

GPS

GOD'S PLAN FOR

**ST. JOHN THE DIVINE
GREEK ORTHODOX CHURCH**



*"Where there is no vision,
the people will perish."
Proverbs 29:18*

THE STRATEGIC PLAN

Saint John The Divine Greek Orthodox Church

3850 Atlantic Boulevard

Jacksonville, FL 32207

904.396.5383

www.StJohntheDivine.com

Beloved Faithful Members of Saint John The Divine,

Holy Scripture teaches us that “Where there is no vision, the people will perish.” (Proverbs 29:18)

It is in this spirit that we are pleased to present to you a new and exciting vision for Saint John The Divine.

For over a year, a faithful and devoted group of your peers have diligently toiled together to identify such a vision. With the prayerful guidance of the Holy Spirit, we pursued a process that acknowledges our significant challenges yet focuses on our many blessings and opportunities to serve our Lord in his vineyard here in Jacksonville. The result of this comprehensive effort is this Strategic Plan whose purpose and goal is to strengthen our parish and parishioners.

We are honored to present to you this Strategic Plan. From our research, we have identified a comprehensive step-by-step process and action plan to implement 13 critical strategic goals. We have also recruited an incredibly capable team from our SJTD church family to achieve these goals over the next two years.

The only thing missing is you. We need you to review and understand this important work and identify the goals that most interest you. We need your support in the implementation process; we need your willingness to change and try new things; we need your constructive feedback. In April 2017, with God’s blessings, we expect to begin the implementation of the steps to reach our 13 goals. Chris Regas and Maria Chrissovergis will be heading this process.

We humbly ask you to prayerfully discern where God has called you to serve and help us to create a parish that welcomes all people seeking LOVE, PEACE, SALVATION and TRUTH.

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

*With Love in Christ,
Fr. Nicholas Louh*

Dearest Church Family,

Several months ago, a group of nearly 100 bold parishioners from Saint John The Divine set out on a mission to review every aspect of our parish from time spent worshiping together, to time spent ministering outside our four walls and everything in between. We know through scripture that God has commanded us to go out and baptize all nations. The harsh reality is, however, that all Christian Denominations including the Greek Orthodox Church across America is losing parishioners rather than gaining. This data (found on pages 48-51) is unsettling for Orthodox Christians of all ages since it paints a dim picture of our future as a denomination, as a parish, and for us individually. While we know Saint John The Divine to be a growing and thriving place where people are growing closer to Christ, we also acknowledge that there are always areas for improvement.

Through this process, our Strategic Planning Committee envisioned every one of your family members, studied how effectively we are growing in God’s word, how efficiently we are ministering to the people God calls us to help, how discerningly we are molding the youth of our church and looked at not only our strengths but all the threats, obstacles and weaknesses that cause us to fall short of our potential in Christ. The process was long and quite honestly difficult at times. Our obligation to serve each of you was a priority in the planning process. And our joy is to serve Christ and His church will continue to be our main focus as we are each called to be His disciples and place our commitment to Him above all else.

Do we have what it takes for Discipleship? We learn in the Gospel of Luke the requirements outlined by our Lord. “Whoever does not carry his own cross and come after Me cannot be My disciple. For which one of you, when he wants to build a tower, does not first sit down and calculate the cost, to see if he has enough to complete it? Otherwise, when he has laid a foundation, and is not able to finish, all who observe it begin to ridicule him saying, “This man began to build and was not able to finish.” Discipleship means rearranging our priorities. Just as scripture shares, we must have a plan. And that is exactly what you are holding in your hands right now. To be a disciple for Christ, He must come first. Where are our strengths? How can we better serve Saint John the Divine? God has given each of His children gifts and talents for His glory. We ask that you first, carefully read through this document. As you’re reading through our seven areas of focus and the thirteen goals laid out by our Strategic Planning Committee, we hope that you will find an area where you can give back your God-given talents and join together with us in this very important work which together with our new church building provide a strong foundation for our families for the years to come.

We understand that this might not be something that you currently are able to actively participate in. If so, we humbly ask for your prayers as we begin to navigate through an exciting time for Saint John The Divine. We have set out as one of the first Greek Orthodox Churches in our Metropolis (and even one of the few across the country) to bravely make improvements that will not only sustain us but will more importantly be pleasing to Christ our Lord.

*With God’s Love,
Chris Regas and Maria Chrissovergis
Strategic Planning Process Co-Captains*

SUMMARY

Saint John The Divine welcomes all people seeking **LOVE, PEACE, SALVATION and TRUTH.**

Progress and success requires periodically assessing where you are, where you want to be and how you will get there. Following the lead of our Metropolis of Atlanta, Saint John The Divine (SJTD) is undertaking a systematic, ambitious and exciting Strategic Planning process. This comprehensive Strategic Plan will help all of us manage the “business” of our parish without turning our parish into a “business.”

Since our initial Strategic Planning retreat in September 2015, our clergy and 75 dedicated parishioners 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. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities and Threats (**SWOT**) of our parish and developed and affirmed a **MISSION** statement that is consistent with the Mission of the Metropolis of Atlanta and our Holy Archdiocese.

The **MISSION** of Saint John The Divine is to proclaim the Holy Gospel by teaching and spreading the Orthodox Christian Faith in a dynamic and welcoming community devoted to serving all people who seek a growing relationship with Jesus Christ.

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

We will strive to have:

- Christ-centeredness
- Love
- Acceptance, inclusion and mutual respect
- Accessibility for all
- Evangelism
- Positivity in messaging

- Orthodox alignment
- Integrity, accountability and transparency
- Education
- Service
- Growth
- Fellowship
- Stewardship
- Relevance
- The church as family
- Investment in and empowerment of Youth

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

Saint John The Divine will be a **SPARK** that proclaims and witnesses the Good News of Jesus Christ and the Orthodox Church by:

Serving **P**raying **A**ccepting **R**elating **K**nowing

To address our Strengths, Weaknesses, Opportunities and Threats, stay true to our Mission and Core Values, and pursue our Vision, we identified 7 strategic areas of focus and organized a separate Task Force to identify and address goals in each area:

The 7 Strategic Areas of Focus are:

1. Education
2. Engagement and Accessibility
3. Ministries
4. Outreach and Evangelism
5. Stewardship and Finance
6. Technology and Communications
7. Youth and Young Adults

These 7 Task Forces then developed by consensus 13 Strategic Goals and the detailed action plans to achieve them, all of which met the “**SMART**” goal criteria of being **S**pecific, **M**easurable, **A**ttainable, **R**ealistically written and with an achievable **T**imetable.

SUMMARY

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



(pages 8-17)

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.



(pages 18-45)

lays out the 13 specific SMART Strategic 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.



(pages 46-49)

Exhibits “A” and “B” summarize just a small portion of the massive amounts of data and information we considered.

Now the real work begins as we commit ourselves to the execution of these plans. Now is the time to dedicate the necessary resources as we prioritize our efforts and work diligently to achieve this blueprint; the 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 our parish 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 understanding of WHY Saint John The Divine in Jacksonville exists: “Just as God first loved us while we were still sinners”, our parish will welcome all people seeking

LOVE, PEACE, SALVATION and TRUTH.



**PART
ONE**

THE PROCESS

MISSION

SWOT

CORE VALUES

VISION

STRATEGIC GOALS

THE PROCESS

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?

Why do we, Saint John The Divine, exist? We must be able to articulate why we exist and why anyone should want to be a part of our Church. Understanding one's "Why" is Biblical: "Men, why are you doing these things?" Through this Strategic Plan, Saint John The Divine commits to emulate the kingdom of God. We unequivocally state our "Why":

"Just as God first loved us while we were still sinners", Saint John The Divine will welcome all people seeking LOVE, PEACE, SALVATION and TRUTH.

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."

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..." 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."

1 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?

THE PROCESS

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 in Part 3, Exhibits "A" and "B".

All of this data and information inevitably leads to the conclusion that to thrive in the current millennium, our Parish 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.

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.

2 Where are we now? SWOT Analysis

This step consists of a factual assessment of current strengths, weaknesses, opportunities, threats, programs, talents and financial resources and needs. This is our SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

3 Where do we want to be? Our Vision; our Desired Future State

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.

4 How will we get there? Our Goals and Action Plan

This is where specific activities are outlined in each area which we determine to be critical in making our vision a reality.

Process Background and Status

Having identified the need for the creation of an improved operational platform for SJTD, we had the good fortune of learning of the work of Bill Marianes as he led the Metropolis of San Francisco and the Metropolis of Atlanta through their comprehensive Strategic Planning Processes. We are indebted to Bill for having selflessly given himself to the leadership of the SJTD Strategic Planning Process. Following are the steps we have taken together under his leadership and the results of our Planning Process:

Step ONE

Strategic Planning Opening Retreat September 2015

Step TWO

Task Force Meetings and Conference Calls to create SMART Goals and Action Plans

Step THREE

Strategic Planning Second Retreat August 2016 for Feedback and Consensus Building

Step FOUR

Writing and Communication of the Strategic Plan

Step FIVE

Presentation of the Final Strategic Plan at our upcoming June 2017 Rollout Retreat

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."

The Mission of Saint John The Divine is to proclaim the Holy Gospel by teaching and spreading the Orthodox Christian Faith in a dynamic and welcoming community devoted to serving all people who seek a growing relationship with Jesus Christ.

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!" At the September 2015 Strategic Planning Retreat, 75 parishioners assessed the many Strengths, Weaknesses, Opportunities and Threats which had been identified through a survey to our entire membership. 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 parish and the world around us continue to change.

SWOT ANALYSIS

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

To maximize the effectiveness and results of any Strategic Plan, the various Strategic 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:

SJTD STRENGTHS

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

- Leadership of clergy, staff and council
- Diversity of parishioners and multi-generational parish
- Outreach (external) and Ministries (in reach)
- Use of technology
- Strong sense of family, tradition, and culture
- Philoxenia: welcoming hospitality for all
- Historic Orthodox faith (belief system)
- Financial well-being of the parish

SJTD WEAKNESSES

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

- Lack of volunteer engagement, organization, and participation with ministries
- Lack of ministry transparency, accountability and effectiveness
- Greek language and cultural barriers
- Lack of engagement in church services
- Insufficient newcomer experience
- Lack of understanding and education of Orthodoxy
- Lack of young adult participation
- Facilities

SJTD OPPORTUNITIES

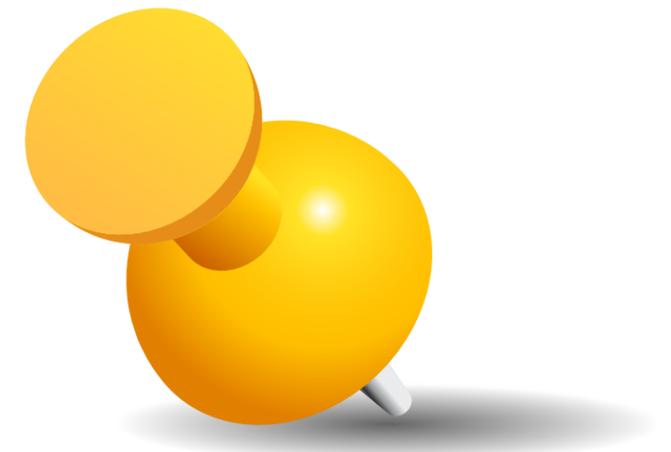
Opportunities include external chances to improve our performance in our environment.

- Orthodoxy is the authentic original church
- Expand/enhance the use of technology
- Growing number of unchurched resulting in opportunity to evangelize
- Community service opportunities
- Opportunities for both Orthodox and Non-Orthodox (programs and leveraging best practices)

SJTD THREATS

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

- Mega Churches: The perception that Mega is More: entertaining, inclusive, accessible, focused on family programming, communicative
- Ethnicity can be perceived as exclusionary. Ethnic is Less: inclusive, accessible, relevant to others, well attended
- Orthodoxy less known, more complicated, more disciplined
- Secularism
- Competing priorities
- Old fashioned: Increasingly high tech cultural orientation while church is low tech oriented



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.



After numerous small and large group discussions, the Strategic Planning Committee agreed by consensus that the following Core Values should guide our Parish in everything we do. We will strive to have:

- Christ-centeredness
- Love
- Acceptance, inclusion and mutual respect
- Accessibility for all
- Evangelism
- Positivity in messaging
- Orthodox alignment
- Integrity, accountability and transparency
- Education
- Service
- Growth
- Fellowship
- Stewardship
- Relevance
- The church as family
- Investment in and empowerment of Youth

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” After numerous and extensive group discussions, the Planning Committee by consensus agreed upon the following Vision for SJTD.

Saint John The Divine will be a **SPARK** that proclaims and witnesses the Good News of Jesus Christ and the Orthodox Church by:

Serving **P**raying **A**cepting **R**elating **K**nowing

STRATEGIC GOALS

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.” “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.”

The Planning Committee used the “SMART” goal process to ensure that each Strategic Goal was: Specific, Measurable, Attainable, Realistically written, and had a precise Timeline. This discipline will help better ensure that each Strategic Goal will be 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?
- **Timely:** 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 and organized over 800 specific strategic items from our survey that addressed the Weaknesses, Opportunities and Threats. We determined which 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 800 items and organized them into seven Strategic Areas of Focus and formed Strategic Task Forces to systematically consolidate and address the items in each Strategic Area.

The Seven Strategic Areas of Focus are:

- Education
- Engagement and Accessibility
- Ministries
- Outreach and Evangelism
- Stewardship and Finance
- Technology and Communications
- Youth and Young Adults



STRATEGIC GOALS

13 STRATEGIC GOALS

In the months between the two strategic planning retreats, the Planning Committee divided itself into these seven Strategic Task Forces and began to develop a reasonable number of the most important specific SMART Strategic Goals to be achieved in their Strategic Area. At a second two-day retreat, the Planning Committee thoroughly discussed and agreed upon a 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.

The summary titles for the 13 SMART goals in the 7 Strategic Areas of Focus are:

EDUCATION



1.1 – Church Services Education

Within 24 months, we will develop, publish and teach a series of educational programs that effectively explain and teach the Divine Liturgy, memorials, artoklasia, key Pascha and other significant church services to audiences of different ages.

1.2 - Best Practices Youth Education Program

- (a) Within 10 months, we will complete a detailed analysis of our youth and adult educational curriculum and programs and identify areas for improvement or new and better programs; and
- (b) Within 12 months thereafter, we will develop and fully implement our “best practices” adult and youth education curriculum and programs.

ENGAGEMENT AND ACCESSIBILITY



2.1 – Dynamic Worship Engagement Process

Within 2 years, we will develop and implement a process to more fully engage our parishioners in a dynamic worship experience.

2.2 – Newcomer Welcoming and Engagement

Within 1 year, we will develop and implement a process that ensures our newcomers are fully embraced and welcomed.

MINISTRY



3.1 – Council of Ministries

Within 12 months, we will establish a Council of Ministries and process that ensures that each Parish Ministry establishes and achieves its own strategy to accomplish meaningful and measurable operational goals with the appropriate human and other resources.

STRATEGIC GOALS

EVANGELISM AND OUTREACH



4.1 – Evangelism Team

Within 2 years, we will establish, train and implement an Evangelism Team that effectively witnesses and proclaims the Good News of Jesus Christ and the Orthodox faith within our community and beyond.

4.2 – Signature Outreach Ministries

Within 2 years, we will successfully implement 2 new signature outreach ministries.

STEWARDSHIP AND FINANCE



5.1 – Comprehensive Stewardship Program

Within 9 months, we will develop and initiate a comprehensive and effective Stewardship Program, which we will fully implement within 6 months thereafter.

5.2 – Planned Giving Program

Within 2 years, we will develop and implement a planned giving program for estate and legacy gifts.

5.3 – Long Range Parish Financial Plan

Within 12 months, we will develop and receive Parish approval of a comprehensive and transparent long range financial forecast and plan for the Parish that is updated and shared with the Parish at least annually thereafter.

TECHNOLOGY AND COMMUNICATIONS



6.1 – Best practices Communications Tools and Strategies

Within 2 years, we will develop and implement a comprehensive strategy for the most effective use of best-practices technological and communications tools to better reach and serve our parishioners and share Orthodox Christianity in our community and globally.

6.2 – Parish Buildings Technology Implementation

Within 18 months, we will complete a technology construction and implementation plan to ensure all Church buildings incorporate the latest and most effective technology available that is fully utilized by our parishioners.

YOUTH AND YOUNG ADULTS



7.1 – Comprehensive Youth and Young Adult Ministry

Within 1 year, we will develop a comprehensive youth and young adult ministry focusing on enhancing spiritual engagement, fellowship and service, that we will fully implement over the next 18 months thereafter.

CAN WE DO THIS?

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 can be put to the best use for God's greater glory and for our salvation. And all of us working together can achieve the unimaginable. Just as our Lord appointed 70 Disciples to go to "every city and place" and preach the word, so too must all of us in this Church Family become disciples and share the good news. This Strategic Plan affords each of us that opportunity.

Implementation of Action Plans for 7 Strategic Goals and Accountability.

There are 4 important P's in successfully accomplishing a Strategic Plan!

1. Process: use the right Process;
2. People: recruit the right People;
3. Planning: develop the best, practical Plan; and
4. Performance: Perform effectively and fully implement the plan.

We believe that with God's grace and the 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.

The initial hard work of the Planning Committee and Facilitator is now complete with the publishing of this Strategic Plan.

What remains is the most critical and difficult step, namely the performance and implementation of this Strategic Plan.

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. Each Strategic Task Force will now be reconstituted as an Implementation Task Force (ITF). Each ITF will have a Task Force Coordinator who is the individual primarily responsible for ensuring that the team working on that Strategic Goal stays on track and on schedule. Each Implementation Task Force will include some members of the initial planning team, as well as large numbers of additional individuals from throughout our Parish, with the possible addition of knowledge specialists from outside of our Parish.



YES WE CAN!

Accountability

We are also implementing our core value of accountability and transparency to the process. As you can see, every action plan step for all 7 Strategic Goals is clearly measurable and has a deadline. We will be regularly and publicly reporting on our progress. We have also instituted multiple feedback and accountability loops to ensure that we stay on track and are focused on achieving success. All of this will be publicly tracked and reported on our SJTD website (<http://stjohnthedivinejax.org/our-parish/strategic-planning>) and will be shared with the parishioners at our June 2017 Rollout by our Head Coaches, Chris Regas and Maria Chrissovergis.

Communications

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. The Implementation Team Head Coaches, Parish Council, and Task Force Coordinators will be regularly communicating to the faithful of SJTD the latest updates regarding our progress. The SJTD website and other publications will be reformatted to feature active links and content to each of the elements of our Vision and 7 Strategic Goals. By regularly communicating our progress and successes we will make our Strategic Plan both real and achievable.

Conclusion

We want as many of our faithful as possible involved in the transformational improvements that will result from this exciting Strategic Plan.

If you want more information, or to volunteer, please contact our church office, our Head Coaches, or any of the Implementation Task Force Coordinators listed below. You can always access this entire Strategic Plan, and check out our progress, which will be regularly updated, by going to stjohnthedivinejax.org/our-parish/strategic-planning.

There is plenty of room for the active engagement of every person and organization in our Parish that is prepared to ensure that Saint John The Divine welcomes all people seeking LOVE, PEACE, SALVATION and TRUTH by achieving our Vision.

Saint John The Divine will be a SPARK that proclaims and witnesses the Good News of Jesus Christ and the Orthodox Church by: SPARK





**PART
TWO**

**13 SMART
STRATEGIC GOALS
AND
IMPLEMENTATION TEAM**

1.1 EDUCATION

COORDINATOR: GEM MANN



1.1 – Church Services Education

Goal Captain: David Wainer

Within 24 months, we will develop, publish and teach a series of educational programs that effectively explain and teach the Divine Liturgy, memorials, artoklasia, key Pascha and other significant church services to audiences of different ages.

Specific Key Actions Necessary To Achieve Education Goal 1.1
1. Form Education Task Force 1.1 (“ETF1.1”).
2. Identify the church services and audiences to be taught and research existing programs in various media that explain and teach such services in order to outline the most informative and impactful ways to teach such services and to see if an existing substantive content could be used.
3. Using the best aspects of existing resources and the strengths of our clergy and pastoral assistant, parse the chosen services into sections and draft the teaching scripts for each section and each service that explain it in relevant language for different audiences.
4. Secure the services of a producer and equipment needed to develop the chosen media and determine manner and timing of the production. Develop a budget if this is not donated.
5. Create programs schedule.
6. Produce and edit the content and provide to task force members for review and feedback.
7. Provide content to focus groups for review and feedback.
8. Based on feedback, enhance content as needed and finalize.
9. Publish content in best delivery vehicle and promote the availability of the programs.
10. Create schedule for delivery of programs and create teaching schedule for different audiences.
11. Evaluate teaching programs and monitor analytics, usage and feedback of programs from all sources and make improvements and continue improving training and developing new programs.
12. Create content management team to monitor and respond to feedback from programs.

1.1 EDUCATION

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain	1 month from Start Date	ETF1.1 team members agree to serve
ETF1.1	3 months after step 1	Services identified and research completed on existing programs and most impactful way to teach them, tests conducted and feedback examined to ensure effectiveness of media content to for select audience
ETF1.1	6 months after step 2	Scripts for each section and service are finalized and tests are conducted to evaluate the effectiveness
ETF1.1	1 month after step 3	Scripts for each section and service are finalized and tests are conducted to evaluate the effectiveness
ETF1.1, Clergy, Producer, Talent	1 month after step 4	Programs schedule is finalized
ETF1.1	4 months after step 5	A program for each section will exist
ETF1.1	1 month after step 6	Program for each section will exist
ETF1.1	3 months after step 7	Program for each section will exist
ETF1.1	1 month after step 8	Programs will be online
ETF1.1	2 months after step 9	Teaching programs scheduled and delivered
ETF1.1	1 month after step 10	Programs evaluated, improved and new program developed
ETF1.1	1 month after step 10	Content management team sleeted and operational

1.2 EDUCATION



1.2 - Best Practices Youth Education Program

Goal Captain 1.2: David Wainer

(a) Within 10 months, we will complete a detailed analysis of our youth and adult educational curriculum and programs and identify areas for improvement or new and better programs; and
(b) Within 12 months thereafter, we will develop and fully implement our “best practices” adult and youth education curriculum and programs.

Specific Key Actions Necessary To Achieve Education Goal 1.2
1. Form Education Task Force 1.2 (“ETF1.2”).
2. Identify the topics that should be addressed in SJTD’s religious education programs across the various age groups. Research best practices and curriculum and compare to ours in order to determine the needs of the SJTD’s religious education programs.
3. Obtain feedback from the students and youth and adult teachers from our and other communities about the effectiveness of various teaching materials. Identify programs that need improvement or modification (to schedule or method) or replacement.
4. Using the revised needs list, evaluate existing resources in each area to determine how best to address each need (text, video, etc.).
5. Prioritize the needs based on importance and how each recommendation can be best implemented in terms of cost, training, and time.
6. Revise educational programs needing improvement and develop new programs for those that need to be replaced, rolling them out as they are completed.
7. Evaluate the effectiveness of each implemented program and identify areas needing further improvement.
8. Revise programs based on feedback.

1.2 EDUCATION

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain	1 month from Start Date	ETF1.2 team members agree to serve
ETF1.2	3 months after step 1	Curriculum topics identified and best practices research complete
ETF1.2	2 months after step 2	Research completed regarding programs needing improvement and those needing replacement
ETF1.2	3 months after step 3	Evaluation completed
ETF1.2	1 month after step 4	Prioritized needs list is created
ETF1.2	9 months after step 5	Complete revision or development of new programs.
ETF1.2	2 months after step 6	Evaluate effectiveness at each level
ETF1.2	1 month after step 7	Programs revised

2.1 ENGAGEMENT & ACCESSIBILITY

COORDINATOR: LLOYD REGAS



2.1 Dynamic Worship Engagement Process

Goal Captain 2.1: Chris Rogan

Within 2 years, we will develop and implement a process to more fully engage our parishioners in a dynamic worship experience.

Specific Key Actions Necessary To Achieve Engagement and Accessibility Goal 2.1
1. Form Engagement and Accessibility Task Force 2.1 (“EATF2.1”) including clergy and other outside experts as needed.
2. Develop data collection methods and tools (e.g., surveys, personal interviews, web solicitations, and original research from other Orthodox and non-Orthodox sources) that will effectively capture church engagement and accessibility barriers data and input with a consistent methodology from the widest possible spectrum of our church body and beyond (including people who do not currently attend, those that have only visited once, and those that have never visited before, youth, seniors, converts, young families, newlyweds, Orthodox, non-Orthodox, friends that have never attended, etc.)
3. Execute approved data collection methods and tools and collect church engagement and accessibility barriers data (including research from similar work already done in Orthodox and non-Orthodox churches and how they addressed these issues).
4. Compile research and data from steps 2 and 3 existing processes, best practices research and visitor’s experiences and review and analyze results and data and identify areas needing improvement and areas that work well already
5. Develop prioritized list of church engagement and accessibility barriers that can be effectively addressed.
6. Develop strategy to address prioritized list of church engagement and accessibility barriers that can be effectively addressed (including alternatives, budgets and highest priority needs), and including a detailed action plan for each barrier, and an expected timeline to completion for each.
7. Execute implementation of action plans in order of priority established in step 7
8. Announce/publicize the completion of each implementation as “wins” to help create momentum and support.
9. Develop a measurement system to assess on-going effectiveness of the implemented changes and ensure modifications are made as necessary to improve effectiveness and constant alignment with our overall church vision.

2.1 ENGAGEMENT & ACCESSIBILITY

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
EATF2.1	1 month from Start Date	EATF2.1 team members agree to serve
EATF2.1	2 months after step 1	Comprehensive data collection plan and tools created
EATF2.1	4 months after step 3	Minimum acceptable level of data collected from each of the identified constituent groups
EATF2.1	2 months after step 4	Analysis report complete
EATF2.1	1 months after step 4	Prioritized addressable church engagement and accessibility barriers are determined
EATF2.1	3 months after step 5	Each barrier has a written action plan as well as the expected timeline to implement the solution
EATF2.1	11 months after step 6	Action plans implemented
EATF2.1	On going during step 7	Communicated via master communication plan
EATF2.1	Ongoing after step 8	Changes are made and implemented to individual solution plans

2.2 ENGAGEMENT & ACCESSIBILITY



2.2 Newcomer Welcoming and Engagement

Goal Co-Captains:
Steve Crenshaw, Laurie Bacalis

Within 1 year, we will develop and implement a process that ensures our newcomers are fully embraced and welcomed.

Specific Key Actions Necessary To Achieve Engagement and Accessibility Goal 2.2
1. Form Engagement and Accessibility Task Force 2.1 ("EATF2.1") including clergy and other outside experts as needed.
2. Develop data collection methods and tools (e.g., surveys, personal interviews, web solicitations, and original research from other Orthodox and non-Orthodox sources) that will effectively capture church engagement and accessibility barriers data and input with a consistent methodology from the widest possible spectrum of our church body and beyond (including people who do not currently attend, those that have only visited once, and those that have never visited before, youth, seniors, converts, young families, newlyweds, Orthodox, non-Orthodox, friends that have never attended, etc.)
3. Execute approved data collection methods and tools and collect church engagement and accessibility barriers data (including research from similar work already done in Orthodox and non-Orthodox churches and how they addressed these issues).
4. Compile research and data from steps 2 and 3 existing processes, best practices research and visitor's experiences and review and analyze results and data and identify areas needing improvement and areas that work well already
5. Develop practical and effective strategies and specific action plans to address all needs and best practices solutions
6. Implement action plans
7. Develop and implement a measurement system to manage on-going effectiveness of the implemented changes and ensure constant alignment with our overall church vision.

2.2 ENGAGEMENT & ACCESSIBILITY

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
EATF2.2	1 month from Start Date	EATF2.2 team members agree to serve
EATF2.2	3 months after step 1	Analysis report of current welcoming processes and other best practices is completed
EATF2.2	Contemporaneous with step 2	Interviews completed and report findings to Goal Captain
EATF2.2	3 months after step 3	Final research report completed
EATF2.2	2 months after step 3	Action Plans completed
EATF2.2	1 month after step 5	Schedule is maintained
EATF2.2	After step 6	Changes will be made to welcoming plan initiatives

3.1 MINISTRY

COORDINATOR: PETE CARANTZA



3.1 Council of Ministries

Goal Captain : Deno Hicks

Within 12 months, we will establish a Council of Ministries and process that ensures that each Parish Ministry establishes and achieves its own strategy to accomplish meaningful and measurable operational goals with the appropriate human and other resources.

Specific Key Actions Necessary To Achieve Ministry Goal 3.1
1. Form Ministry Task Force 3.1 ("MTF3.1")
2. Research and identify church ministries, along with best practices in ministry organization and operation from both Orthodox and non Orthodox sources.
3. Research Council of Ministries methodology and develop a plan for implementing a Council of Ministries.
4. Based on research in step 2, create uniform best practices for SJTD ministries and mini strategic planning tools.
5. Based on research, develop criteria and a process to perform an initial assessment of all existing SJTD ministries, their membership and leadership objective and effectiveness.
6. Meet with and conduct initial assessments of all existing SJTD ministries based on process developed in step 5 and provide specific improvement plans, as required.
7. Identify gaps in SJTD ministry offerings by surveying Parish and research based in step. 2.
8. Based on research in step 3, organize first meeting of Council of Ministries and provide results of initial assessments and improvement plans, uniform best practices, mini-strategic planning tools, and gaps in SJTD ministries.
9. Council of Ministries meets at least quarterly and implements and monitors plans for the improvement of existing ministries, the development of new ministries from gap analysis in step 7, as well as assessing on-going effectiveness of the Ministries and making modifications as necessary to improve effectiveness and constant alignment with our overall church vision.

3.1 MINISTRY

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain	1 month from Start Date	MTF3.1 team members agree to serve
MTF3.1	3 months after step 1	Ministries and best practices are identified.
MTF3.1	3 months after step 1 (concurrent with step 2)	Implementation plan for Council of Ministries is finalized
MTF3.1	3 months after step 1 (concurrent with steps 2 and 3)	Uniform Best Practices and strategic planning tools are created and agreed upon
MTF3.1	Uniform Best Practices and strategic planning tools are created and agreed upon	Assessment criteria and process are established and complete
MTF3.1	6 months after steps 2-5	Existing Ministries assessment completed
MTF3.1	4 months after step 6	Surveys are completed and gaps are identified.
MTF3.1 and Council of Ministries	1 month after step 7	Council of Ministries inaugural meeting held
Council of Ministries	Starting 3 months after step 8 and continuously thereafter	Regular assessments and modifications are implemented

4.1 EVANGELISM & OUTREACH

COORDINATOR: TED PAPPAS



4.1 Evangelism Team

Goal Captain: Wendy Regas

Within 2 years, we will establish, train and implement an Evangelism Team that effectively witnesses and proclaims the Good News of Jesus Christ and the Orthodox faith within our community and beyond.

Specific Key Actions Necessary To Achieve Engagement and Accessibility Goal 4.1
1. Form Outreach & Evangelism Task Force 4.1 ("OETF4.1")
2. OETF4.1 conducts comprehensive research to determine best in class Evangelism methods, training, resources, materials and content from Orthodox and non Orthodox parishes and produces a report of best practices
3. A best practices Evangelism Ministry program is developed and includes content, methods and materials with a focus on inactive Orthodox, the unchurched, seekers from other faiths, and interfaith spouses/families.
4. Develop an Evangelism Ministry training program to train the Evangelism Ministry team on how to best implement the Evangelism Program
5. Recruit to OETF4.1 Individuals willing and capable of providing excellent training and train them to deliver the program.
6. The Evangelism Ministry program is communicated to the Parish
7. An Evangelism Ministry Team is recruited to join OETF4.1 and properly trained
8. Evangelism Ministry Team develops a pilot contact list, pilots the Evangelism Program and determines and adjusts for Lessons Learned
9. Evangelism Ministry begins full implementation within the Parish
10. Develop and implement a follow up assessment and measurement system and time table to assess ongoing effectiveness based on the outcome of Evangelism contact and ensure constant alignment with our overall church vision and update materials, plan and ministry based on assessment results

4.1 EVANGELISM & OUTREACH

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Evangelism Strategic Planning Team	1 month from Start Date	OETF4.1 team members agree to serve
OETF4.1	4 month(s) after step 1	Evangelism Best Practices Report is completed
OETF4.1	4 month(s) after step 2	Recommended Evangelism Program is completed
OETF4.1	2 month(s) after step 4	Training Program is developed
OETF4.1		Trainers are recruited and trained
OETF4.1 and EMT	1 month after Step 5	Parish communications are Town Hall Meeting occurs and Meeting is conducted regarding the Evangelism Ministry Program
OETF4.1 and EMT	3 months after step Step 6	Evangelism Ministry Team is recruited and trained
EMT	6 months after step Step 7	Pilot and Lessons Learned are complete and Evangelism Program is revised as needed
EMT	1 month after Step 8	Evangelism Ministry is formally rolled out
EMT	Starting 4 months after step 9 and continuously thereafter	Evangelism Program is revised as needed and success is determined

4.2 EVANGELISM & OUTREACH



4.2 Signature Outreach Ministries

Goal Captain: Kati Crenshaw

Within 2 years, we will successfully implement 2 new signature outreach ministries.

Specific Key Actions Necessary To Achieve Engagement and Accessibility Goal 4.2
1. Form Outreach & Evangelism Task Force 4.2 ("OETF4.2")
2. OETF4.2 develops a baseline inventory of all current Parish Outreach Programs, including the number and demographic of the participants and the area served, structure, and effectiveness.
3. OETF4.2 conducts comprehensive research to determine best in class Outreach methods, structure and success factors from Orthodox and non Orthodox parishes, producing a best practices report
4. Compile a comprehensive list of local, national and international charitable organizations, their activities and overall effectiveness.
5. OETF4.2 develops and conducts a survey to determine what areas of Outreach are most important to the Parish
6. Develop strategy, budget, fund raising mechanism and plan for 2 Signature Outreach Ministries (1 local and 1 national/international) based on data from steps 2-5 including date, time and expected results
7. The 2 Signature Outreach Ministries are promoted to the Parish
8. Determine, qualify and recruit effective Outreach Ministry Team to OETF4.2.
9. Signature events are planned, branded, advertised, and implemented
10. Develop and implement a follow up assessment and measurement system and time table to assess ongoing effectiveness based on the outcome of Evangelism contact and ensure constant alignment with our overall church vision and update materials, plan and ministry based on assessment results

4.2 EVANGELISM & OUTREACH

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain and Goal Captain	1 month from Start Date Captain and Goal Captain	OETF4.2 team members agree to serve
OETF4.2	4 month(s) after step 1	Outreach Inventory is complete
OETF4.2	4 month(s) after step 1 (concurrent with step 2)	Outreach Best Practices Report is completed
OETF4.2	4 month(s) after step (concurrent with steps 2 and 3)	Comprehensive list of Charitable Organizations is complete
OETF4.2	4 month(s) after step 1, (concurrent with steps 2-4)	Outreach Survey is distributed and results compiled
OETF4.2	3 month(s) after step 5	Recommended Signature Outreach Ministries are completed
OETF4.2	1 month after Step 6	Communications regarding the 2 Signature Outreach Events are sent and talked about from the Pulpit
OETF4.2	3 months after Step 6 concurrent with step 7	Outreach Ministry Team (OMT) is recruited
OMT	Continuously over the 12 months after step 8	Signature Events are Completed
OMT	Beginning 3 months after step 9 and continuously thereafter	Ministry is revised as needed and success is determined

5.1 STEWARDSHIP & FINANCE

COORDINATOR: GEORGE STAVROS



5.1 Comprehensive Stewardship Program

Goal Captain: George Stavros

Within 9 months, we will develop and initiate a comprehensive and effective Stewardship Program, which we will fully implement within 6 months thereafter.

Specific Key Actions Necessary To Achieve Strategic Goal 5.1
1. Form Stewardship and Finance Goal 1 Task Force ("SFTF5.1")
2. Identify at least 5 effective church stewardship programs and comprehensive strategies (whether Orthodox or non-Orthodox and including the new Metropolis of Atlanta Igniting the Flame of True Orthodox Christian Stewardship Program) and identify the associated metrics for stewardship participation and growth.
3. Gather and analyze comprehensive SJTD stewardship historical data including, financial and non financial data and information.
4. Utilizing Igniting the Flame of True Stewardship Orthodox Christian Stewardship Program, best practices identified in step 2 stewardship research, and past historical successes in the SJTD stewardship programs, develop a comprehensive SJTD Stewardship Program
5. Based on historical and best practices information gathered and other key predictive factors, create forecast reasonable and stretch stewardship goals for the next five years
6. Obtain necessary approvals to implement new SJTD Stewardship Program
7. Recruit new Stewardship team to join SFTF1
8. Develop Action Plan and associated schedule for the implementation of SJTD Stewardship Program
9. Begin implementation of Stewardship Program in accordance with Action Plan
10. Develop and implement a follow-up assessment and measurement system to assess on-going effectiveness and ensure constant alignment with our overall church vision and update Stewardship programs materials, plan and ministry based on assessment of results.

5.1 STEWARDSHIP & FINANCE

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain and Goal Captain	1 month from Start Date	SF1TF team members agree to serve
SFTF1	3 months after step 1	Research is complete and summarized
SFTF1	Simultaneously with step 2	Information gathered and analysis completed
SFTF1	3 months after step 3	Draft SJTD Stewardship Program Completed
SFTF1	Simultaneously with step 4	Five year participation goals projected
SFTF1	1 month after step 5	Approvals obtained
SFTF1 and Parish Priest	Simultaneously with step 6	Stewardship team agrees to serve
SFTF1 and Stewardship Committee	1 months after step 7	Action plan completed
SFTF1 and Stewardship Committee	1 month after step 8	Plan has begun
SFTF1 and Stewardship Committee	Starting 3 months after step 9 and continuously thereafter	Stewardship Program is revised as needed and success is determined

5.2 STEWARDSHIP & FINANCE



5.2 – Planned Giving Program

Goal Captain: Athena Mann

Within 2 years, we will develop and implement a planned giving program for estate and legacy gifts.

Specific Key Actions Necessary To Achieve Strategic Goal 5,2
1. Form Stewardship and Finance Goal 5.2 Task Force (“SFTF2”)
2. Identify at least 5 effective Planned and Legacy Giving programs (including Orthodox, non-Orthodox Church and non-profit programs) and gather strategies identified as key factors in success of Legacy Giving programs
3. Gather and analyze SJTD’s historical data on legacy giving
4. Meet with financial planners/advisors to gather best practices information on legacy planning
5. Based on information gathered, SJTD historical data & trends, develop Legacy Giving Program and implementation strategy
6. Obtain necessary approvals to implement new proposed SJTD Legacy Giving Program
7. Recruit individuals to work on the implementation of the SJTD Legacy Giving program
8. Develop Action Plan and associated schedule for the implementation of Legacy Giving Program
9. Begin implementation of Legacy Giving Program in accordance with Action Plan
10. Develop and implement a follow-up assessment and measurement system to assess on-going effectiveness and ensure constant alignment with our overall church vision and update Legacy giving programs materials, plan and ministry based on assessment of results.

5.2 STEWARDSHIP & FINANCE

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain and Goal Captain	1 month from Start Date	SF2TF team members agree to serve
SFTF2	4 months after step 1	Research is complete and summarized
SFTF2	Simultaneously with step 2	Information gathered, analysis complete and summarized
SFTF2	Simultaneously with step 2	Meetings held and best practices summarized
SFTF2	4 month after step 4	Plan established
SFTF2	1 month after step 5	Approvals obtained
SFTF2 and Parish Priest	1 month after step 6	Individuals Selected
SFTF2 and Legacy Committee	3 months after step 7	Action plan completed and plans established for communication methods and approaches
SFTF2 nd Legacy Committee	3 months after step 8	Plan being implemented
SFTF2 nd Legacy Committee	Starting 3 months after step 9 and continuously thereafter	Stewardship Program is revised as needed and success is determined

5.3 STEWARDSHIP & FINANCE



5.3 – Long Range Parish Financial Plan

Goal Captain: Farley Grainger

Within 12 months, we will develop and receive Parish approval of a comprehensive and transparent long range financial forecast and plan for the Parish that is updated and shared with the Parish at least annually thereafter.

Specific Key Actions Necessary To Achieve Strategic Goal 5,3
1. Form Stewardship and Finance Goal 5.3 Task Force ("SFTF3")
2. Collect (a) comprehensive Parish historical financial data and information, including all income and expenses; and (b) similar trend information from other similarly situated parishes.
3. Analyze and determine trends with historical data and church attendance and make future projections of revenues and expenses.
4. Assess the parish's current and future financial needs, including for mission and ministries and determine projected costs.
5. Assess and determine: (a) future operating and maintenance (O&M) and capital expenses for existing and new proposed church facilities over next 5 years; (b) Determine funding requirements for new Church and Family Life Center including any debt financing; and (c) all assumptions for projections.
6. Draft a long range financial forecast covering the next 5 years.
7. Present long range financial forecast to Parish Council and Community for approval
8. Begin implementation of financial forecast to include annual update
9. Develop and implement a follow-up assessment and measurement system to assess on-going effectiveness and ensure constant alignment with our overall church vision and update Plan based on assessment of results.

5.3 STEWARDSHIP & FINANCE

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain and Goal Captain	1 month from Start Date	SF3TF team members agree to serve
SFTF3	2 months after step 1	Information is gathered and research is complete and summarized
SFTF3	3 months after step 2	Analysis is complete and summarized
SFTF3	Simultaneously with step 3	Analysis complete and summarized
SFTF3	4 month after step 4	Five year projections finalized
SFTF3	Simultaneously with step 5	Five year long range forecast is completed
SFTF3	1 month after step 6	Parish Council and Community Approves Plan
SFTF3	1 month after step 7	Plan implementation begins
SFTF3	Starting 3 months after step 9 and continuously thereafter	Plan is revised as needed and success is determined



6.1 – Best practices Communications Tools and Strategies

Goal Captain: Niko Kyritsis

Within 2 years, we will develop and implement a comprehensive strategy for the most effective use of best-practices technological and communications tools to better reach and serve our parishioners and share Orthodox Christianity in our community and globally.

Specific Key Actions Necessary To Achieve Strategic Goal 6.1
1. Form Technology/Communications Strategic Goal 1 Task Force ("TCTF6.1")
2. Conduct a comprehensive analysis of our technological and communications tools to include internal tools (office systems, audio and video programs, email, written communications) and external tools (web, broadcast, application, and social media) to determine usage, penetration, and preferred means of communication.
3. Take the information from our internal tools analysis and determine which of our internal and external tools we will "refresh" "replace" or "expand" while we remain in our current Church buildings and which we will wait until we move into our new Church buildings and how we will implement them then.
4. Establish a comprehensive communications plan that will take the external tools' analysis and make desired changes/additions to all of our communications and technological tools to increase our communications and technology effectiveness.
5. Develop a comprehensive communications education plan for parishioners of all ages and technological capabilities that will provide basic instruction to SJTD parishioners on our current communications and technological tools and how to more fully use them, and recruit trainers.
6. Conduct parishioner training of different types for different categories of parishioners.
7. Develop and implement a follow-up assessment and measurement system to assess on-going the effectiveness of communications and technology solutions and ensure constant alignment with our overall church vision and update strategies, tools, training and policies based on assessment results.
8. Identify and hire a full-time SJTD communications/media staff person who will coordinate and synchronize our best practices to come up with the most effective use of our technological tools.

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain	1 month from Start Date	TCTF6.1 team members agree to serve
TCTF6.1	4 months after step 1	The research and data accumulations will be completed
TCTF6.1	4 months after step 2	A written plan of action for each addressable item from Step 2 is completed
TCTF6.1	4 months after step 3	The ministry is established and the best practices changes identified in Step 3 are implemented
TCTF6.1	4 months after step 4	All SJTD parishioners will have had the opportunity to learn how to use our technological tools
TCTF6.1 and trainers	4 months after step 5	As many parishioners as possible have participated in some form of training program
TCTF6.1	Beginning 3 months after step 4 and continuously thereafter (concurrently with 4 & 5)	Solutions, tools, programs and policies are assessed and revised as needed
TCTF6.1	Within 3 months of when funding is available	Communications/Media full-time staff person is hired

6.2 TECHNOLOGY & COMMUNICATIONS



6.2 – Parish Buildings Technology Implementation

Goal Captain: Mike Antonopoulos

Within 18 months, we will complete a technology construction and implementation plan to ensure all Church buildings incorporate the latest and most effective technology available that is fully utilized by our parishioners

Specific Key Actions Necessary To Achieve Strategic Goal 6.2
1. Form Technology/Communications Strategic Goal 2 Task Force (“TCTF6.2”)
2. Embed several TCTF6.2 members on to the SJTD Building Committee, as plans take shape for the Church buildings
3. Develop a comprehensive technology plan that includes a robust hybrid network for the Church buildings, expanded use of audio and video, and a dedicated media location in the Church from which all sound, video, and broadcast functions are controlled.
4. Price this comprehensive technology plan to ensure it is included in the budget for the Church buildings.
5. Develop a comprehensive technology training plan that will consider who will operate and who will maintain the technology, and provide detailed classroom and hands-on instruction for operations and maintenance.
6. Develop a comprehensive technology security plan that will support the other plans through acceptable use policy, prohibitions, etc.
7. Develop a comprehensive “tech refresh” policy to address bringing new technology online, both during the building process and following completion of the new Church buildings.
8. Assist in implementation of new technology in church buildings.
9. Develop a “Lessons Learned” system to assess the effectiveness of technology solutions and ensure constant alignment with our overall church vision and update strategies, tools, training and policies based on assessment results.

6.2 TECHNOLOGY & COMMUNICATIONS

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain	1 month from Start Date	TCTF6.2 team members agree to serve.
TCTF6.2	2 months after step 1	TCTF6.2 members are incorporated into the SJTD Building Committee.
TCTF6.2	6 months after step 1	Robust technology plan is completed
TCTF6.2	3 months after step 3	All Church building plans include detailed technology cost figures.
TCTF6.2	5 months after step 4	The Church has a cadre of trained individuals who can operate and maintain the technology.
TCTF6.2	Simultaneous with step 5	SJTD has a published and implemented a Technology Security Plan.
TCTF6.2	3 months after step 6	The “tech refresh policy is established
TCTF6.2	During construction of new church	Whatever assistance is required to ensure new Church buildings are outfitted with the most advanced technology available at an affordable cost is delivered
TCTF6.2	Beginning 3 months after new church is fully occupied and technology solutions are being used, and continuously thereafter	Solutions, tools, programs and policies are assessed and revised as needed

7.1 YOUTH AND YOUNG ADULTS

COORDINATOR: ALYSSA KYRITSIS



7.1 Comprehensive Youth and Young Adult Ministry

Goal Captain: Anthony Hicks

Within 1 year, we will develop a comprehensive youth and young adult ministry focusing on enhancing spiritual engagement, fellowship and service, that we will fully implement over the next 18 months thereafter.

Specific Key Actions Necessary To Achieve Youth and Young Adults Goal 7.1
1. Form Youth and Young Adults Task Force 7.1 ("YTF7.1")
2. Research best practices (external) in most effective youth and young adult programs that addresses their needs and issues from their vantage point and how best to minister to them.
3. Evaluate and summarize current SJTD youth and young adult programs, including strengths, weaknesses, opportunities and threats, including surveying existing youth and young adults.
4. Based on data collected from best practices assessments and current programs assessments, determine what changes, or new programs or approaches, are necessary to improve and enhance the youth and young adult ministries
5. Create enhancements to existing programs, develop desired new programs and eliminate ineffective current programs or practices.
6. Create the training programs for each of the ministries for youth and young adult leaders.
7. Implement new and improved youth and young adult programs and provide necessary training to youth and young adult leaders.
8. Execute and complete a follow-up evaluation review after 16 months of implementation.
9. Make the necessary changes and adjustments and retrain individuals as necessary.

7.1 YOUTH AND YOUNG ADULTS

Who Must Do Each Action	Timetable To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
Strategic Planning Team and Goal Captain	1 month from Start Date	SG1TF team members agree to serve
YTF7.1	3 months after step 1	Best practices research completed and summarized in a report
YTF7.1	Contemporaneous with step 2	Current program evaluation completed and summarized
YTF7.1	3 months after steps 2 and 3	New or improved programs changes are determined
YTF7.1	5 months after step 4	New and improved programs are fully designed and transition process from ineffective programs are determined
YTF7.1	3 months after step 5	Training programs are completed
YTF7.1	Beginning 1 month after step 6 and continuously for 12 months thereafter	A full year on implementation of new and improved programs are completed
YTF7.1	3 months after step 7	Follow-up evaluation is complete
YTF7.1	3 months after step 8	Changes are made to youth and young adult ministries to maximize spiritual engagement, fellowship and service



**PART
THREE**

**DATA
BACKGROUND**

EXHIBIT "A"



The World Has Changed and Is Changing Rapidly.

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

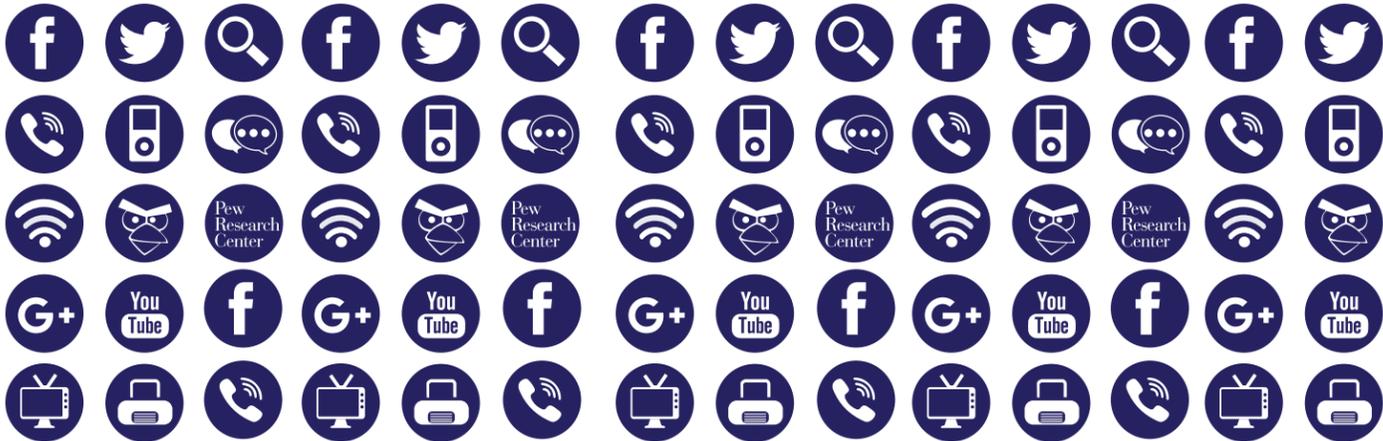


EXHIBIT "A"

 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 is 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 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.

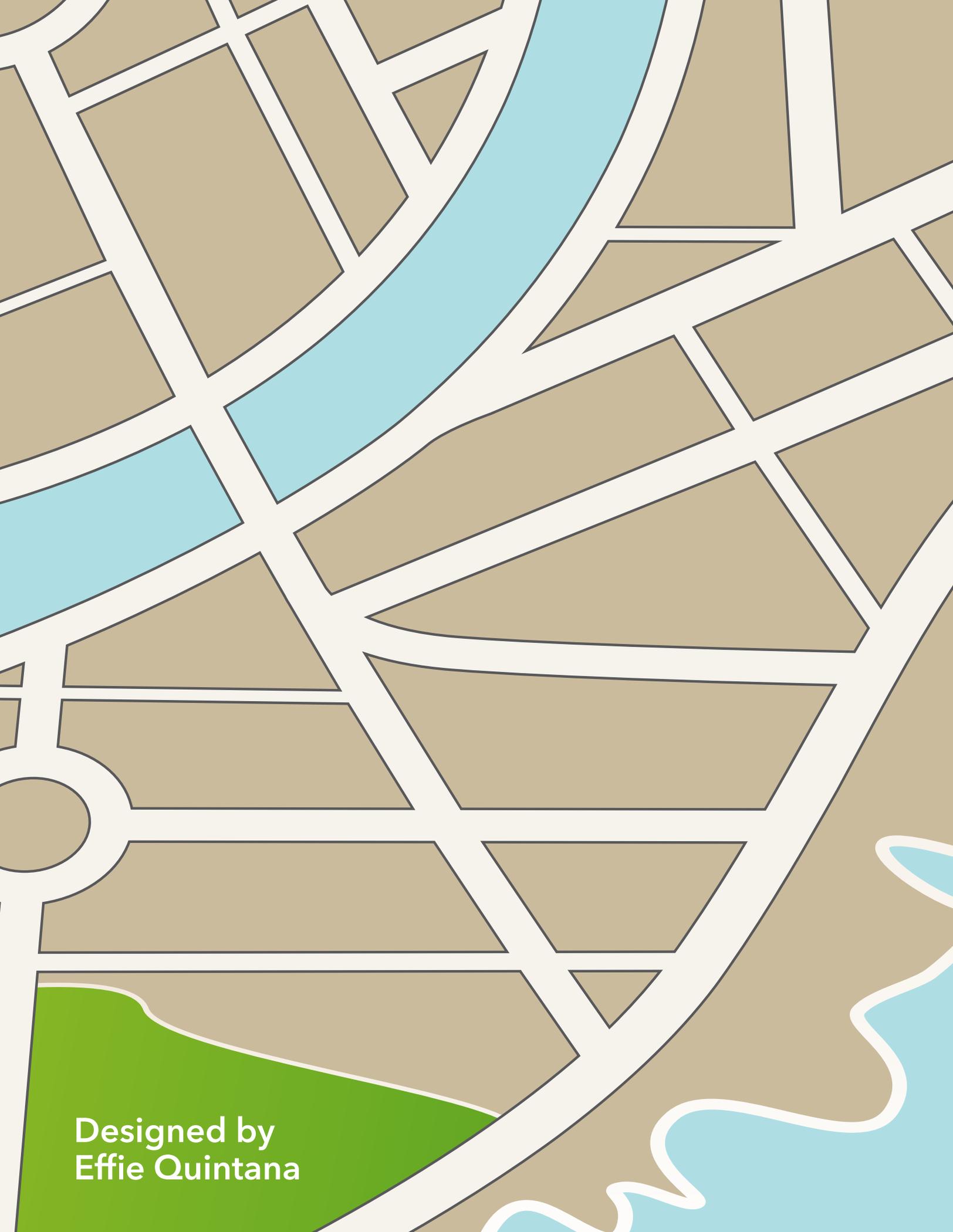
Today's learners will have 10 to 14 jobs... by their 38th birthday.

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...



Designed by
Effie Quintana