITF.	1 month after step 2	Formalized CMD job description integrated with ATF, TTF, FTC plans
4. Work with Metropolis and Parish representatives to Identify a volunteer candidate for the CMD position to fill need during first 12 months	COTF3, GC with Metropolis office	3 months after step 2	Candidate identified and agrees to serve
5. Identify <u>all</u> available funding possibilities and options and finalize a funding plan and strategy for the hiring of a CMD	COTF3, Metropolis Council, Metropolitan, Chancellor and FTF	3 months after step 2	CMD funding plan determined
6. Complete funding plan by determining feasible method of compensation and within the Metropolis structure	COTF3, Metropolis Council, working with FTF	2 months after step 5	Funding Plan is finalized and confirmed
7. Follow up and CLOSE funding targets	COTF3, Metropolis Council, Metropolis office and FITF	2 months after step 6	Funding committed; target dollar amount reached
8. Initiate a search for candidates for the position of CMD; Interview candidates and hire permanent CMD	COTF3, Metropolis Council, Metropolis office	3 months after step 7	Interviews completed and permanent CMD hired

# EDUCATION Goal 4.1

## BEST EDUCATION MATERIALS

Within 18 months, we will create and train the Best Education Materials for use by Parishes and parishioners of different ages that will be made available on an electronic Metropolis Resource Center Portal.

EDUCATION GOAL 4.1 ACTION PLAN			
<b><u>Specific Key Actions Necessary To Achieve Education Goal 4.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit of Education Goal 1 Task Force ("ETF1")	Education Strategic Planning Task Force and the Goal Captain	1 month after Start Date	ETF1 members agree to serve
2. Invite Parish Priests and Sunday School Directors throughout Metropolis to submit education materials being used and simultaneously obtain education materials from Archdiocese, other denominations and Christian sources to identify best practices and specifically identify objective evidence of their effectiveness	ETF1	4 months after action 1	Receipt of materials
3. Qualitatively analyze and assess all researched and submitted education materials and categorize them into elementary; middle; high school; college; adult; vacation church school; youth or adult Lenten retreat; youth, high-school or adult Bible study	ETF1	Continuously as received, but to be completed within 3 months after step 2	All materials are submitted, categorized and analyzed to insure the programs are complete and are best practices
4. Complete review materials submitted on first round, determine quality of submissions against objective evidence of their effectiveness, areas missing for each category of education or event type and review data to confirm the best and most effective materials available ("Gap Analysis")	ETF1	2 month after step 3	When Gap Analysis is completed
5. Research and obtain sources for materials on areas missing, or that do not meet the best practices, most effective standard, as determined through Gap Analysis, and materials which are not determined to be most effective and best practices will be replaced	ETF1	3 months after step 4	Materials are obtained and assessed and gaps are identified in the Gap Analysis and filled with the objectively effective materials
6. Load best practices Education Materials into Metropolis Resource Center Portal ("Portal"), include a format for peer review commentary as well as a process to submit newer and better materials.	ETF1	3 months after step 5 and continuously thereafter as new or better materials are vetted and ready	When most effective best practices materials in the various categories are loaded into the Portal.

EDUCATION GOAL 4.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Education Goal 4.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
7. Conduct training on materials at multiple, selected, regional sites throughout the Metropolis and collect assessment questionnaire at each training	ETF1 and recruited trainers	First training conducted within 2 months of step 6	Regional training has been delivered at least twice in every region throughout the Metropolis
8. Prepare a regularly scheduled evaluation plan for reviewing the performance of materials, curricula, plans and programs, and revise/update materials, curricula, plans and program as necessary	ETF1	Evaluation plan to be completed within 2 months after step 6 and conducted continuously thereafter	Evaluation plan finalized and first set of reviews are initiated
9. Annual review, evaluation and update of materials, curricula, plans and program and ensure that all materials are the most effective best practices available and supplement as necessary	ETF1	Conduct an annual review and continue each year	Annual assessment is completed
10. Conduct quarterly review conference calls with Sunday School Directors for program evaluation and general communication	ETF1	First meeting to start 3 months after step 6, and quarterly thereafter	Conference calls are completed





## EDUCATION Goal 4.2

### ORTHODOX LEADERSHIP TRAINING

Within 18 months, we will make available a best practices *Orthodox Leadership Training* program for our Parish and Ministry leaders, future leaders and youth, focusing on increasing meaningful results, leadership succession, community involvement and Parish interaction.

EDUCATION GOAL 4.2 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Education Goal 4.2</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit of Education Goal 2 Task Force ("ETF2") to include those who are in the field or related to the field of leadership training	Education Strategic Planning Task Force and the Goal Captain	1 month after Start Date	ETF2 members agree to serve
2. Research and gather best practices Christian Leadership training and development used by Metropolises, Parishes and other Orthodox and non-Orthodox church and Christian organizations	ETF2	3 months after step 1	At least 5 best practice leadership programs, planning processes and techniques are obtained for review
3. From all available resources and materials, develop a uniform best practices Orthodox Leadership Training Program and Manual ("OLTPM")	ETF2	4 months after step 2	OLTPM is created
4. Post OLTPM on Metropolis Resource Center Portal ("Portal")	ETF2	1 month after step 3	OLTPM is accessible on Portal
5. Develop OLTPM training program	ETF2	3 months after step 4	Training Program developed and ready for delivery
6. Schedule regional OLTPM training programs throughout Metropolis	ETF2	Beginning 3 months after step 5 and the continuously over the next 3 years	A strategic planning training program has been delivered at least twice in every region throughout the Metropolis
7. Develop OLTPM measurement / progress report process to determine effectiveness and make continual improvements	ETF2	2 months after step 6	Effectiveness measurement tool developed
8. Share best Orthodox Leadership practices / success stories on Portal	ETF2	Starting 1 month after step 7 and continuously thereafter	Best practices posted to Portal

# FAMILY Goal 5.1

## EARLY PARENTING

- a) Within 12 months, we will develop an *Orthodox Building Blocks* step-by-step process to assist parents in bringing up spiritually healthy Orthodox children; and
- b) Within 8 months thereafter, we will implement and begin teaching the *Orthodox Building Blocks* program in the Parishes.

FAMILY GOAL 5.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Family Goal 5.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Orthodox Family Goal 1 Task Force ("FAMTF1")	Family Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FAMTF1 members agree to serve
2. Identify, research and analyze successful Mommy & Me, Daddy & Me and similar young children programs throughout the Metropolis, Archdiocese and in other denominations	FAMTF1	3 month after step 1	Research completed and findings determined
3. Based on best practices findings, develop an Orthodox Building Blocks ("OBB") program template ("OBB Program") that provides a step-by-step process to assist parents in bringing up spiritually healthy Orthodox Children (birth to 5)	FAMTF1	4 months after step 2	OBB Program Template completed
4. Develop an OBB Training program based on research and information gathered from steps 2 & 3	FAMTF1	2 months after step 3	OBB Program Training Program is finalized
5. Contact each Parish (Clergy, family ministry and Parish Council) and identify members to lead OBB program within Parish and provide materials, information and training for OBB Program	FAMTF1	Simultaneously with step 3 (i.e., 4 months after step 2)	Confirmation received from Parishes of OBB leaders.
6. Load OBB Program onto Metropolis Resource Center Portal ("Portal") and establish OBB Program Best Practices Portal blog on Metropolis Website to facilitate information from all programs to share	FAMTF1 and TTF	Beginning 1 month after step 4 and continuously thereafter	OBB Program loaded to Portal and blog is completed and linked to Metropolis Website
7. Start to deliver OBB training to Parishes and Parish OBB program leaders (and at Metropolis meetings/gatherings (e.g., Clergy laity assemblies)	FAMTF1 and recruited trainers	Beginning 4 months after step 6 and continuously thereafter	Regional training has been delivered at least twice in every region throughout the Metropolis
8. Create feedback mechanism to measure effectiveness of OBB Program and OBB Training and make changes to OBB Program as needed	FAMTF1	3 months after step 7 and continuously thereafter	Feedback mechanism made a part of Portal and OBB Programs are revised

## FAMILY Goal 5.2

### NEWLY MARRIED COUPLE MENTORING

- a) Within 9 months, we will develop a program to connect newly married couples to each other and to the community; and
- b) Within 15 months thereafter, we will implement the *Newly Married Couple Mentoring* program in the Parishes and Metropolis.

FAMILY GOAL 5.2 ACTION PLAN			
<b><u>Specific Key Actions Necessary To Achieve Family Goal 5.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit Marital Mentoring Family Goal 2 Task Force ("FAMTF2") to include Clergy and Laity interested in the field of Marital Mentoring	Family Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FAMTF2 members agree to serve
2. Identify, research and analyze successful marital mentoring programs throughout the Metropolis, Archdiocese and in other denominations	FAMTF2	2 month after step 1	Research completed and several aligned programs are identified.
3. Develop and deliver a survey for Clergy and Parish family ministry programs, and include selected telephone and other interviews	FAMTF2	2 months after step 2	Surveys are completed and received from Parishes
4. Compile data from surveys and interviews and draw conclusions regarding specific needs and concerns	FAMTF2	1 month after step 3	Top 5 needs and concerns are determined from survey.
5. Based on marital mentoring research, surveys and interviews, develop a best practices web-based and in person Marital Mentoring Program and Training program ("MMP") (both in-person and on-line)	FAMTF2	3 months after step 4	Marital Mentoring Program and Training developed
6. Load Marital Mentoring Program onto Metropolis Resource Center Portal ("Portal")	FAMTF2 and TTF	1 month after step 5	Marital Mentoring Program loaded on Portal
7. Contact each Parish (Clergy, family ministry and Parish Council) and identify members to lead MMP program within Parish and provide materials, information and training for online part of MMP	FAMTF2	Simultaneously with step 6 (i.e., 1 month after step 5)	Confirmation received from Parishes of MMP leaders.
8. Work with CTF to market and promote MMP through Portal, Metropolis website and both online program and directed to web page	FAMTF2	Beginning 1 month after step 7 and continuously thereafter	FAMTF2 and Parish MMP representatives
9. Organize Marital Mentoring Program regional in-person training sessions and workshops for bi-annual training of the Mentors and sharing of best practices	FAMTF2	Beginning 1 month after step 6 and continuously thereafter	Regional training has been delivered at least twice in every region throughout the Metropolis

FAMILY GOAL 5.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Family Goal 5.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
10. Parish MMP representatives obtain additional training in Marital Mentoring and receive Certificate of completion and are assigned to newly married couples in each participating Parish	FAMTF2	Continuously after step 9	Recorded confirmation of Certification.
11. Create feedback mechanism to measure effectiveness of MMP and Training and make changes to MMP as needed	FAMTF2	3 months after step 9 and continuously thereafter	Feedback mechanism made a part of Portal and MMP Programs are revised



## FAMILY Goal 5.3

### ORTHODOX HOME

Within 14 months, we will create a program that aids families in creating an *Orthodox Home* family environment.

FAMILY GOAL 5.3 ACTION PLAN			
Specific Key Actions Necessary To Achieve Family Goal 5.3	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit an Orthodox Home Family Goal 3 Task Force ("FAMTF3")	Family Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FAMTF3 members agree to serve
2. Research available experts and sources to determine the core attributes and values essential to a healthy Orthodox home environment and specific issues affecting today's modern families and compile into a report of findings	FAMTF3	3 months after step 1	Research completed and findings determined
3. Based on research and findings and identified best practices, develop an Orthodox Home Family Environment Program ("OHFEP") and template that provides a step-by-step process to assist families create a healthy orthodox home environment	FAMTF3	3 months after step 2	OHFEP developed
4. Load OHFEP onto Metropolis Resource Center Portal ("Portal") and Metropolis Website to facilitate sharing	FAMTF3 and TFC	1 month after step 3	OHFEP available on Portal and Metropolis website
5. Conduct OHFEP training of Parish representatives at multiple selected regional sites throughout the Metropolis and collect assessment questionnaire at each training	FAMTF3 and recruited trainers	First training conducted within 4 months of step 3	Regional training has been delivered at least twice in every region throughout the Metropolis
6. Prepare a follow up evaluation review within 30 days after each OHFEP training and revise program and training content and materials accordingly (evaluation based upon attendance, engagement, survey feedback, & achievement of previously identified goals)	FAMTF3	Beginning 1 month after each Training Program	Programs are evaluated and revised
7. Work with Spiritual Growth Task Force to create daily/weekly bullets addressing these OHFEP core values and needs for the entire year and distribute through available social media and other communication vehicles	FAMTF3 working with CTF	2 months after step 4	Posting or distribution of daily/weekly bullets
8. Create an Orthodox Home Family "APP" for relevant content and material to be available	FAMTF3 working with CTF	4 months after step 4	APP is available

## FAMILY Goal 5.4

### SENIORS PROGRAMS

- a) Within 12 months, we will develop a *Seniors* ministry that will address their physical, emotional, personal, and spiritual well-being; and
- b) Within 6 months thereafter, we will begin to train and implement the *Seniors* ministry in our Parishes and Metropolis.

FAMILY GOAL 5.4 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Family Goal 5.4</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit Senior Outreach Committee Task Force ("FAMTF4")	Family Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FAMTF4 members agree to serve
2. Recruit Clergy or local seniors ministries at each Parish to identify a local " <b>Parish Representative</b> " to work with FAMTF4	GC and FAMTF4	1 month after step 1	Parish representatives are identified and agree to serve
3. Research available experts and sources to determine the best seniors ministry programs and activities and summarize findings	FAMTF4	2 months after step 2	Research completed and findings determined
4. Prepare, distribute and analyze a survey regarding the issues and needs of the senior citizens while working with CTF for distribution	FAMTF4 and Parish representatives and TTF	3 months after step 3	Survey is returned and analyzed
5. Based on research, surveys and other findings, prepare a best practices plan and handbook (the " <b>Seniors Ministry Handbook</b> ") to address issues and needs of seniors	FAMTF4	4 months after step 4	Seniors Ministry Handbook is developed
6. Load Seniors Ministry handbook onto Metropolis Resource Center Portal (" <b>Portal</b> ") to facilitate sharing	FAMTF4 and TFC	1 month after step 5	Seniors Ministry Handbook is available on Portal
7. Conduct Seniors Ministry Handbook training at multiple selected regional sites throughout the Metropolis and collect assessment questionnaire at each training	FAMTF4 and recruited trainers	first training conducted within 4 months of step 6	Regional training has been delivered at least twice in every region throughout the Metropolis
8. Create a Seniors Ministry Best Practices portal blog and regularly post new ideas and programs and create an interactive space on the portal blog for the Seniors Ministry Parish representatives to exchange information and ideas	FAMTF4	2 months after step 7	Blog appears on Metropolis website.
9. Prepare an evaluation plan for reviewing the performance of the Senior ministry programs and revise/update Seniors program as necessary	FAMTF4	At least annually	Annual evaluation is completed and changes made based on the results

# FINANCE Goal 6.1

## DIAKONIA RETREAT CENTER DEBT REDUCTION

Within 3 years, we will pay down the Diakonia Retreat Center debt by \$1 million.

FINANCE GOAL 6.1 ACTION PLAN			
<b><u>Specific Key Actions Necessary To Achieve Finance Goal 6.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit of Finance Goal 1 task force ("FTF1")	Finance Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FTF1 members agree to serve
2. Develop Diakonia Retreat Center "DRC" \$1 million debt pay down strategy (including regular monthly payments and specific debt reduction donations)	FTF1, DRC Board of Directors, Metropolis Development Office	3 months after step 1	Debt pay down/payoff plan(s) developed and specific potential donors identified
3. Identify potential capital reduction donors	FTF1, DRC Board of Directors, Metropolis Development Office	Simultaneously with step 2 (i.e., 3 months after step 1)	Specific potential donors identified
4. Potential donors are solicited	FTF1, DRC Board of Directors, Metropolis Development Office	6 months after step 3	All identified donors are solicited
5. Ongoing monitoring of funds donated and pay down of DRC debt	FTF1, DRC Board of Directors, Development Office	Ongoing after step 4 until 3 years after Start Date	Principal of DRC Debt reduced by \$1 million



## FINANCE Goal 6.2

### METROPOLIS ENDOWMENT

Within 18 months, we will establish a *Metropolis Endowment* of \$250,000 that will grow to \$1,500,000 within 3 years, to provide financial support for selected ministries and programs, seminarian internships, and Parishes experiencing temporary financial hardship.

FINANCE GOAL 6.2 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Finance Goal 6.2</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit of Finance Goal 2 Task Force ("FTF2")	Finance Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FTF2 members agree to serve
2. Develop objectives and management structure (Board) of endowment fund including guidelines for the allocation	FTF2	2 months after step 1	Documents completed
3. Consider existing Metropolis level endowments for possible start up or combination with this new endowment	FTF2, Metropolitan, existing endowment Board	2 months after step 2	Decisions regarding integration is made
4. If needed, new Metropolis Endowment Trust ("MET") legally created	FTF2	1 months after step 3	Endowment Trust legally formed
5. Recruit Metropolis Endowment Fund Board ("MEFB"), if a new endowment is created, or modify existing Board if combined with existing endowment	FTF2, Metropolitan	2 months after step 3	MEFB accepts appointment
6. Develop MET fundraising strategies	FTF2, MEFB, Metropolis Development Office	3 months after step 5	Strategies developed
7. Identify potential MET donors	FTF2, MEFB, Metropolis Development Office	Simultaneously with step 6 (i.e., 3 months after step 5)	Specific potential donors identified
8. Potential donors are solicited and new donors are identified	FTF2, MEFB, Metropolis Development Office	6 months after step 3 and continuing as new donors are identified	All identified donors are solicited
9. Phase 1 fundraising	FTF2, MEFB, Metropolis Development Office	18 months after Start Date	At least \$250,000 of donations are secured
10. Ongoing monitoring of funds contributed and MET fundraising strategy	FTF2, MEFB, Metropolis Development Office	Ongoing and continuously until goal is achieved	Goal is achieved



## FINANCE Goal 6.3

### PARISH FINANCIAL VITALITY TOOLS

Within 18 months, we will develop the tools to measure Parish financial vitality and to achieve financial transparency across the Metropolis.

FINANCE GOAL 6.3 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Finance Goal 6.3</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit Finance Goal 3 Task Force ("FTF3")	Finance Strategic Planning Task Force and the Goal Captain	1 month after Start Date	FTF3 members identified
2. Research and summarize available assessment, processes, tools, methodologies, key indicators and other sources of best practices to determine Parish financial vitality	FTF3	4 months after step 2	Research is completed and summarized
3. Solicit and receive Metropolis Parishes financial statements and financial indicators and compile database to assist Parishes	FTF3	Simultaneously with step 2 (i.e., 4 months after step 1)	Database uploaded and complete
4. Determine parish Financial Vitality Best Practices Model and Assessment Tool ("Parish Vitality Model and Tool") within Metropolis and develop standardized action plans to benchmark against and achieve Best Practices indicators	FTF3	4 months after step 3	Vitality Model and Tool is developed
5. Publish Parish Vitality Model and Tool on Metropolis Resource Center Portal ("Portal") to promote financial transparency	FTF3	1 month after step 4	Parish Vitality Model and Tool available on Portal
6. Develop training program for Parishes on how to use Parish Vitality Model and Tool	FTF3	2 months after step 5	Training program is developed
7. Schedule regional training programs throughout Metropolis to teach how Parishes can benefit from and use Parish Vitality Model and Tool	FTF3	Beginning 3 months after step 6 and the continuously over the next several years	A Parish Vitality Model and Tool training program has been delivered at least twice in every region throughout the Metropolis
8. Measure effectiveness of the Parish Vitality Model and Tool and continue to update and improve to incorporate best practices and seek feedback and make improvements in Parish Vitality Model and Tool	FTF3	Starting after step 7 and ongoing thereafter	Ongoing improvements are made in Parish Vitality Model and Tool

# OUTREACH, EVANGELISM and PHILANTHROPY Goal 7.1

## PARISH OUTREACH, EVANGELISM AND PHILANTHROPY MINISTRY AND RESOURCE CENTER

Within 2 years, we will establish an Outreach, Evangelism and Philanthropy Ministry in our Parishes, that will:

- (a) energize an effective Welcoming Ministry to improve outreach and growth;
- (b) plan and execute specific local and regional Parish outreach events; and
- (c) implement at least one signature missions, Outreach Evangelism or Philanthropic Ministry.

OUTREACH, EVANGELISM AND PHILANTHROPY GOAL 7.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve OEP Goal 7.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Outreach, Evangelism and Philanthropy ("OEP") Task Force for Goal 1 ("OEPTF1")	OEP Strategic Planning Task Force and the Goal Captain	1 month after Start Date	OEPTF1 members agree to serve
2. Create, distribute, receive and analyze an OEP Ministry Survey ("Survey") to identify (a) existing OEP Parish ministries and activities; (b) other signature OEP ministries and programs from other Christian organizations; and (c) outreach, evangelism and philanthropy-minded people to help coordinate OEP ministries and activities in the Metropolis and Parishes	OEPTF1 will work with Vicars and Parish Priests	3 months after step 1	Survey is created, distributed at least 75% of Parish Surveys are completed and returned
3. Recruit additional Parish representatives to join OEPTF1 and help ensure that each Parish has a Parish OEP Committee ("POEPC")	OEPTF1 will work with Vicars, Priests to recruit members, and form the committees and subcommittees	2 months after step 2	OEPTF1 includes new recruits from throughout the Metropolis and POEPC are formed at Parishes
4. OEPTF1 analyzes all Surveys and creates templates, programs and policies to organize a comprehensive "OEP Manual" that identifies best practices and gives examples of effective OEP ministries and programs Parishes and the Metropolis can implement, including a welcoming ministry	OEPTF1	Simultaneously with step 3 and to be completed 2 months after step 3	OEP Manual is finalized
5. OEPTF1 and POEPC compile a list with the pan-Orthodox and the local charities in their cities for opportunities to engage in philanthropic work	POEPC and subcommittees in cooperation with OEPTF1	2 months after step 4	When the List is compiled and shared with all POEPC
6. Load OEP Manual onto Metropolis Resource Center Portal ("Portal") and include a format for peer review commentary and process to submit newer and better materials	OEPTF1	1 month after step 4 and continuously thereafter as new or better OEP materials are vetted and ready	When OEP Manual is loaded into the Portal.

## OUTREACH, EVANGELISM AND PHILANTHROPY GOAL 7.1 ACTION PLAN

<b><u>Specific Key Actions Necessary To Achieve OEP Goal 7.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
7. The OEPTF1 will train the POEPC on how to implement the OEP programs in the OEP Manual in their Parishes	OEPTF1 and recruited trainers	first training conducted within 3 months of step 5 and contiguously thereafter	Regional training has been delivered at least twice in every region throughout the Metropolis
8. Follow up with the Parish priests, Parish council presidents and POEPC to assess successes and improvements on the OEP Manual and training	OEPTF1, POEPC Chairs	2 months after step 7 and continuously thereafter	Effectively establish the Ministry with Chairs and Liaison
9. The OEPTF1 will collect information from POEPC and Parishes that established successful OEP best practices and events and share them with other Parishes	OEPTF1 and POEPC	18 months after Start Date	Every Parish is able to have at least 2/year successful OEP events.
10. Coordinate and organize yearly a major OEP meeting/event for everyone interested in the Metropolis (especially OEP Parish committees) geared towards practical aspects of this ministry	OEPTF1, MOEPC and Chairs	18 months after Start Date	Have the event scheduled and a chairperson to work on the logistics.
11. Work with each POEPC to ensure that each Parish hosts at least one signature Mission, Evangelism or Philanthropic Ministry activity or ministry	OEPTF1 and POEPC	24 months after Start Date	Each Parish has hosted at least one signature Mission, Evangelism or Philanthropic Ministry activity or ministry
12. Provide the Parish committees, Parish councils and the Clergy with a benchmark list as a tool for assessing their progress/regress of the OEP ministry	OEPTF1	24 months after Start Date	Benchmark list is provided to each Parish to assist with assessments and implement corrections.

# OUTREACH, EVANGELISM and PHILANTHROPY Goal 7.2

## PARISH MENTORING

Within 12 months, we will implement a comprehensive program for effective Parishes to mentor and work with new, mission and challenged Parishes to establish together strong, effective and purposeful Orthodox communities.

OUTREACH, EVANGELISM AND PHILANTHROPY GOAL 7.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve OEP Goal 7.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit a Parish Mentoring (“PM”) Task Force for Goal 2 (“OEPTF2”)	OEP Strategic Planning Task Force and the Goal Captain	1 month after Start Date	OEPTF2 members agree to serve
2. Identify Parishes (“Mentee Parishes”) within our Metropolis that (whether new or challenged) that could use assistance and mentoring and those Parishes (“Mentor Parishes”) that are growing and with successful ministries and programs	OEPTF2 will work with Metropolitan, Chancellor, Vicars and Parish Priests	2 month after Start Date	When list of Mentee Parishes and Mentor Parishes have been identified
3. Assign Mentor Parishes (and Clergy) to Mentee Parishes (and Clergy) and OEPTF2 facilitates initial and at least quarterly discussions among representatives of Mentor Parishes and Mentee Parishes	OEPTF2	2 months after step 2	Mentor and Mentee parishes are assigned and interactive discussion process facilitated
4. OEPTF2 together with Mentor Parishes and Mentee Parishes facilitate and coordinate a regular schedule of meetings and interactions to provide assessments and identified list of issues and challenges is preliminarily identified	OEPTF2	2 months after step 3	A schedule of Mentee Parishes and Mentor Parishes is agreed upon and a follow up process it managed by OEPTF2
5. Establish and manage an evaluation process (at least quarterly) to assess how the mentoring relationship is progressing and make improvements	OEPTF2	Starting 3 months after step 4 and ongoing thereafter	At least quarterly evaluation process is established and regularly occurs
6. Research and summarize available assessment, processes, tools, methodologies, key indicators and other sources of best practices to determine Parish vitality and health and growth	OEPTF2	3 months after step 2	Research is completed and summarized
7. From all available information and research from previous steps, determine Strong Parish Vitality Model and Assessment Tool (“Strong Parish Vitality Model and Tool”) to identify how to assess what issues can be addressed at a Mentee parish and how to assess and address those issues	OEPTF2	3 months after step 6	Strong Parish Vitality Model and Tool is developed
8. Publish Strong Parish Vitality Model and Tool on Metropolis Resource Center Portal (“Portal”) for all Parishes to access	OEPTF2	1 month after step 7	Strong Parish Vitality Model and Tool available on Portal

# SPIRITUAL GROWTH Goal 8.1

## SPIRITUAL GROWTH RESOURCES

- a) Within 12 months, we will identify or develop at least 52 *Spiritual Growth Resources* that provide educational audio, online or video-based content related to personal spiritual growth; and
- b) Within 12 months thereafter, we will deliver and communicate the *Spiritual Growth Resources* on a weekly basis.

SPIRITUAL GROWTH GOAL 8.1 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Spiritual Growth Goal 8.1</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit of Spiritual Growth Task Force 1 ("SGTF1") including Clergy advisors	Spiritual Growth Strategic Planning Task Force and the Goal Captain	1 month after Start Date	SGTF1 members agree to serve
2. SGTF1 determines the topics, subjects and types of spiritual growth materials and content ("SG Content") to identify, aggregate and distribute	SGTF1	1 month after step 1	SG Content topics and subjects are determined and established
3. SGTF1 conducts comprehensive research to determine already existing best in class SG Content and create a comprehensive list of "SG Content Gaps" that identify SG Content that either need to be created or needs to be improved from existing SG Content	SGTF1	2 months after step 2	Comprehensive existing best in class SG Content and list of SG Content Gaps to be created or improved
4. SGTF1: (a) recruits appropriate talented individuals to create the SG Content to fill SG Content Gaps; and (b) schedules and manages creation of SG Content	SGTF1	6 months after step 3	SG Content Gaps are filled
5. SGTF1 assembles the best in class SG Content and ensures it is in the desired format	SGTF1	Simultaneously with step 4 and to be completed within 4 months of step 3	SG Content assembled and properly formatted
6. Final SG Content is organized and confirmed to be properly formatted and loaded into Metropolis Resource Center Portal ("Portal") and in Metropolis website	SGTF1	1 month after step 4	SG Content is finalized and loaded onto Portal and Metropolis website
7. Work with Family Task Force to create 52 week distribution/ communication schedule using church calendar, scripture readings and other sources to determine weekly message distribution cycle	SGTF1	Simultaneously with step 6 and then continuously throughout the following year	52 week topic "blast" list finalized and distribution is begun
8. SGTF1 coordinates with TTF to implement distribution of SG Content	SGTF1 and TTF	1 month after step 7	Distribution plan established
9. Prepare a plan for reviewing and evaluating the effectiveness of the SG Content and revise/update SG Content plans/program as necessary	Entire SGTF	Beginning 1 month after 1st content is released and continuously thereafter	SG Content is continuously assessed, revised and improved

## SPIRITUAL GROWTH Goal 8.2

### CONGREGATIONAL SINGING

Within 12 months, we will develop a music program that allows entire Parish communities to actively participate in the singing of the most common hymns of our Faith.

SPIRITUAL GROWTH GOAL 8.2 ACTION PLAN			
<b><u>Specific Key Actions Necessary To Achieve Spiritual Growth Goal 8.2</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
1. Recruit of Spiritual Growth Task Force 2 ("SGTF2") including music advisors	Spiritual Growth Strategic Planning Task Force and the Goal Captain	1 month after Start Date	SGTF2 members agree to serve
2. Develop interview/survey questions for PC (Music Minister) in order to discern the state of church music in the Parishes they attend and assign each team member a number of Parishes to contact PCs for an interview	SGTF2	1 month after step 1	Interview questions completed and Parishes assigned
3. As a part of the survey process in step 2, contact Parishes with congregational singing and arrange for them to record and contribute selected video recordings of instances of congregational singing	SGTF2	Beginning simultaneously with step 2	Videos received from Parishes
4. Review results of interviews to create a taxonomy of congregational singing practices and musical cultures across our Metropolis	SGTF2	2 months after step 2	Completion of music and singing practices
5. Research common practices and principles and best practices and develop "Instruction Manual" and training materials to help parishes implement congregational singing initiatives which include a program for youth	SGTF2	2 months after step 4	Instruction Manual prepared
6. Load congregational singing Instruction Manual on Metropolis Resource Center Portal ("Portal") and publicize availability	SGTF2	1 month after step 5	Instruction Manual (Suggestion Sheet) loaded on Portal
7. Produce a short, commercial-like video that will inspire and motivate the faithful to implement congregational singing initiatives in their Parishes referring to Instruction Manual (Suggestion Sheet) to be loaded on Portal as well as forwarded to Parishes	SGTF2 with others skilled in video production	Simultaneously with steps 5 and 6	Video is viewable online
8. As they become available, post additional Parish videos on Portal to continue to encourage, inspire, and motivate Parishes to implement some form of congregational singing	SGTF2 and TTF	Ongoing after receipt of Parish videos	Videos are posted on website

SPIRITUAL GROWTH GOAL 8.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Spiritual Growth Goal 8.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
9. Follow up with Parishes to find out about any changes related to congregational singing that have occurred in their Parishes and any new best practices and share them on the Portal	SGTF2	3 months after step 6 and quarterly thereafter	Every Parish follow up has been completed and best practices are updated on Portal
10. Develop and deliver congregational singing training program	SGTF2	3 months after step 6 and periodically thereafter	Training Program developed and delivered several times each year throughout the Metropolis



# STEWARDSHIP Goal 9.1

## COMPREHENSIVE STEWARDSHIP PROGRAM

Within 3 years, each Parish will begin to implement our Metropolis' comprehensive *Igniting The Flame Of Stewardship* program, including a youth stewardship program, adapted to the needs of the Parishes.

STEWARDSHIP GOAL 9.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Stewardship Goal 9.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Stewardship Goal 1 Task Force ("STF1")	Stewardship Strategic Planning Task Force and the Goal Captain	1 month after Start Date	STF1 members agree to serve
2. STF1 meets and allocates work to: (a) review the current Metropolis Igniting the Flame of True Orthodox Christian Stewardship Program and assess what is effective and what needs to be re-tooled; and (b) complete research of other stewardship best practices that can be implemented in the Metropolis, including youth stewardship programs	STF1	1 month after step 1	Meeting has occurred and re-tooling process and best practices research has started (to be updated as new best practices are identified per steps 4 and 12)
3. Complete the assessment and research in the previous step 2, including determination of what constitutes best practices	STF1	3 months after step 2	Assessment and research is complete
4. Synthesis of new stewardship best practices and best of the current Igniting the Flame of True Orthodox Stewardship Program to create a new and improved Metropolis of Atlanta Igniting the Flame Stewardship Program (that includes youth stewardship programs) (" <b>Igniting The Flame of Stewardship Program</b> ") and publish it on Metropolis Resource Center Portal (" <b>Portal</b> ")	STF1	5 months after step 3	New and improved Metropolis Igniting the Flame of Stewardship Program has been developed and published on the Portal
5. Clergy Skype-type sessions (and Clergy retreat sessions) will build a consensus as to the nature of Parish stewardship challenges, the proposed solution and their support	STF1 Clergy leader	Simultaneously with steps 2 – 4	All Clergy have participated in a Skype-type (and Clergy retreat) session
6. Recruit Stewardship Trainers (the " <b>Stewardship Trainers</b> ") for the Metropolis Igniting The Flame of Stewardship Program	STF1 and Stewardship Trainers	Simultaneously with steps 2 – 4	Stewardship Trainers have accepted responsibility
7. Recruit a team (the " <b>Stewardship Support Team</b> ") to assist Parishes that have received stewardship training with ongoing support to help address their stewardship challenges and fully implement the Metropolis Igniting The Flame of Stewardship Program	STF1 and Stewardship Support Team	Simultaneously with steps 2 – 4	Stewardship Support Team have accepted responsibility



STEWARDSHIP GOAL 9.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Stewardship Goal 9.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
8. Develop a support process by which Parishes that have received stewardship training can receive ongoing support to help address their stewardship challenges and fully implement the Metropolis Igniting The Flame of Stewardship Program	STF1 and Stewardship Support Team	2 months after step 4	Parish Stewardship Support Process has been developed
9. Conduct a Train the Trainers program for both the Stewardship Trainers and Stewardship Support Team (both in person and via webinar/Skype-type sessions)	STF1, Stewardship Trainers, and Stewardship Support Team	2 months after steps 5 -7	Training programs have been completed
10. Communicate to the Parishes the availability of the Metropolis Igniting The Flame of Stewardship Program to the Parishes and schedule stewardship training programs between the Stewardship Trainers and the Parishes (or groups of Parishes)	STF1 together with Stewardship Trainers and Stewardship Support Team	1 month after step 8	Each Parish has been contacted to schedule its Metropolis Stewardship Training
11. Create an overall schedule that ensures each Parish can receive specific and personalized training in the Metropolis Igniting the Flame of Stewardship program (both in person and via webinar/Skype-type sessions), as well as through regional training programs throughout Metropolis	STF1 and Stewardship Trainers	2 months after step 9	Each Parish has a scheduled Metropolis Igniting the Flame of Stewardship program
12. Establish Portal location and process for Parishes and STF1 to share new stewardship best practices and results	STF1 and TTF	Simultaneously with step 3	Best practices sharing has been enabled on the Portal
13. Follow-up each Parish training program with Stewardship Support Team process and regularly scheduled (weekly or monthly) follow-up conference call/webinar/Skype-type sessions to deal with specific Parish issues and challenges	Stewardship Support Team	Beginning immediately after each Parish receives Stewardship Training	Each Parish has a Support Schedule tailored to its needs
14. Conduct follow-up assessment with Parishes of Stewardship Trainers and Stewardship Support Team process, successes, challenges and revise the Metropolis Igniting the Flame of Stewardship program and Stewardship Support Process and make necessary improvements	STF1 (in conjunction with Training Team and Stewardship Support Team)	Each Parish receives follow-up within 6 months of Training and at least semi-annually thereafter	Each Parish has received follow-up assessment and Metropolis Igniting the Flame of Stewardship program and Stewardship Support Process has been improved

## STEWARDSHIP Goal 9.2

### SKILLS MATCHING PROCESS

Within 2 years, we will establish a process and a resource for collecting and matching parishioners' skills and talents with Parish and Metropolis needs.

STEWARDSHIP GOAL 9.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Stewardship Goal 9.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit Stewardship Goal #2 Task Force ("STF2")	Stewardship Strategic Planning Task Force and the Goal Captain	1 month after Start Date	STF2 members agree to serve
2. Identify target data for collection for skills matching needs and talents	STF2	2 months after step 1	Target data list finalized
3. Develop 2 questionnaires to elicit target data --- one for Parish Councils and the other for individual parishioners	STF2	3 months after step 1	Questionnaires finalized
4. Post on Metropolis Resource Center Portal ("Portal") electronic versions of questionnaires which can be completed and create a database on Portal in which results can be maintained and searched	STF2 in coordination with CTF	8 months after step 2	Questionnaire and database successfully tested on Portal
5. Develop (a) rules regarding access and privacy of collected data; and (b) disclaimer for Portal alerting users that individuals in database are not endorsed by anyone and users should verify their qualifications prior to engaging their services	STF2	Concurrent with step 4	Approval of data access rules and disclaimer by the STF and posting to Portal
6. Develop and distribute to each Parish's Priest, President, stewardship chairman, strategic planning communications ambassador, council of ministries, and Parish Councils a cover letter from the Metropolitan requesting: (a) completion of online Parish Questionnaire; and (b) support in achieving parishioner completion of the online Parishioner Questionnaire and in distribution and collection of hardcopies of Parishioner Questionnaire by a specified date. Parishes to determine best means of delivery to parishioners.	STF2	1 month after step 4 and 5	Letter sent to Parishes.
7. Contact the Priest, strategic planning communications champion, and stewardship chairman at each Parish to explain the initiative and follow up regarding participation and collection and return of paper questionnaires by a specific date determined by the STF2	STF2	3 months after step 6	Leadership at each Parish has agreed to support distribution and collection of data.

STEWARDSHIP GOAL 9.2 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Stewardship Goal 9.2</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
8. Input of hardcopy data received from Parishes into the database	STF2 and Portal	3 months after step 7	Hardcopy data input into the Portal
9. Develop and publish the process and timeline for STF2 to request, and Parishes/parishioners to remit Target Data annually	STF2	2 months after step 8	Process approved by STF and posted on Portal.
10. Announce the availability of, and process to access, the Metropolis talent database	STF2 and Communications Task Force	2 months after step 8	Announcement of Portal database is issued to Parishes
11. Identify groups of individuals with common expertise (e.g., finance, legal, construction, education, etc.) who can offer their talents to a Metropolis Parish as part of a special assistance team (“ <b>SWAT Team</b> ”)	STF2	2 months after step 8	Potential SWAT Team members identified
12. Recruit individuals from within each area of expertise to serve when needed on a SWAT Team	STF2	3 months after step 11	At least three members recruited in each area of expertise
13. Develop and publish the process for Parishes to request SWAT Team assistance	STF2 and Communications Task Force	1 month after step 12	Process posted on Portal
14. Announce to each Parish’s priest and Parish Council the availability of SWAT Team assistance	STF2 and Communications Task Force	1 month after step 12	Notification sent to Parish priests and Parish Councils
15. Assemble SWAT Team in response to a specific Parish request and provide coordination and support	STF2	Ongoing	As needs are identified and addressed by SWAT Teams

## STEWARDSHIP Goal 9.3

### RE-FORMULATION OF CHURCH FUND RAISERS

Within 18 months, we will establish a program to inspire Parishes to re-tool, re-dedicate, and re-purpose church fundraising activities to focus on external charitable outreach, evangelism, and hospitality.

STEWARDSHIP GOAL 9.3 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Stewardship Goal 9.3</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit Stewardship Goal Task Force ("STF3") of at least 6 members to serve as Metropolis ambassadors to communities	Stewardship Strategic Planning Task Force and the Goal Captain	1 month after Start Date	STF3 members agree to serve
2. Survey Parishes and compile inventory of existing fundraising activities and beneficiaries of funds from data produced by Metropolis and Parishes	STF3 and Parish Priest and Parish stewardship chairs	3 months after step 1	Survey completed and information compiled
3. Research best practices by Parishes (Orthodox and others Christian churches) that are successful on not using fundraisers to operate their Parish and identify most effective techniques	STF3	Simultaneously with step 2 (3 months after step 1)	Research completed
4. Summarize best practices and load onto Metropolis Resource Center Portal ("Portal")	STF3	3 months from step 3	Fundraiser repurposing best practices loaded onto Portal
5. Create and publish suggested Parish general assembly resolutions, communications strategies and promotional materials to assist Parishes in repurposing fundraisers including a template timeline and support for the Metropolis Igniting The Flame of Stewardship program to change the financial stewardship results	STF3	Simultaneously with step 4 (3 months after step 3)	Resolution and communications examples published
6. Identify, recruit, and assign fundraising experts to assist Parishes	STF3	3 months after step 4	Fundraisers identified and assigned
7. On-site / regional visits by STF3 ambassadors with Parish stewardship chair and committee to assist in implementation of repurposing action plan	STF3 and Parish liaison	Starting 1 month after step 6 and as requested by Parishes	When visits to Parishes are completed
8. Annual telephone conference between STF3 and each Parish stewardship committee to obtain feedback from Parishes, address concerns, and offer suggestions	STF3 and Parish stewardship committee	1 month after step 7 and annually thereafter	When calls to Parishes are completed
9. Create questionnaire and request feedback from Parishes as to degree of accomplishing the retool of church fundraising activity and additional suggestions to be shared on Portal	STF3 and Parish stewardship chairs	6 months after step 7	Circulate letters to Parishes; responses received by Parishes 2 months later

STEWARDSHIP GOAL 9.3 ACTION PLAN			
<b><u>Specific Key Actions Necessary To Achieve Stewardship Goal 9.3</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
10. Compile response data from questionnaire and calls	STF3	2 months after Step 9	Post responses to Portal
11. Feature Parishes and their events in which re-dedication of fundraising income has been accomplished	STF3	1 month after Step 10	Post to Portal and publish to Parishes
12. On a semiannual basis, revisit the template materials and supporting documentation to supplement and amend the same	STF3	2 years after Start Date	Publish revisions to the action plan as required



# TECHNOLOGY Goal 10.1

## METROPOLIS WEBSITE

- a) Within 6 months we will complete a comprehensive analysis of the Metropolis and its ministries website and online needs; and
- b) Within 6 months thereafter we will redesign and implement a new website and APPS for the Metropolis and its ministries.

TECHNOLOGY GOAL 10.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Technology Goal 10.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit a Technology Goal 1 Task Force ("TTF1"), to include individuals with web experience from the Metropolis, Parishes and Archdiocese	Technology Strategic Planning Task Force and the Goal Captain	1 month after Start Date	TTF1 members agree to serve
2. Review and analyze websites of other Metropolises, Archdiocese, OCN, Philoptochos, Diakonia Retreat Center, and other non-Orthodox and Orthodox religious websites and commercial websites that are deemed to be most effective and write analysis report (" <b>Web Analysis Report</b> ") of Metropolis needs, likes, dislikes, "must haves," "like to haves" and "do not want" characteristics for consideration for the Metropolis website	TTF1	2 month after step 1	Detailed Web Analysis Report of desired and undesirable characteristics completed
3. Identify resources from within Metropolis and Archdiocese to assist as webmaster on a voluntary basis with website design and implementation, as well as possible external consultants within budget established by Metropolis	TTF1, Metropolitan, Chancellor and Metropolis Council	Simultaneously with step 2 (i.e., 2 months after step 1)	Website candidates identified
4. Recruit (volunteer, Archdiocese or retained) " <b>Webmaster</b> " to complete website design and implementation	TTF1	1 month after step 3	Webmaster agrees to serve
5. Based on Web Analysis Report completed in step 2, complete the design and roll out of the new Metropolis website	TTF1 and Webmaster	2 months after step 4	Website Design completed
6. Test the new website and make appropriate adjustments	TTF1 and Webmaster	1 month after step 5	Website tested and adjustments made
7. Make arrangements for continued maintenance and support of the new Metropolis website with Webmaster	TTF1 and Webmaster	1 month after step 5	Maintenance plan completed
8. Develop a system for the various Metropolis departments and ministries and Parishes to regularly provide information and content to Webmaster	TTF1 and Webmaster	2 months after step 6	Web information submission announced and implemented

TECHNOLOGY GOAL 10.1 ACTION PLAN			
<b><u>Specific Key Actions Necessary To Achieve Technology Goal 10.1</u></b>	<b><u>Who Must Do Each Action</u></b>	<b><u>Timetable: How Many Months or Days To Finish Action From Previous Action</u></b>	<b><u>How Will We Know When This Action Has Been Completed</u></b>
9. Develop and implement a process to monitor continued effectiveness and improvement of the new website	TTF1 and consultant	Beginning 2 months after step 8 and ongoing thereafter	Continued effectiveness and improvement process developed and announced



## TECHNOLOGY Goal 10.2

### SOCIAL MEDIA MINISTRY

- a) Within 12 months, we will develop and implement a *Social Media Ministry* that will include resources, a best practices center and policies; and
- b) Within 12 months thereafter, we will complete training for Clergy and Parish leaders throughout the Metropolis regarding this *Social Media Ministry*.

TECHNOLOGY GOAL 10.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Technology Goal 10.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit a Technology Goal 2 Task Force ("TTF2"), including parishioners and Clergy that are active in youth activities and are familiar with online and social media	Technology Strategic Planning Task Force and the Goal Captain	1 month after Start Date	TTF2 members agree to serve
2. Analyze, and prepare written report of, current state of social media (Facebook, Google+, Twitter, Pinterest, Tumblr, successful Parishes, etc.) for what is working and identify best practices	TTF2	3 months after step 1	Consensus report completed of most effective social media platforms
3. Establish a Metropolis social media guideline and policies handbook ("Handbook") and Metropolis accounts (Twitter, Facebook, etc.) and post on Metropolis Website	TTF2 and Metropolis Webmaster	Simultaneously with step 2 (i.e., 3 months after Start Date)	Handbook prepared, posted on Metropolis Website and shared with Parishes and Clergy
4. Research available resources and add to Handbook a "How to protect your privacy online" guidebook, teaching our youth and parishioners about online privacy and protection	TTF2 and Metropolis Webmaster	6 months after Start Date	Handbook updated with protection information and processes
5. Identify Metropolis-sanctioned social network speakers to teach appropriate guidelines and information in Handbook and provide training on Handbook and related content	TTF2, Metropolitan, Chancellor, and Metropolis Youth Coordinator	3 months after step 4	Speakers agree to serve and are trained
6. Establish a process of monitoring Metropolis social media accounts and monitor compliance with Metropolis standards	Metropolis Webmaster and TTF2	1 months after step 4	Process finalized and announced
7. Monitor use of social media by youth and parishioners and compile analysis	Metropolis Webmaster and TTF2	Continuously and Quarterly	Report compiled and published, results used to enhance social media ministry
8. Determine infrastructure needed to hold youth "Google Hangouts" or similar online video-based, interactive meetings ("On-line Events") series where youth are invited to participate no matter the location of their Parish	TTF2, Webmaster, YTF4 and Metropolis Youth Coordinator	6 months after Start Date	Delivery of document outlining On-line Event infrastructure (hardware and software) required and procedures



TECHNOLOGY GOAL 10.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Technology Goal 10.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
9. Identify and recruit (in conjunction with Youth Task Forces) at least 1 youth leader and 1 lay person or Clergy from each Parish (" <b>Parish Representatives</b> ") to become active on Metropolis social media and address issues affecting our Youth and how they relate to our Orthodox faith	TTF2 and YTF4, Metropolis Youth Coordinator, and Metropolis Clergy	8 months after Start Date	At least 1 youth leader and 1 lay person or Clergy Parish Representative from each Parish agrees to become active Metropolis social media
10. Select a topic and recruit speaker for first 2 On-line Events on issues that affect our Youth and how they relate to our Orthodox	TTF2 and Metropolis Youth Coordinator	9 months after Start Date	Topic and speaker identified for first 2 events
11. Recruit youth groups across the Metropolis to participate in initial On-line Events and calendar similar events for next 3 quarters that are published and promoted	TTF2, Metropolis Youth Coordinator, Vicars, Parish Clergy, Parish Youth Directors, Parish Representatives	2 months after step 10	At least 4 youth groups agree to participate in 1st On-Line Event
12. Hold 1st Metropolis Youth On-line Event	TTF2, Metropolis and Parish Youth Directors and Parish Representatives	2 months after step 11	Initial pilot On-line Event is held
13. Create On-line Event evaluation form for immediate review evaluating the topic and speakers as to their engagement, interest and effectiveness	TTF2	Deploy simultaneously with step 12	Evaluation Form distributed and analyzed
14. Conduct 2nd Metropolis Youth On-line Event	TTF2, Metropolis and Parish Youth Directors and Parish Representatives	2 months after step 12	Second pilot On-line Event is held
15. After first 2 On-line Events, meet and gauge the success of the initial pilots and areas for improvement and modify for subsequent On-line Events	TTF2, Metropolis Youth Coordinator, Parish Representatives and Parish youth directors	1 month after step 14	Meeting held to On-line Event program modified accordingly

## TECHNOLOGY Goal 10.3

### BEST PRACTICES METROPOLIS RESOURCE CENTER PORTAL

- a) Within 6 months we will develop and implement a web-based *Best Practices Metropolis Resource Center Portal* to deliver Metropolis Task Force programs and materials; and
- b) Within 24 months, we will develop and implement a comprehensive strategy for the full and effective use of available tools, technologies, and resources in our Parishes and Metropolis.

TECHNOLOGY GOAL 10.3A ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Technology Goal 10.3a</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit a Technology Goal 3 task force ("TTF3")	Technology Strategic Planning Task Force and the Goal Captain	1 month after Start Date	TTF3 members agree to serve
2. Ascertain from each of the Strategic Plan Task Forces the kind of content they will submit to the Metropolis Resource Center Portal ("Portal") and any unique requirements or needs and any additional technologies that might be required to meet Task Force needs	TTF3	1 month after step 1	Have the responses from every Strategic Plan Task Force
3. Finalize partnership with infrastructure provider ("Partner") for the Portal	TTF3	1 month after step 2	Partnership agreed upon
4. Finalize the technology architecture and the look and feel and functioning of the Portal	TTF3 and Partner	1 month after step 3	Technology architecture finalized
5. Determine and test the process by which Task Force content will be loaded to the Portal and security protocols and test process	TTF3, Partner and one of the other Task Forces	1 month after step 4	Loading process is determined and tested
6. Continue to upload Task Force content to Portal and continue to measure, manage and improve the utilization and performance of the Portal	TTF3 and Partner	Continuous	Portal consistently exceed expectations and meets need based on evaluation
Technology Goal 10.3b Action Plan			
7. Create a survey to send to the Parishes of the Metropolis of Atlanta to collect information about the current use of IT systems and recruit more Parish members for this TTF3 sub-committee	TTF3	2 months after step 1	Survey is completed and approved by the TTF3
8. Send survey to Parishes, collect and analyze information	TTF3 (with additional parish committee members)	3 months after step 7	Survey information is collected and analyzed

<b>Specific Key Actions Necessary To Achieve Technology Goal 10.3a</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
9. Discuss all aspects of IT systems for a Parish and Metropolis operation and develop written report regarding critical operations and what are the IT system solutions (“IT Plan”)	TTF3, additional Parish committee members and representatives of Archdiocese IT department	3 months after step 8	IT Plan developed and finalized
10. Document a list of the critical operations such as finance, member communication, newsletter to members, website and social media etc. and list recommended solutions on all aspects of Parish operations and their cost	TTF3	2 months after step 9	Document is created
11. Distribute Document and educate Parishes and help them implement such IT and technology solutions	TTF3	Beginning 1 month after step 10 and ongoing	First distribution is made and the continuous (particularly as technology changes)



# YOUTH Goal 11.1

## REGIONAL YOUTH SUMMITS

Within 1 year, we will establish a series of annual *Regional Youth Summits* in major geographic regions of the Metropolis where we offer multi-Parish youth activities, programs, mentoring, training and fellowship.

YOUTH GOAL 11.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Youth Goal 11.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit a Youth goal 1 Task Force ("YTF1"), including (1) Clergy and (2) lay leaders in each of the Metropolises conferences/regions to represent their areas for youth activities	Youth Strategic Planning Task Force and the Goal Captain, Vicars and Metropolis Youth Coordinator	1 month after Start Date	YTF1 members agree to serve
2. Develop a comprehensive questionnaire targeted to different youth constituencies (including teens 13-18 years old and young adults) regarding their interests, needs, questions and issues	YTF1, Metropolis Youth Coordinator	2 months after step 1	Survey is finalized and approved
3. Develop a questionnaire targeted to Clergy and parents regarding their interests, needs, questions and issues regarding youth and young adults	YTF1, Chancellor, & Metropolis Youth Coordinator	Simultaneously with step 2 (i.e., 2 months after step 1)	Survey is finalized and approved
4. Circulate, collect and analyze the questionnaires identified in steps 2 and 3, and establish goals and plans based on needs targeted from review of questionnaires	YTF1 and Metropolis Youth Coordinator	2 months after steps 2 and 3	Achieved statistically significant response rate (given numbers of surveys circulated) and analysis complete
5. Solicit and set up a targeted teen and young adult audience for quarterly review (or as needed) via the Metropolis online and/or social media resources or conference calls	YTF1 and Metropolis Youth Coordinator	First quarterly review to start after survey analysis of step 4	Annual schedule publicly established and announced
6. Develop a program and plan for a Youth Summit Program based on research gathered from steps 2 – 5, youth programs from other Christian organizations and Parish Youth Directors	YTF1 and Metropolis Youth Coordinator	4 months after step 5	Program and plan is finalized
7. Identify talented and experienced individuals who can provide training	YTF1	Simultaneously with step 6	Trainers identified
8. Train the Trainers identified in step 7	YTF1	1 month after step 7	Trainers trained
9. Conduct Youth Summits at multiple selected regional sites throughout the Metropolis (possibly in conjunction with other regional Metropolis training events) and collect assessment questionnaire at each Summit	YTF1 and recruited trainers	First Youth Summit Conference within 1 year from Start Date	Regional training has been delivered at least twice in every region throughout the Metropolis

YOUTH GOAL 11.1 ACTION PLAN			
Specific Key Actions Necessary To Achieve Youth Goal 11.1	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
10. Prepare and execute a follow up evaluation review within 30 days after each Summit, review and revise program and training content and materials accordingly (evaluation based upon attendance, engagement, survey feedback, & achievement of previously identified goals)	YTF1 and trainers	Beginning 1 month after each Summit	Programs are evaluated and revised



## YOUTH Goal 11.2

### YOUTH WORKER TRAINING PROGRAM

Within 12 months, we will develop and implement a comprehensive online and in-person *Youth Worker Training Program* and materials, including compliance and youth protection issues, that thereafter will be regularly taught throughout the Metropolis through regional Youth Summits.

YOUTH GOAL 11.2 ACTION PLAN			
Specific Key Actions Necessary To Achieve Youth Goal 11.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Recruit a Youth goal 2 Task Force (“YTF2”), including (1) Clergy and (2) lay leaders programs including individuals with youth training, legal compliance and online web building skills to create Youth Training Program	Youth Strategic Planning Task Force and the Goal Captain	1 month after Start Date	YTF2 members agree to serve
2. Research and compile a complete listing of existing compliance materials and resources, youth protection issues and training programs available	YTF2, Metropolis Youth Coordinator, Metropolis Legal Counsel	3 months after step 1	Research is compiled and organized and approved by required parties and plan posted on Metropolis website and online resources.
3. Coordinate with YTF1, an online comprehensive questionnaire to identify issues (positive & negative) with youth workers	YTF2, Metropolis Youth Coordinator, Metropolis Legal Counsel	3 months after step 2	Survey conducted and analyzed
4. Develop a Youth Worker Training program based on research and information gathered from steps 2 – 3 and recruit experienced trainers	YTF2 and Metropolis Youth Coordinator	4 months after step 5	Program and plan is finalized and trainers identified
5. Conduct Youth Worker Training at multiple selected regional sites throughout the Metropolis (possibly in conjunction with other regional Metropolis training events) and collect assessment questionnaire at each Training	YTF2 and recruited accredited trainers	First Worker Training conducted within 1 year from Start Date	Regional training has been delivered at least twice in every region throughout the Metropolis
6. Prepare a follow up evaluation review within 30 days after each Youth Worker Training and revise program and training content and materials accordingly (evaluation based upon attendance, engagement, survey feedback, & achievement of previously identified goals)	YTF2	Beginning 1 month after each Training Program	Programs are evaluated and revised
7. Create a comprehensive Calendar of events and training opportunities with Regional Youth Summit leaders	YTF2 and Youth Summit leaders	Continuously after step 6	Calendar available online
8. Prepare a follow up evaluation review within 6 months after the first evaluation of each Youth Worker Training conducted in step 6 and revise program and training content and materials accordingly	YTF2	6 months after each Training Program evaluation conducted in step 6	Programs are evaluated and revised

## YOUTH Goal 11.3

### YOUTH MINISTRY BEST PRACTICES RESOURCE CENTER

Within 18 months, we will develop a comprehensive Parish *Youth Ministry Best Practices Resource Center* compiling online meaningful, effective and successful youth ministry information, materials, programs and implementation and evaluation processes, that thereafter will be regularly taught throughout the Metropolis through the Regional Youth Summits.

YOUTH GOAL 11.3 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Youth Goal 11.3</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit a Youth goal 3 Task Force ("YTF3"), including (1) Clergy and (2) lay leaders programs including individuals with youth training, legal compliance and online web building skills to create Youth Training Program	Youth Strategic Planning Task Force and the Goal Captain	1 month after Start Date	YTF3 members agree to serve
2. Develop a survey to send to Clergy, youth directors and youth advisors and Sunday School teachers in order to collect best and worst practices (things that are working and things that are not working at present in their youth ministries). Coordinate surveys with YTF1, 2, & 4, with respect to timing and content	YTF3 (in cooperation with YTF1, 2 and 4)	Two months after step 1	Survey is ready to be sent out
3. Send survey to priests, youth directors and youth advisors asking them to share their best practices, as well as successful retreat outlines, sessions from youth group meetings, Sunday school curriculum, etc. Coordinate with ETF1 and with surveys from YTF1, 2 & 4 and with C3TF	YTF3 (together with Education Task Force 1 surveys)	2 weeks after step 2	Survey is sent out.
4. Conduct and compile independent research of meaningful, effective and successful youth ministry information, materials, programs	YTF3	3 months after step 3	Research is completed and compiled
5. Receive, review and analyze survey data and organize materials according to age group, subject, in order to make the best and most coherent presentation of materials and " <b>Comprehensive Youth Manual</b> "	YTF3	Simultaneously with step 4 (i.e., within 3 months of step 3)	Data is analyzed
6. Create Comprehensive Youth Manual of meaningful, effective and successful youth ministry information, materials, programs	YTF3	3 months after step 5	Comprehensive Youth Manual is completed and developed

YOUTH GOAL 11.3 ACTION PLAN			
Specific Key Actions Necessary To Achieve Youth Goal 11.3	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
7. Comprehensive Youth Manual will be made available in both printed form (a written manual) as well as electronic form to be placed on Metropolis website and Metropolis Resource Center Portal (“Portal”)	YTF3	1 month after step 6	Comprehensive Youth Manual is on Metropolis website portal. Portal and ready in hard copy for distribution to Clergy, youth workers, etc.
8. Comprehensive Youth Manual will be distributed, and be a part of the training, at Regional Youth Summits and other Metropolis regional training events and programs	YTF3 and Metropolis Youth Coordinator	At each Youth Summit and with other Metropolis training programs	Comprehensive Youth Manual is distributed and training begins at Youth Summits





## YOUTH Goal 11.4

### YOUNG ADULT MINISTRY PROGRAMS

- a) Within 1 year, we will complete an assessment and evaluation of the most meaningful and successful college and working age programs and ministries; and
- b) Within 2 years thereafter, we will implement these programs and ministries in our Metropolis along with metrics to monitor their effectiveness.

YOUTH GOAL 11.4 ACTION PLAN			
<b>Specific Key Actions Necessary To Achieve Youth Goal 11.4</b>	<b>Who Must Do Each Action</b>	<b>Timetable: How Many Months or Days To Finish Action From Previous Action</b>	<b>How Will We Know When This Action Has Been Completed</b>
1. Recruit a Youth goal 4 Task Force ("YTF4"), to determine issues and needs of our Metropolis young adults, including at least one person with a marketing background, at least one clergyman and at least 3 young adults from throughout the Metropolis who are active in their communities	Youth Strategic Planning Task Force and the Goal Captain	1 month after Start Date	YTF4 members agree to serve
2. Research most successful young adult programs on line, offered in Orthodox Metropolises and Parishes, as well as other successful Christian programs and groups, including interviews with Young Adults in communities with successful, unsuccessful and no programs	YTF4 (in cooperation with other Youth Task Forces)	3 months after step 1	Research compiled and summarized into a report
3. Prepare final Young Adult Guidebook based on step 1 & 2 and incorporate in a focus group guide book for use during focus groups covering issues that have been determined through step 2 to affect our youth today and how they relate to the Orthodox faith	YTF4	4 months after step 2	Young Adult Guidebook finalized
4. Prepare schedule and itinerary for four Young Adult Focus Groups to be held in various determined communities. Incorporate Young Adults from step 2 in the organizing and planning	YTF4, Metropolis Youth Coordinator	1 month after step 3	Schedule and Itinerary finalized
5. Conduct Young Adult Focus Group Sessions, to include evaluation survey completed by Young Adults	YTF4, Metropolis Youth Coordinator, invited group leaders	2 months after step 4	Receipt of Evaluation Surveys.
6. Analyze and report results of focus groups and evaluation surveys to YTF4 to determine which Young Adult programs to implement	YTF4	4 months after step 5	Final Young Adult Plan Programs identified

YOUTH GOAL 11.4 ACTION PLAN			
Specific Key Actions Necessary To Achieve Youth Goal 11.4	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
7. Work with TTF and CTF to create a Young Adult data base, Young Adult APPs, Young Adult web programs and social media based on results of step 6	YTF4	4 months after step 6	Data base, APP and web programs are finalized
8. Recruit additional young adult leaders that support the vision of the new ministries to work with YTF4 and help provide assistance and support to young adult leaders to deploy new ministries	YTF4, Metropolis Youth Coordinator	4 months after step 7	Publication of appointed young adult leaders



# NOTES

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

Proverbs 29:18

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STRATEGIC  
PLAN  
— FOR THE —  
GREEK  
ORTHODOX  
METROPOLIS  
OF ATLANTA  
AND ITS PARISHES

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PART III:  
BACKGROUND  
DATA

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## Exhibit “A”: The World Has Changed and Is Changing Rapidly<sup>17</sup>

### How is Our World Changing During Our Lives?

*We are living in exponential times...*

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

Telephone	75 years
Radio	38 years
TV	13 years
Internet	4 years
Google Plus	88 days
Angry Birds	35 days

- Facebook added 100 million users in just 9 months.
- IPOD apps downloads topped 1 BILLION in just 9 months.
- The amount of new technical information being created was doubling every 2 years at the beginning of the last decade.
- The amount of new technical information is currently estimated to double every 72 hours as of 2010.
- Twitter receives over 500 million tweets per day...and hit a peak of 143,199 tweets per second in 2013.
- Facebook started in October 2003. It now has over 1.07 Billion registered users. It has over 829 million active users every day.
- If Facebook were a country, it would be the 3rd largest country in the world behind only China and India and over 3 times larger than the U.S.
- A recent PEW research study concluded that over 30% of people now get their news from Facebook.
- 64% of adults in the U.S. use Facebook
- There are 540,000 words in the English language... about 5 times as many as during Shakespeare's time.
- More than 3,000 new books are published. . . daily.
- A week's worth of New York Times contains more information than a person was likely to come across in a lifetime in the 18th century.
- 40 Billion+ gigabytes of unique new information will be generated worldwide this year (That's more than in the previous 5,000 years combined)
- The average kid today sends 2,640 text messages...per month. That's 88 per day.
- In 2011 in the US, there were an estimated 6 BILLION text messages... PER DAY.
- YouTube started in December 2005... It currently experiences over 4 Billion hours viewed EACH MONTH.

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

*We are living in exponential times...*



## Exhibit “B”: Selected Challenges Facing American Christian Churches

When one asks: “Why does the Metropolis (or any Church for that matter) need a strategic plan?” the Exhibit “A” short list of changes in the world around us provides part of the answer. Another part of the puzzle comes from the information gathered from over 7+ years of detailed field research accumulated by the Metropolis Strategic Planning Facilitator.<sup>18</sup> From a detailed analysis of extensive empirical data and research and comprehensive work with a significant number of Parishes, the Facilitator concluded that the Greek Orthodox Church in America (and indeed the Christian Church in America) is experiencing an unprecedented “SIN” challenge. The acronym stands for:

### Our “SIN” Challenges

Spirituality challenge  
Income challenge  
Numbers challenge

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

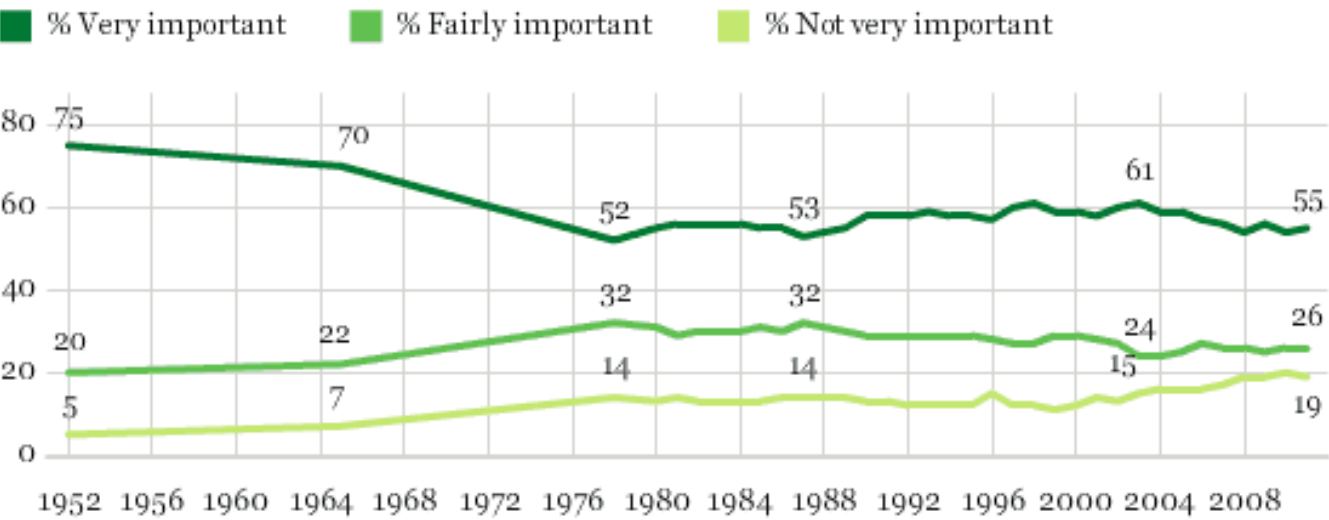
#### A. Selected Laity “Spirituality” Challenge Facts<sup>19</sup>

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



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

Annual averages



GALLUP®

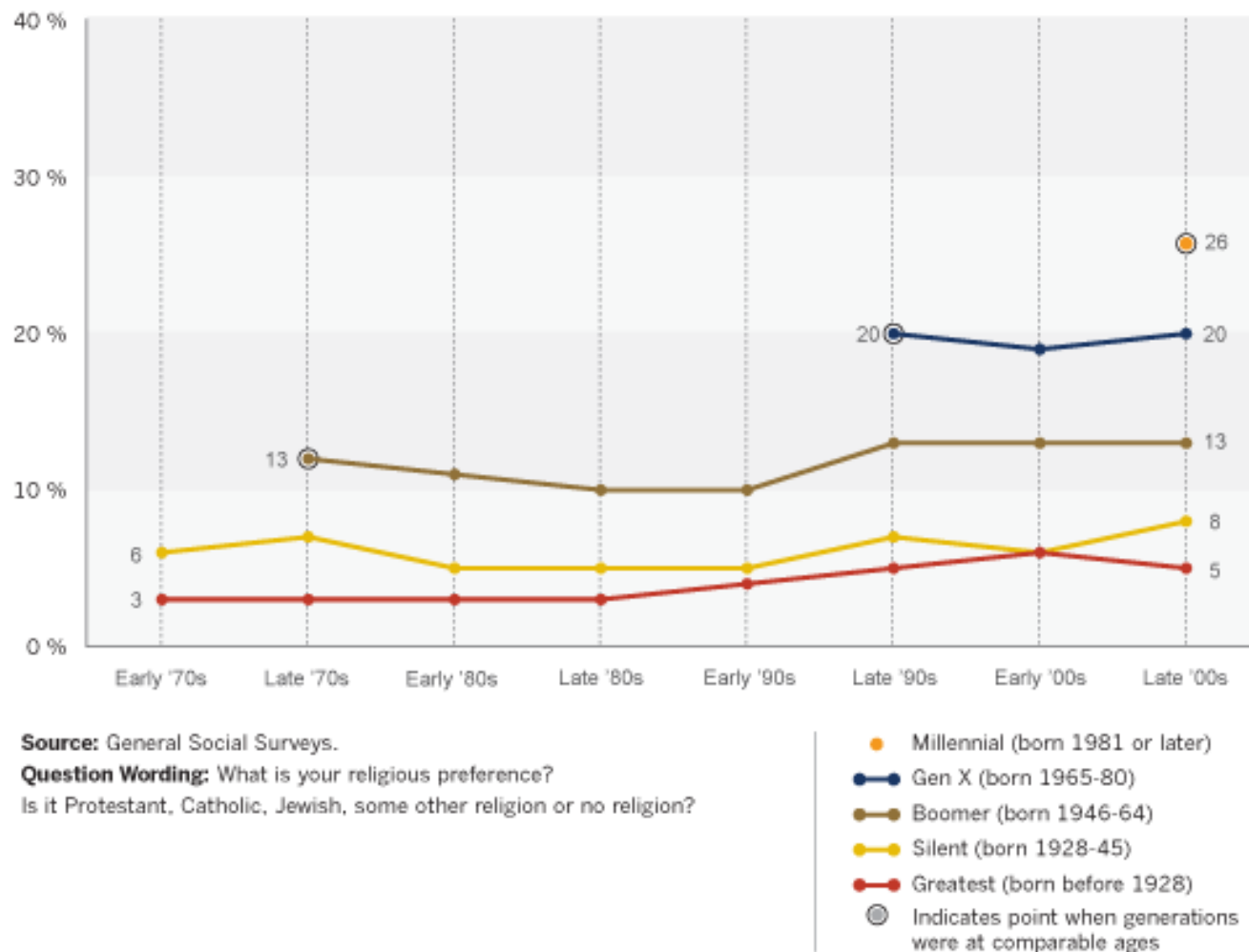


## THE YOUTH CHALLENGE FACTS<sup>21</sup>

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

### Young People Less Religiously Affiliated

*Percent unaffiliated with a religion, by generation*



Pew Research Center's Forum on Religion & Public Life • Religion in the Millennial Generation, February 2010

## B. Selected Laity “Income” Challenge Facts

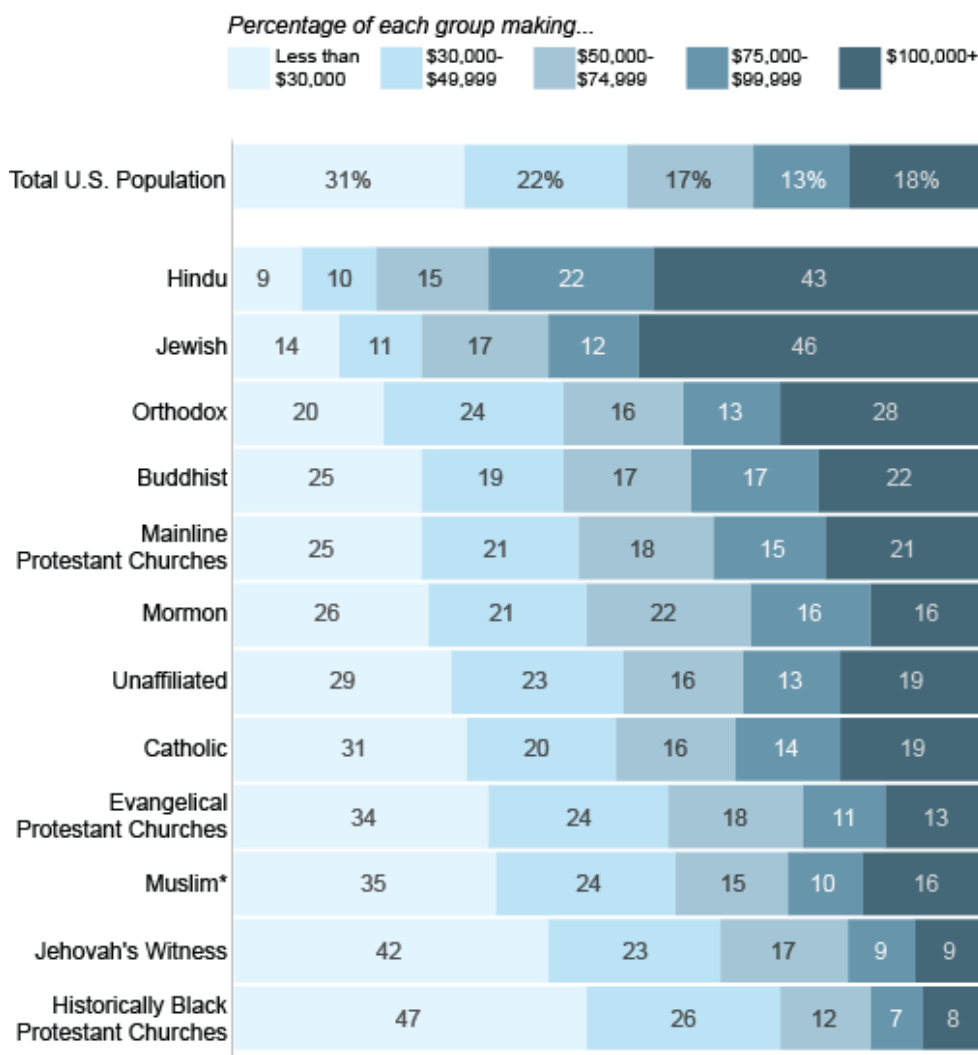
### CHURCH GIVING DECREASES IN 2011<sup>22</sup>

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

## CHARITABLE GIVING FACTS<sup>23</sup>

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

## US INCOME BY RELIGIOUS/ETHNIC GROUP<sup>24</sup>



THE PEW FORUM ON RELIGION & PUBLIC LIFE  
PEWFORUM.ORG

## G. O. ARCHDIOCESE AND U.S. CHRISTIAN CHARITABLE PER PERSON PER YEAR GIVING

- Total 2010 reported income from all U.S. Greek Orthodox Archdiocese Parishes was \$230,654,324.<sup>25</sup>
- On average, less than 52%<sup>26</sup> of our Church income comes from direct stewardship. Thus, our 550+ Parishes generated approximately \$119,940,248 from direct stewardship contributions.
- Based on the latest data from the Gallup organization that concluded there were approximately 550,000 individual Greek Orthodox parishioners, our average per steward per year contribution is \$218
- For frame of reference purposes, the U.S. Christian average per person per year contribution is \$880<sup>27</sup> (403% higher than the Greek Orthodox average) and the Evangelical Protestant average per person per year contribution is \$1,165 (534% higher than the Greek Orthodox average), even though our faithful are the third highest income earners in the U.S.

## C. Selected “Numbers” Challenge Facts

### SUMMARY CONCLUSIONS FROM PEW FORUM U.S. RELIGIOUS LANDSCAPE SURVEY

- ... constant movement characterizes the American religious marketplace, as every major religious group is simultaneously gaining and losing adherents.
- Religion in the United States is often described as a vibrant marketplace where individuals pick and choose religions that meet their needs, and religious groups are compelled to compete for members.

### THE LATEST CHURCH GROWTH STATISTICS<sup>28</sup>

- “Overall, total U.S. Church membership declined by 1.05% from 2010 to 145,838,339 members.”
- “The direction of membership (increases or decreases) remains very stable.” (i.e., Churches which have been growing in recent years continue to grow, and Churches declining in recent years continue to decline.)
- As the reported date below demonstrates, virtually all mainstream Christian Churches are experiencing consistent year after year declines in membership

### “TOP 25” DENOMINATIONS REPORTING 2010-11 MEMBERSHIP DECREASES

Rank	Denomination
2.	Southern Baptist Convention (16,160,088 members) <i>down 0.42%</i>
3.	The United Methodist Church (7,774,931 members) <i>down 1.01%</i>
7.	Evangelical Lutheran Church in America (4,542,868 members) <i>down 1.96%</i>
10.	Presbyterian Church (U.S.A.) (2,770,730 members) <i>down 2.61%</i>
13.	The Lutheran Church - Missouri Synod (2,312,111 members) <i>down 1.08%</i>
14.	The Episcopal Church (2,006,343 members) <i>down 2.48%</i>
19.	American Baptist Churches in the U.S.A. (1,310,505 members) <i>down 1.55%</i>
21.	United Church of Christ (1,080,199 members) <i>down 2.83%</i>

## “TOP 25” DENOMINATIONS REPORTING 2010-11 MEMBERSHIP INCREASES

Rank	Denomination
1.	The Catholic Church (68,503,456 members) <i>up 0.57%</i> (NOTE: increase in membership due to Asian and Hispanic immigration)
4.	The Church of Jesus Christ of Latter-day Saints (Mormon Church) (6,058,907 members) <i>up 1.42%</i>
9.	Assemblies of God (2,914,669 members) <i>up 0.52%</i>
20.	Jehovah’s Witnesses (1,162,686 members) <i>up 4.37%</i>
22.	Church of God (Cleveland, TN.) (1,076,254 members) <i>up 0.38%</i>
24.	Seventh-Day Adventist Church (1,043,606 members) <i>up 4.31%</i>

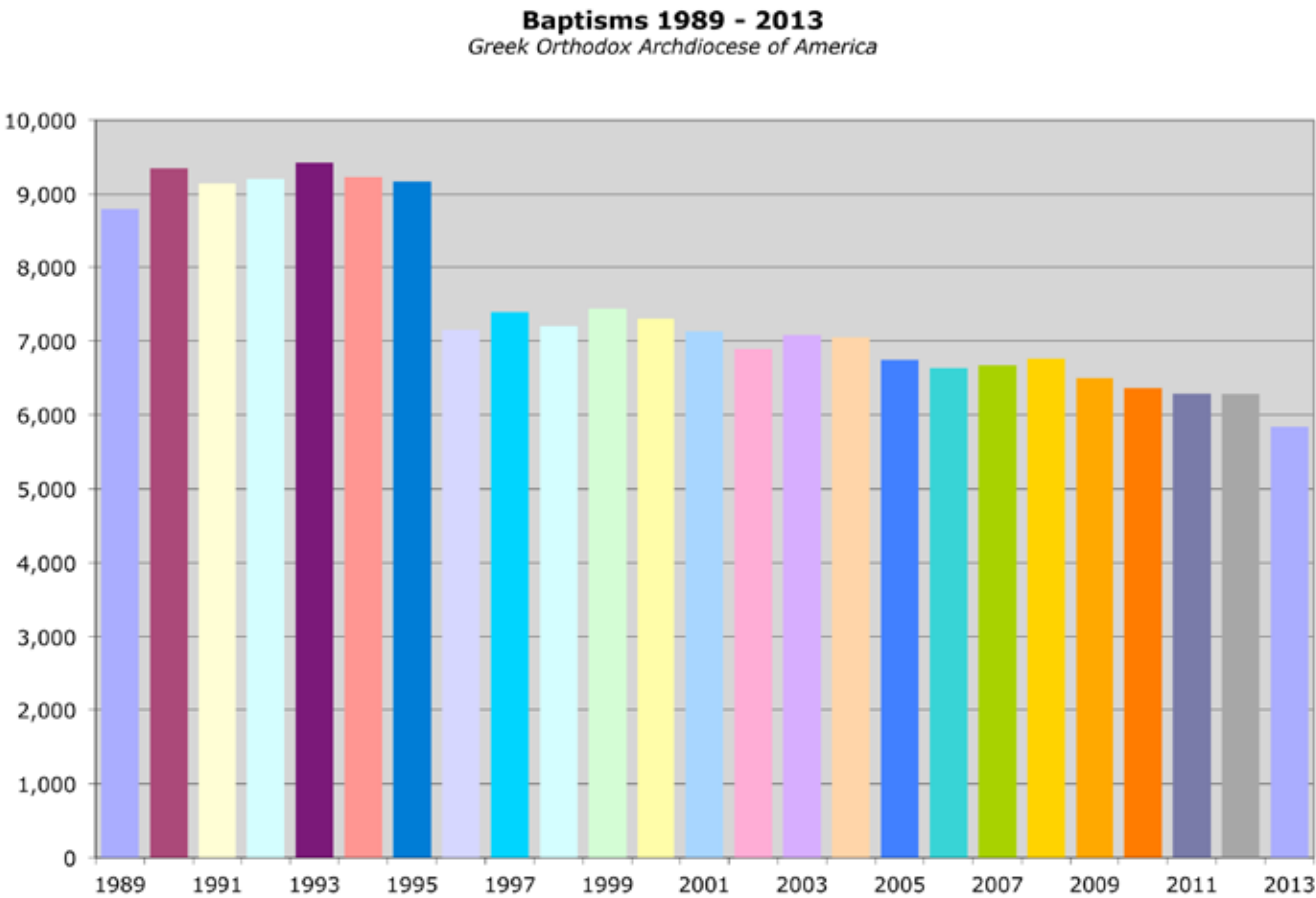
## MEMBERSHIP OF TOP 10 ORTHODOX CHRISTIAN CHURCHES IN THE USA<sup>29</sup>

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

**TOTAL MEMBERSHIP FOR ALL 20 ORTHODOX JURISDICTIONS = 1,043,300**

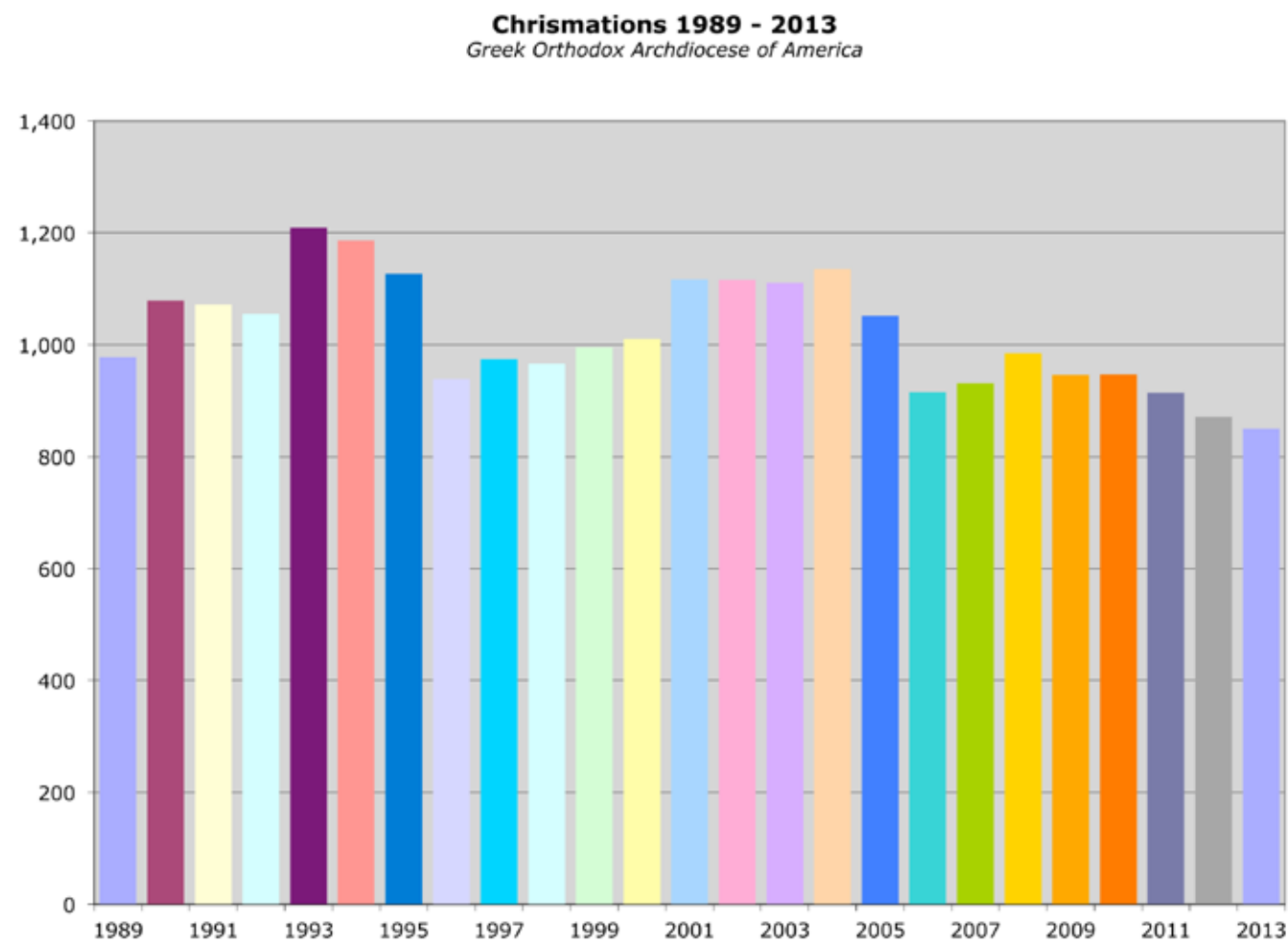
# Greek Orthodox Archdiocese (GOA) Declining Sacraments

## GOA Baptisms Are Declining



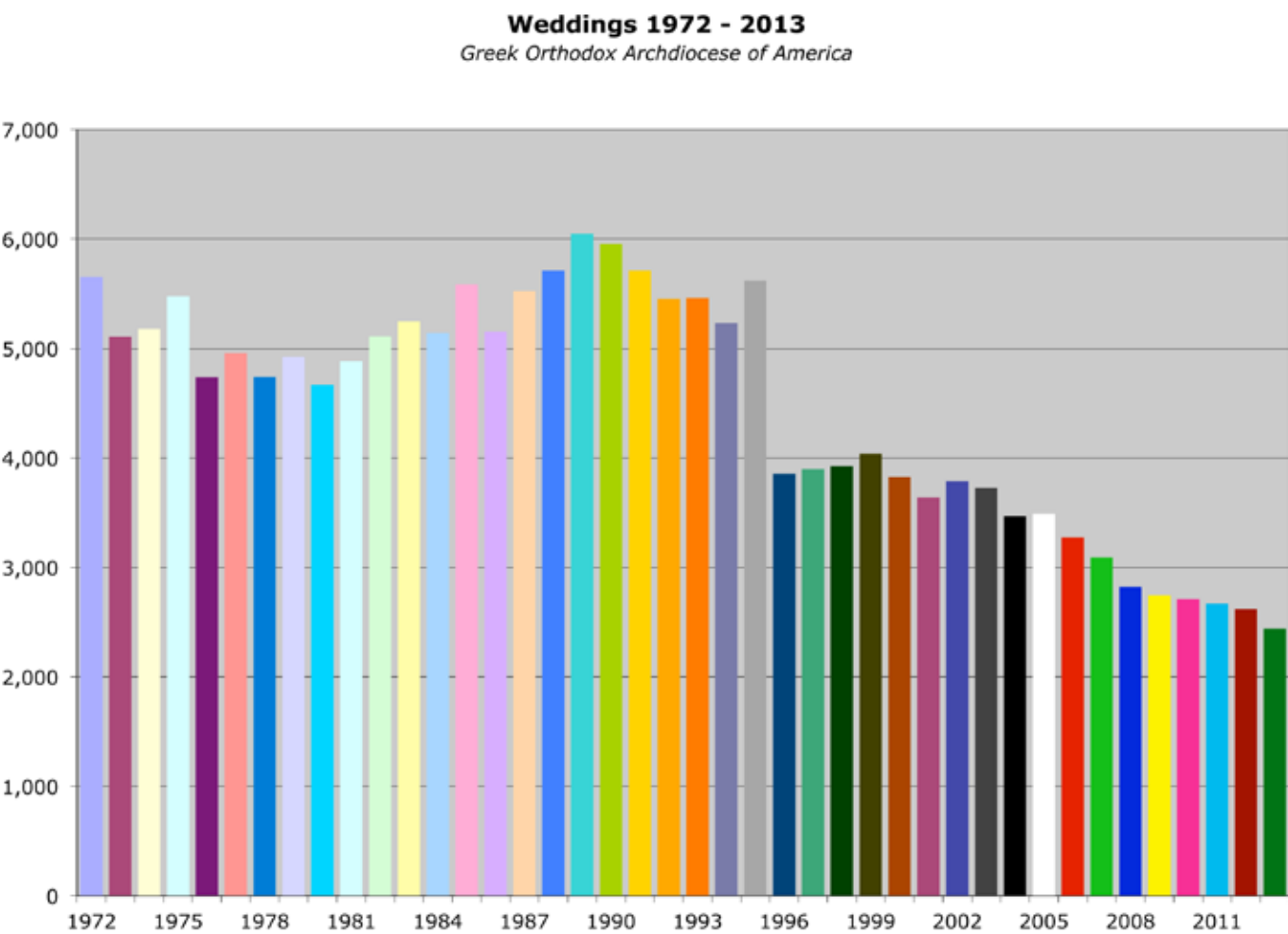
*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*

# GOA Chrismations Are Declining



*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*

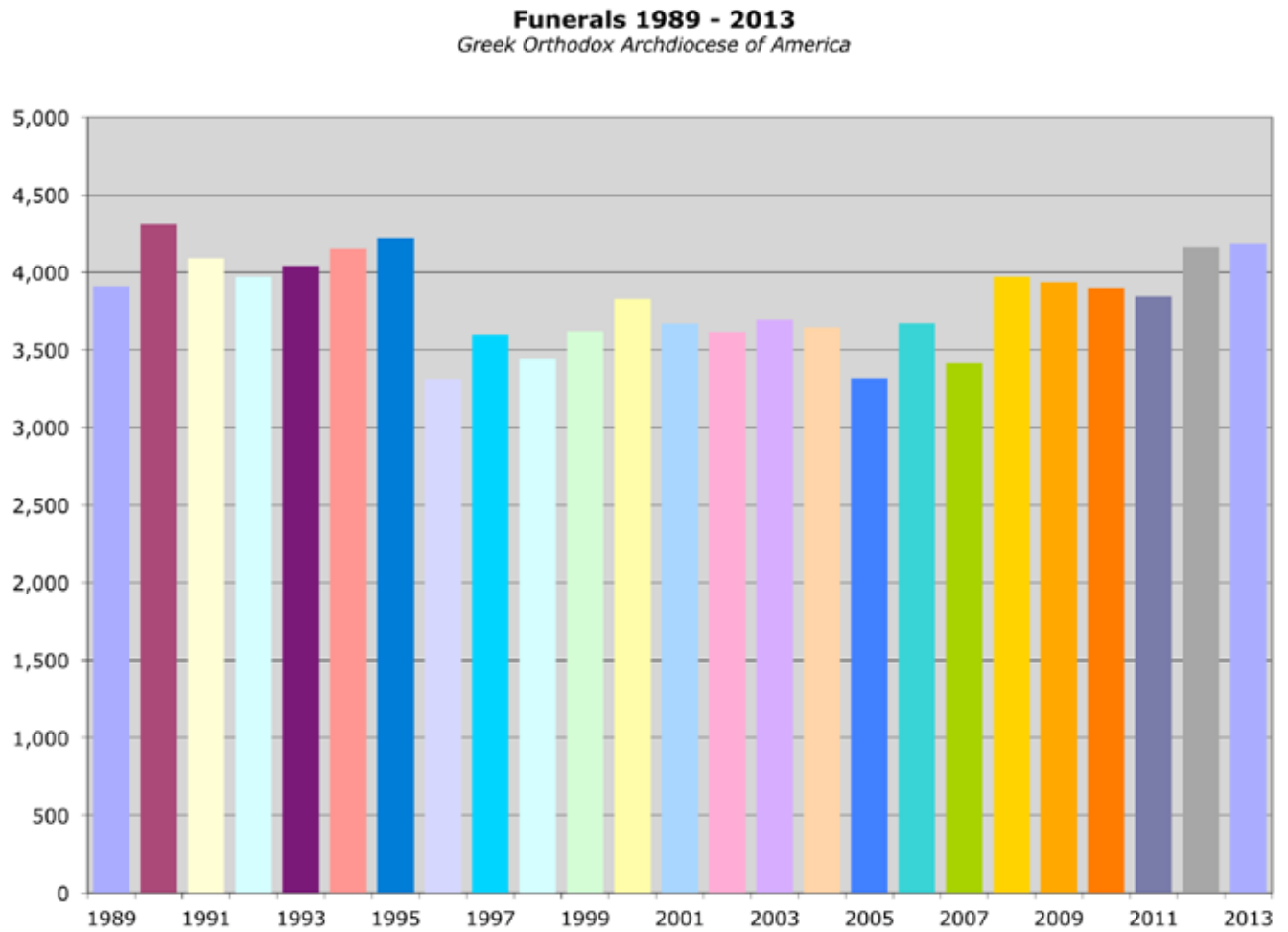
# GOA Weddings Are Declining



*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*



## GOA Funerals Are Increasing



*Since 1996, statistics from Canada, Central America and South America were no longer included in Registry tabulations.*

## The Bottom Line for the Christian Church in America

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

*The time for a change in operational strategy is now!*

# ENDNOTES

- 1 See Simon Sinek, Start With Why - How Great Leaders Inspire Everyone To Take Action. @Ted.com
- 2 This is a slightly modified expression of belief offered by famed author and philosopher Mark Twain
- 3 Acts 14:15
- 4 John 1:46
- 5 Matthew 28:19-20
- 6 St Athanasius Academy of Orthodox Theology, The Orthodox Study Bible, (United States: St. Athanasius Academy Septuagint, 2008), 1468
- 7 Acts 1:8
- 8 The Strategic Planning Committee ("Planning Committee") was led by our visionary Metropolitan, His Eminence Metropolitan Alexios, and consisted of the following faithful and hard-working members (in alphabetical order): Metropolitan Alexios, Fr. Stavros Akrotirianakis, Kathy Anemogiannis, Maria Angeliadis,, Fr. Vasile Bitere, Frank Boardman, Fr. Spiro Bobotas, Fr. John Bociu, Lisa Boston, Bob Buchanan, David Chapman, Presvytera Mary Christy, Gerry Clonaris, George Conits, Criton Constantinides, Dr. Thomas Copulos, Christina Demos, Dr. Nickitas Demos, Harry Dimopoulos, George Donkar, Steve Doulaveris, Elias Elia, Lekita Essa, Nicholas Furriss, Jimmy Gianoukas, Ana Godur, Fr. Athanasios Haros, Fr. Demetri Kangelaris, Presvytera Evie Kaplanis, Fr. Paul Kaplanis, Evelyn Klund, Fr. Michael Kontogiorgis, Dr. George Koulianos, Nick Kremydas, Fr. Mark Leondis, Jim Logothetis, John Lowen, Fr. Paul Lundberg, Chris Mandaleris, Emmanuel Manos, Irene Manos, Bill Marianes, Nick Mavrick, Haralambos Mavromatidis, Michael Missios, Dr. Scott Mondore, Nicholas Moraitakis, Julie Moricz, Dr. Nick Moustoukas, Dee Nicolaou, Costa Panos, Fr. Philemon Patitsas, Haido Pourlos, Fr. Barnabas Powell, Steve Psarellis, George Psetas, Mimi Scaljon, Evan Scurtis, Fr. Constantine Simeonidis, Costas Soulakos, Pat Sourlis, Kiki Tarasidis, Elyse Billas Theodore, Steve Trakas, Fr. George Tsahakis, Fr. Michael Varvarelis, Dr. Ted Vlahos, Constantine Vrettos, G. Thomas Yearout. The Planning Committee and its Facilitator devoted many hundreds of hours of work over a full year to do the work to develop this Strategic Plan. The Strategic Planning Process was facilitated, and this Plan was drafted, by Bill Marianes (the "Facilitator"). The volunteer Facilitator and other Planning Committee members thank God for our many blessings and we thank His Eminence Metropolitan Alexios for the opportunity to be stewards of Christ's church and this Metropolis and its Parishes. The Implementation Teams formed to achieve this Strategic Plan will include the Planning Committee and many more individuals who will volunteer to lead and work on our 34 Strategic Goals. We humbly and respectfully thank all of our co-workers in advance for their dedication and stewardship.
- 9 Matthew 28:19
- 10 2 Corinthians 13:5
- 11 Matthew 5:1-16
- 12 Proverbs 29:18
- 13 Matthew 5:16
- 14 Matthew 10:1, 5-8
- 15 1 Corinthians 12:28
- 16 Luke 10:1
- 17 This data is partially updated and adapted from a pioneering presentation and YouTube video called "Did You Know - Shift Happens" It originally started out as a PowerPoint presentation for a faculty meeting in August 2006 at Arapahoe High School in Centennial, Colorado. Did You Know? is licensed by Karl Fisch, Scott McLeod, and XPLANE under a Creative Commons Attribution Non-Commercial Share-Alike license. You are free to copy, distribute, remix and transmit the presentation as long as you give proper attribution to the original creators and share the resulting work under the same license. You may not use Did You Know? for commercial purposes without permission from the creators. (Selected statistics have been updated, as much as reasonably possible, from available sources.) Readers are encouraged to review the original presentation, and its numerous updated iterations, and then creatively explore the many new and exciting ways in which the world is changing around us and "shift" is happening.
- 18 For the last 7+ years, Strategic Planning volunteer Facilitator Bill Marianes has spent every available weekend (and many hours during the week) traveling the country and working on a pro bono basis with Orthodox Parishes (and a few other denominations) understanding their stewardship and operational challenges and conducting the research from available sources to identify strategies to address these issues. By the grace of God, this work led to the creation of the "Igniting The Flame Of True Christian Stewardship" and "4-P Parish Strategic Planning" programs that have been embraced by many "operationally successful" Parishes and serve as the model programs embraced by the Greek Orthodox Metropolis of San Francisco, Greek Orthodox Metropolis of Atlanta, Ukrainian Orthodox Church of the USA and many other Metropolises, Parishes and Christian Church organizations for implementation in their respective jurisdictions and communities.
- 19 State of the Church report by the Barna Research Group (BRG) from a nationwide study of the country's faith practices and perspectives

- 20 Annual Gallup survey of Americans
- 21 Religion in the Millennial Generation (2010) and U.S. Religious Landscape Survey (2007), Pew Forum on Religion & Public Life of the Pew Research Center.
- 22 Giving USA report, compiled by the Indiana University Center on Philanthropy and released Tuesday (June 19)
- 23 Christian Stewardship Association; Barna Research Group; Empty Tomb; Giving USA Foundation
- 24 Pew Forum on Religion & Public Life of the Pew Research Center.
- 25 Income numbers are as reported to the Greek Orthodox Archdiocese of America.
- 26 This represents the average percentage of income realized by Greek Orthodox Archdiocese of America Parishes actually contributed directly by stewards as their stewardship contribution as reported to the Facilitator as a part of his longitudinal study of Greek Orthodox Parishes which provided detailed income and expense information as a part of the “Igniting The Flame Of True Orthodox Christian Stewardship” program.
- 27 Barna Research Group
- 28 National Council of Churches’ 2011 Yearbook of American & Canadian Churches
- 29 Alexei D. Krindatch, The Atlas of American Orthodox Christian Churches, (Brookline, MA: Holy Cross Orthodox Press 2011)

## ACKNOWLEDGEMENTS

We gratefully acknowledge the team that helped make this Strategic Plan book possible. First and foremost, we are eternally indebted to Presvytera Jocelyn Mathewes who was responsible for the design, layout and graphics work on this beautiful book. Her extraordinary gifts as an artist and graphic designer are unparalleled. She worked countless hours as a volunteer offering her design services for this Strategic Plan book as a loving act of stewardship. The commentators, editors and authors of this Strategic Plan consisted of Metropolitan Alexios, Father George Tsahakis, Chris Mandaleris, Gerry Clonaris and Bill Marianes, along with every member of the Strategic Planning Team previously listed. Photographs were lovingly offered by (in alphabetic order): Father Stavros Akrotirianakis, Maria Angeliadis, Christina Arp, Jimmie Gianoukos, Stamatia Hagen, Father Steven Klund, Dr. Constantine Kokenes, Father Paul Lundberg, Bill Marianes, Father Panayiotis Papageorgiou, Stratis Papageorgiou, Haido Pourlos, Father Anthony Salzman, Dr. Ted Vlahos. Picasso Brothers expertly completed the printing. Everyone involved in this transformational project thanks Metropolitan Alexios for the opportunity to be of service. Finally, and most importantly, all glory is given to God.

# NOTES

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