

ST. MARY

ORTHODOX CHRISTIAN CHURCH



STRATEGIC PLAN 2017

An Introduction

The parishioners of St. Mary Orthodox Christian Church welcome those seeking holiness and salvation through a loving and nurturing spiritual family that manifests the presence of Christ on earth.

We believe God has given us a loving parish, where people of all backgrounds are embraced and welcomed. We use terms like “family” to describe our community. We believe we have a vibrant group with effective ministries where people are being healed of their spiritual ailments and are working towards becoming holy. We believe this so much that we say with conviction that Christ’s very presence is being manifested in our parish.

More than wanting to share a good thing, we will be judged for how we use this investment God has entrusted to our keeping. In the parable of talents, our Lord warns us that if we do not share these blessings with others, then they will be taken away from us. Conversely, if we do use them to minister to others, God will bless us even more.

When we are called to the awesome judgment seat of Christ, we pray that we are able to render a good account for how we used the talents He gave us. We need a vision, for “where there is no vision, the people will perish” (Prov. 29:18). We have described our calling as a parish who strive to reflect the light of Christ. We have taken steps to make goals that will help us achieve that end.

A vision only gives us impulse. To effectively achieve our vision, we need a strategy. When we want to travel somewhere new, we need both a vehicle and a road map to help us reach our destination. We embarked as a church upon a strategic planning regiment to develop a roadmap to clarify and achieve our vision. We were blessed by the grace of God to have the generous assistance of Bill Marianes of Stewardship Calling in this process. Having completed this process in several other parishes with promising success, he graciously applied his talents at St. Mary. He guided us through a multistep process that resulted in a strategic plan. In that process, we completed an internal environmental assessment to define our vision. We then meditated on our vision to develop a strategy consisting of:

- ❖ Strategic areas of focus
- ❖ Strategic goals for each area of focus and
- ❖ Strategic action plans to implement each goal.

We invite you to examine this road map we have produced. We encourage you to prayerfully consider where you would like to put your God given talents to use. Task forces have been formed and assistance is needed to execute the action plans. It is our hope that this document may serve as an introduction, a description of our motivation, and a reference guide as we regularly reassess how well our strategy serves our vision. It also serves as a declaration. By it, we together affirm a calling from God, a decision to move in a particular direction, a joint effort and ambition.

May our work always be to the glory of God!

~ Fr Aaron and the Strategic Planning Team

Self-Assessment

At the recommendation of Bill Marianes and as part of the Strategic Planning process, we asked the entire parish to complete a self-assessment to identify internal and external factors in our church's performance. This was called a SWOT Analysis. We identified what we each saw as our Strengths (things we do well), Weaknesses (things we can improve on), Opportunities (external chances to improve our performance) and Threats (external elements that could hinder us). The results of this SWOT Analysis are provided below.

STRENGTHS

- ❖ Welcoming, loving familial parish community
- ❖ Growing Parish and Sunday attendance
- ❖ Improvement in retaining Parishioners
- ❖ Continuity and longevity of clergy
- ❖ Loving, caring compassionate clergy
- ❖ Diversity of viewpoints within a unity of faith
- ❖ Continuity of timeless Orthodoxy and traditions
- ❖ Facilities
- ❖ Willingness to engage in community outreach and other ministries
- ❖ Welcoming of diverse ethnic heritage and traditions
- ❖ Ministry teams
- ❖ Diverse education and fellowship opportunities for all ages

WEAKNESSES

- ❖ Lack of engagement in ministries
- ❖ Specific facilities improvements and additional parking
- ❖ Lack of leadership numbers, training, development, and culture
- ❖ Insufficient Outreach within the Parish community and to visitors
- ❖ Insufficient financial stewardship and tithing and overdependence on fundraising events
- ❖ Need for greater spiritual growth and engagement, and participation in church services
- ❖ Communications, transparency and inclusiveness
- ❖ Youth retention and engagement and growing youth ministries

OPPORTUNITIES

- ❖ Engagement and participation in existing Wichita community events and programs
- ❖ Need in our community for traditional Christianity
- ❖ Serving the needs of our neighborhood and the people in need

THREATS

- ❖ Secularism
- ❖ Cultural changes (lowering moral standards, religious apathy, changing family dynamics, emphasis on instant gratification and self-centeredness)
- ❖ Lack of knowledge of Orthodoxy

Our Statements of Purpose

We used the fruits of our assessments to help us define our vision with the following purpose-driven statements:

OUR STATEMENT OF WHY

St. Mary Orthodox Christian Church welcomes those seeking holiness and salvation through a loving and nurturing spiritual family that manifests the presence of Christ on earth.

OUR CORE VALUES

- To be a loving, welcoming and inclusive Orthodox Christian community
- To faithfully practice and share the teachings of Christ and His church
- Fiscal responsibility
- Service to the community and the Parish
- Humility
- Worship
- Teamwork

OUR MISSION STATEMENT

The Mission of St. Mary Orthodox Christian Church is to worship and honor God by living and sharing the Gospel of Jesus Christ through prayer, unconditional love, mercy and service to others.

OUR VISION

The Vision of St. Mary Orthodox Christian Church is to reflect the light of Christ as a welcoming community focused on: worship, education, outreach, stewardship, and fellowship.

The Strategy

With careful deliberation, we identified the following Ten Strategic Areas of Focus which would best harness our Strengths to address our Weaknesses, Opportunities and Threats.

EDUCATION

- 1.1 – Orthodox Education Resources
- 1.2 – Orthodox Leadership Program

MINISTRY & WORSHIP ENGAGEMENT

- 2.1 – Worship Engagement
- 2.2 – Council of Ministries

OUTREACH & FELLOWSHIP

- 3.1 – Small Group Ministry
- 3.2 – Comprehensive Welcoming Experience

STEWARDSHIP & COMMUNICATIONS

- 4.1 – Comprehensive Stewardship Program
- 4.2 – Planned Giving Program
- 4.3 – Comprehensive Communications Platform

YOUTH & YOUNG ADULTS

- 5.1 – Comprehensive Youth and Young Adult Programs

For each Strategic Focus Area, find a Strategic Goal & Action Plan that was developed to effectively bring the plan to fruition.

1.1 - Orthodox Education Resources

Within 15 months, we will create and implement comprehensive Orthodox Education Programs and Materials for life-long learning through the most effective channels.

<u>Specific Key Actions Necessary To Achieve Education Goal 1.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Recruit Education Task Force 1.1 (“ETF1.1”)	Strategic Planning Team and Goal Captain	1 month from Start Date	ETF1.1 members agree to serve.
2. Research Orthodox and non-Orthodox religious education materials and most effective options available for the effective delivery of Orthodox Education training and content, (e.g. web-based, in person and virtual training).	ETF1.1	3 months after step 1	Independent research is completed and best practices are compiled
3. Analyze all researched materials and compile best materials, practices and formats for: 1. pre-school, 2. elementary school, 3. middle school, 4. high school, 5. college, 6. adult, 7. vacation church school, and 8. Bible studies (youth and adult).	ETF1.1	2 months after step 2	Best materials, practices and formats are determined for each category of target audience.
4. Complete a Gap Analysis to determine which researched materials are used and what additional are materials need to be developed.	ETF1.1	5 months after step 3	Gap Analysis completed and solutions identified.
5. Recruit the right teachers of the best practices content.	ETF1.1	1 month after step 4	Teachers recruited and assembled.
6. Train educators regarding the best practices content and determine most effective way to deliver each program. Announce and advertise all programs to the community.	ETF1.1	2 months after step 5	Educators trained for each target audience identified in step 5.
7. Begin teaching of best practices content and delivery along multiple modalities.	ETF1.1	1 month after step 6	Teaching commences.
8. Implement an annual review with assessment of all best practices content to evaluate ongoing effectiveness and ensure constant alignment with our overall church vision and update education program materials, plans and ministries based on assessment of results.	ETF1.1	At least annually after step 7	Annual assessment is completed and improvements made and implemented.

1.2 – Orthodox Leadership Program

Within 10 months, we will make available Orthodox Leadership Training programs for our parish, ministry leaders and youth, focusing on increasing the number and effectiveness of leaders and leadership succession.

<u>Specific Key Actions Necessary To Achieve Education Goal 1.2</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Recruit Education Task Force 1.1 (“ETF1.2”) to include those related to the field of leadership training and/or education	ETF1.2	1 month from Start Date	ETF1.2 members agree to serve
2. Research leadership best practices, training and development from all available Orthodox and other resources to develop a uniform best practices Orthodox Leadership Training Program.	ETF1.2	3 months after step 1	Independent research is completed and best practices are compiled.
3. From all available sources researched in step 2, develop the Orthodox Leadership Training Program and determine how to measure its effectiveness.	ETF1.2	3 months after step 2	Orthodox Leadership Training Program is developed
4. Recruit trainers for the Orthodox Leadership Training Program and develop training schedule.	ETF1.2	1 month after step 3	Trainers are recruited and training schedule completed
5. Train the trainers of the Orthodox Leadership Training Program.	ETF1.2	1 month after step 4	Trainers are trained
6. Begin delivering Orthodox Leadership Training Program to parish ministry leaders and youth, and collect assessment questionnaires at each training session (both on training and materials)	ETF1.2	1 month after step 4	Training of each target constituency is initiated
7. Implement an annual review with assessment of all best practices content to evaluate ongoing effectiveness and ensure constant alignment with our overall church vision and Orthodox leadership training program, plans and ministries based on assessment of results.	ETF1.2	Beginning 3 months after first set of training and continuing quarterly thereafter.	Annual assessment.

2.1 - Worship Engagement

Within 25 months, we will develop and implement a process to more fully engage our parishioners in worship.

<u>Specific Key Actions Necessary To Achieve Strategic Goal 2.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Ministry & Worship Goal 1 Task Force ("MWG2.1")	Strategic Planning Team and Goal Captain	1 month from Start Date	MWG2.1 team members agree to serve
2. Gather research from similar work already done in Orthodox and non-Orthodox churches and how they address these issues.	MWG2.1	2 month(s) after step 1	Best Methods report finalize
3. 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 identify positive and negative factors affecting participation in worship	MWG2.1	2 month(s) after step 2	Assessment process developed
4. Distribute and collect data collection tools.	MWG2.1	2 month(s) after step 3	Ministry gaps report finalized
5. Compile, analyze and prioritize results, including list of factors preventing participation in worship that can be effectively addressed	MWG2.1	3 month(s) after step 4	Existing ministries assessment complete; final assessment report and remediation plans complete
6. Develop strategy to address the list of prioritized factors preventing participation in worship; including a detailed action plan for each factor and goals for each strategy and an expected timeline to completion of each goal	MWG2.1	3 month(s) after step 5	Each factor has a written action plan as well as the expected timeline to implement the solution
7. Implement the action plans addressing each factor in order of priority established in step 6	MWG2.1	12 month(s) after step 6	Action plans are implemented
8. Announce/publicize the completion of each implementation as "a success" to help create momentum and support	MWG2.1	Ongoing during step 7	Communicated via master communication plan
9. Assess ongoing effectiveness of the implemented changes and ensure modifications are made as necessary to improve effectiveness and consistent alignment with our overall church vision	MWG2.1	Ongoing after step 8	Changes are made and implemented to individual solution plans

2.2 – Council of Ministries

Within 15 months, we will assess our ministries and create a Council of Ministries to identify, develop and grow existing and new ministries.

<u>Specific Key Actions Necessary To Achieve Strategic Goal 2.2</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Ministry & Worship Engagement Task Force 2.2 (“MWG2.2”)	Strategic Planning Team and Goal Captain	1 month from Start Date	MWG2.2 team members agree to serve
2. Research best methods in church ministry organization and operation from both Orthodox and non-Orthodox sources.	MWG2.2	3 months after step 1	Best methods report finalized
3. Assess all existing ministries of the parish, their membership and leadership, objectives and effectiveness	MWG2.2	3 months after step 1 (concurrent with step 2)	Assessment process developed
4. Identify gaps in existing Parish Ministries by surveying Parish and reviewing other successful Orthodox and non-Orthodox Parishes	MWG2.2	2 months after step 1	Ministry gaps report finalized
5. Meet with and conduct assessment of all existing ministries, compare to ministry best methods, and develop specific remediation plans for those ministries not yet performing at best methods level.	MWG2.2	5 months after step 4	Existing Ministries assessment completed
6. Organize first meeting of Council of Ministries and present template for best methods for ministry operations and Council of Ministries	MWG2.2	1 month after step 5	Council of Ministries inaugural meeting held
<u>Specific Key Actions Necessary To Achieve Strategic Goal 2.2</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
7. Council of Ministries meets at least quarterly to implement and monitor plans for the improvement of existing ministries, the development of new ministries from gap analysis from Step 4; 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.	MWG2.2	Starting 3 months after Step 6 and continuously thereafter	Regular assessments and modifications are implemented
8. Annual reassessment and evaluation of the program	MWG2.2 and Council of Ministries	1 year after step 7	Ongoing

3.1 - Small Group Ministry

Within 14 months, we will establish and implement a Small Groups Ministry program where parishioners gather together to grow personally and spiritually and strengthen their relationships, discipleship, and leadership.

<u>Specific Key Actions Necessary To Achieve Outreach & Fellowship Goal 3.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Outreach & Fellowship Task Force 3.1 ("OFTF3.1")	Strategic Planning Team and Goal Captain	1 month from start date	OFTF3.1 team members agree to serve
2. Fully research available Christian resources and consult subject matter experts to identify effective small groups practices/strategies/models, including formation criteria, activities, means of communication, gathering frequency, accountability/governing principles, etc.	OFTF3.1	2 months after step 1	Small group practices/strategies/models, have been identified and summarized
3. Review best practices/strategies/models and choose best practices and adapt as necessary to create St. Mary Small Groups Ministry program.	OFTF3.1	2 months after step 2	St. Mary Small Group Ministry program is developed
4. Create implementation plan for St. Mary Small Groups Ministry, including recruiting and evaluation, Small Groups Ministry Leader ("SGML") and formation criteria and leadership plan for new St. Mary Small Groups Ministry.	OFTF3.1	3 month after step 3	St. Mary Small Group Ministry Implementation Plan is completed
5. Based on the Implementation Plan, recruit a predetermined minimum number of volunteer Small Groups Leaders	OFTF3.1 and SGML	2 months after step 4	Predetermined minimum number of Small Group Leaders are recruited.
6. Conduct training of St. Mary Small Groups Ministry leaders.	OFTF3.1 and SGML	1 month after step 5	Small Groups Ministry leaders training is completed
7. Publicly announce St. Mary Small Groups Ministry and encourage parishioners to join a Small Group.	Clergy, SGML and OFTF3.1	2 months after step 6	Ministry is announced and Small Groups are formed
8. Small Groups gatherings begin.	The recruited leaders of the Small Groups	1 month after step 7 (and contemporaneously as Small Groups are fully formed)	Inaugural Small Groups gatherings take place
9. SGML begins periodic meetings (at least every quarter) with the Small Groups' leaders to discuss challenges and successes and solve issues and share best practices.	SGML, Small Groups Leaders and OFTF3.1	Continuously after step 8	Periodic meetings held
10. Evaluate St. Mary Small Groups Ministry and based on findings from the evaluation process, make changes and adjustments to programs as necessary.	SGML, Small Groups Leaders and OFTF3.1	Beginning 6 months after step 8 and continuously at least annually thereafter	Evaluation is complete and summarized in a report and improvements are implemented.

3.2 – Comprehensive Welcoming Experience

Within 17 months, we will develop and implement a comprehensive welcoming, outreach, and engagement experience.

<u>Specific Key Actions Necessary To Achieve Outreach & Fellowship Goal 3.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Outreach & Fellowship Task Force 3.2 ("OFTF3.2").	Strategic Planning Team and Goal Captain	1 month from Start Date	OFTF3.2 team members agree to serve
2. Research current St. Mary welcoming, outreach, and engagement practices, as well as other best practices from other churches (Orthodox and non-Orthodox) to determine a comprehensive welcoming, outreach, and engagement experience.	OFTF3.2	4 months after step 1	Welcoming best practices research is completed
3. Analyze all research completed in step 2 and determine and compile best practices for a comprehensive welcoming, outreach, and engagement ("WOE") experience.	OFTF3.2	3 months after step 2	Research of best practices has been compiled
4. Develop best practices and materials for a comprehensive WOE program and implement an evaluation and measurement system to manage on-going effectiveness of the program to ensure constant alignment with our overall church vision.	OFTF3.2	4 months after step 3	Program and material have been developed
5. Recruit Welcoming, Outreach, & Engagement Ministry Team ("WOEMT") to implement comprehensive WOE program.	OFTF3.2	2 month after step 4	WOEMT recruited
6. Train WOEMT to implement comprehensive WOE program.	OFTF3.2 & WOEMT	2 month after step 5	WOEMT training completed
7. WOEMT begins implementation of the comprehensive WOE program.	WOEMT	1 month after step 6	Comprehensive WOE program is implemented
8. Evaluate and measure on-going effectiveness of the comprehensive WOE program and ensure constant alignment with our overall church vision.	OFTF3.2 and WOEMT	Beginning 3 months after step 7 and continuously at quarterly thereafter	Evaluation is complete and summarized in a report and improvements are implemented.

4.1 – Comprehensive Stewardship Program

Within 12 months, we will develop and implement a comprehensive Stewardship Program for time, talents, and treasures, which will also allow us to cover our operating budget from financial stewardship contributions of parishioners within 3 years.

<u>Specific Key Actions Necessary To Achieve Strategic Goal 4.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Stewardship & Communications Task Force 4.1 Task Force and research best practices (“SCTF4.1”)	Strategic Planning Team and Goal Captain	1 month from Start Date	SCTF4.1 team members agree to serve.
2. Identify at least three effective church stewardship campaigns and comprehensive strategies from other parishes (can be Orthodox or non-Orthodox) and identify the respective metrics utilized for stewardship participation and growth.	SCTF4.1	4 months after step 1	Research completed and summarized.
3. Gather and analyze comprehensive St. Mary stewardship historical data (financial & non financial information).	SCTF4.1	Simultaneously with step 2	Information gathered and analysis completed.
4. Create 3 year forecast of stewardship comprehensive goals (both reasonable & stretch goals), using historical data, best practices, and other key predictive factors.	SCTF4.1	Simultaneously with step 2	Three year participation goals projected.
5. Using best practices identified in step 2 and historical successes identified in step 3, develop a comprehensive St. Mary Stewardship Program, Action Plan, and Assessment Strategy.	SCTF4.1	4 months after step 4	Draft document completed.
6. Recruit new Stewardship team to join SCTF4.1	SCTF4.1, with Parish Priest	2 months after step 5	Stewardship team agrees to serve.
7. Begin implementation of Stewardship Program in accordance with Action Plan.	SCTF4.1 and Stewardship Committee	1 month after step 6	Plan is implemented.
8. Implement a follow-up assessment and measurement system to assess on-going effectiveness and ensure constant alignment with our overall church vision. Update Stewardship program materials, plan, and ministry based on assessment of results.	SCTF4.1 and Stewardship Committee	Starting 3 months after step 7, and continuously thereafter	Stewardship Program is revised as needed and success is determined.

4.2 – Planned Giving Program

Within 12 months, we will develop and implement a planned giving program for estate and legacy gifts.

Specific Key Actions Necessary To Achieve Strategic Goal 4.2	Who Must Do Each Action	Timetable: How Many Months or Days To Finish Action From Previous Action	How Will We Know When This Action Has Been Completed
1. Form Stewardship & Communications Task Force 4.2 (“SCTF4.2”).	Strategic Planning Team and Goal Captain	1 month from Start Date	SCTF4.2 team members agree to serve.
2. Meet with estate planners/advisors and do independent research to gather information on best practices for estate and legacy gifts.	SCTF4.2	4 months after step 1	Meetings held and best practices summarized.
3. Identify at least five effective planned giving estate and legacy gifts programs(including Orthodox, non-Orthodox, and non-profit charitable organizations), and gather strategies identified as key factors in success of the Planned Giving Program.	SCTF4.2	Simultaneously with step 2	Research is completed and summarized.
4. Gather and analyze St. Mary’s historical data on planned gifts and memorials.	SCTF4.2	Simultaneously with step 2	Information gathered, and analysis completed and summarized.
5. Based on information gathered, develop St. Mary Planned Giving Program and implementation strategy, develop Action Plan, and Assessment Plan.	SCTF4.2	4 months after step 4	Plan is established.
6. Recruit individuals to work on the implementation of the Planned Giving Program	SCTF4.2 and Planned Giving Committee	2 months after step 5	Individuals selected and agree to serve.
7. Begin implementation of Planned Giving Program in accordance with Action Plan	SCTF4.2 and Planned Giving Committee	1 months after step 6	Plan is implemented.
8. Implement a follow-up assessment and measurement system to assess on-going effectiveness and ensure constant alignment with our overall church vision and update Planned Giving program materials, plan, and ministry based on assessment of results.	SCTF4.2 and Planned Giving Committee	Starting 3 months after step 7 and continuously thereafter	Planned Giving Program is revised as needed and success is determined.

4.3 – Comprehensive Communications Platform

Within 18 months, we will develop and implement an effective comprehensive communication strategy and platform to better reach and serve our parishioners and share Orthodox Christianity.

<u>Specific Key Actions Necessary To Achieve Strategic Goal 4.3</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Stewardship & Communications Task Force 4.3 (“SCTF4.3”). Task Force members must represent various groups of communication channels (email, web, paper, social media, applications, etc).	Strategic Planning Team and Goal Captain	1 month from Start Date	SCTF4.3 team members agree to serve.
2. Conduct: (a)research on best practices in church communications and alternative strategies and platforms; and (b) a comprehensive analysis of our technological and other communications tools (internal and external tools), to determine key factors such as usage, penetration and other factors deemed important.	SCTF4.3	4 months after step 1	Research and data completed and summarized.
3. Develop Action Plan to determine which tools should be “refreshed”, “replaced”, or “expanded”, along with identification of new tools not currently being utilized.	SCTF4.3	4 months after step 2	Written plan of action for each tool identified.
4. Develop a parishioner training plan of the tools, designed for all ages and technological abilities that will provide basic instruction and effective usage. Recruit trainers.	SCTF4.3	2 months after step 3	Training Plan developed, and trainers recruited.
5. Implement Action Plan for tools (updating, replacing, or adding tools), develop assessment and measurement system. Conduct parishioner training of different type for different categories of parishioners	SCTF4.3	7 months after step 4	Action plans implemented; training offered to parishioners.
6. Implement a follow-up assessment and measurement system to assess on-going effectiveness of communications and technology solutions, and ensure constant alignment with our overall church vision. Update strategies, tools, training and policies based on assessment results.	SCTF4.3	Beginning 3 months after step 6 and continuously thereafter	Solutions, tools, programs and policies are assessed and revised as needed.

5.1 - Comprehensive Youth and Young Adult Programs

Within 16 months, we will create and implement comprehensive, separate programs that focus on increasing spiritual and intellectual engagement, fellowship and service among: pre-teens, teens, and young adults.

<u>Specific Key Actions Necessary To Achieve Youth & Young Adults Goal 5.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
1. Form Youth & Young Adults Task Force 5.1 ("YYATF5.1") including potential leaders for each of the four groups.	YYATF5.1	1 month from Start Date	YYATF5.1 team members agree to serve.
2. Research best practices in most effective pre-teen, teen and young adult programs and leader training programs from other organizations (including effective non-Orthodox youth ministries).	YYATF5.1	3 months after step 1	Best practices research completed and summarized in a report.
3. Evaluate and summarize current pre-teen, teen and young adult programs, including strengths, weaknesses, opportunities and threats ("SWOT").	YYATF5.1	1 month after step 2	Evaluation complete and summary written.
4. Develop and distribute comprehensive questionnaires for each group that are targeted toward group members, parents and clergy, as necessary. The questionnaires should focus on their interests, needs, questions and issues and take into account what was learned from the SWOT analysis done by YYATF5.1.	YYATF5.1	2 months after step 3	Questionnaires are complete and distributed.
5. Collect and analyze all of the questionnaires identified in step 4.	YYATF5.1	3 months after step 4	Questionnaires analyzed and report is completed.

<u>Specific Key Actions Necessary To Achieve Youth & Young Adults Goal 5.1</u>	<u>Who Must Do Each Action</u>	<u>Timetable: How Many Months or Days To Finish Action From Previous Action</u>	<u>How Will We Know When This Action Has Been Completed</u>
6. Develop leadership training program for program directors and leadership teams for each group.	YYATF5.1	Simultaneous with steps 4 and 5	The training program is developed and outlined in a report.
7. Identify and recruit additional leadership team members for each group as necessary (individuals outside of the task force).	YYATF5.1	Simultaneous with steps 4 and 5	Additional leadership team members have been identified and recruited.
8. Begin implementing leader training programs.	YYATF5.1	Simultaneous with steps 4 and 5 and after step 7	Leaders are trained and programs are ready to be implemented.
9. Based on data collected from current programs assessments, surveys and best practices assessments, determine what changes to existing programs and new programs or approaches are necessary to improve and enhance each group. Create enhancements to existing programs and develop desired new programs, transition plans, and evaluation criteria for current programs being replaced or enhanced.	YYATF5.1 and trained youth leaders	5 months after step 5	The necessary changes, new programs and approaches are outlined in a report.
10. Start to implement new and transitioned improved programs and eliminate ineffective current programs or practices.	YYATF5.1 and trained youth leaders	1 month after step 9	Programs are operational.
11. 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 program materials, plan and ministry based on assessment of results.	YYATF5.1	Beginning 4 months after step 10 and continuously at least annually thereafter	Programs are assessed and revised as needed.

Onward!

We have many blessings for which we thank God. We pray we carry this Strategic Plan to completion so we may fulfill the vision God has given us. By the grace of God, we continue to be a loving, welcoming family that manifests the presence of Christ. The planning process is complete. The roadmap is made. It's time to start driving. The journey begins.

Each strategic area has a coordinator. The contact list is provided below. Pick your vehicle and call shot-gun! We all have different gifts. We all need each other to make this happen. We invite you to find a place where your unique talents can plug into this work. Let us begin by building on our already rich culture by centering our talk and activity around our vision. Let us own our belief that St. Mary Orthodox Christian Church welcomes those seeking holiness and salvation through a loving and nurturing spiritual family that manifests the presence of Christ on earth.

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