



METROPOLIS OF
SAN FRANCISCO

STRATEGIC PLAN FOR THE
GREEK ORTHODOX METROPOLIS
OF SAN FRANCISCO

Greek Orthodox Metropolis of San Francisco

245 Valencia Street

San Francisco, CA 94103

415.753.3075 Phone

415.753.1165 Fax

www.sanfran.goarch.org

metropolis@sanfran.goarch.org

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

Proverbs 29:18

CONTENTS

Executive Summary	I
PART ONE: Process, Mission, SWOT, Core Values, Vision, Strategic Objectives	5
Start With Why	5
Why Strategic Planning	5
What is Strategic Planning	6
What is Our Plan	7
Mission	8
SWOT Analysis	9
Core Values	14
Vision	14
Strategic Objectives	15
PART TWO: Specific Action Plans For Each Of The 37 Strategic Goals	23
Education	23
Liturgical Life	28
Missions and Evangelism	31
Philanthropic Outreach	39
Stewardship	42
Youth	46
Specialized Ministries - Wellness	59
Communications	68
Finances	73
Metropolis Organization and Development	77
Parish Organization and Development	80
Summarized 37 SMART Goals In The 11 Strategic Areas of Focus	83
PART THREE: Background Data	86



EXECUTIVE SUMMARY

The Metropolis of San Francisco welcomes all people with joy, peace and love on their journey to theosis and salvation through churches that save, heal, preach the Gospel and guide the faithful.

Every successful group (including churches), periodically assesses where it is, where it wants to be and how it will get there? Our Metropolis is a visionary pioneer in undertaking such a systematic, ambitious and exciting Strategic Planning process. We will make history together enthusiastically as we implement this plan for our future.

For the last 15+ months, 50 dedicated clergy and lay stewards, representing the significant diversity found in our Metropolis, have worked joyfully and diligently to analyze available data and issues and develop this Strategic Plan with input from many of our faithful throughout our Metropolis and Archdiocese. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities and Threats **(SWOT)** of our Metropolis and reaffirmed the **MISSION** of the Archdiocese and Metropolis which is to:

- *Proclaim the Gospel of Christ;*
- *Teach and spread the Orthodox Christian Faith; and*
- *Energize, cultivate, and guide the life of the Church in the United States of America according to the Orthodox Christian Faith and Tradition.*

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

- | | |
|---|--|
| • <i>Christ-centered</i> | • <i>Inclusiveness and engagement</i> |
| • <i>Active participation in sacramental life</i> | • <i>Courage</i> |
| • <i>Education</i> | • <i>Communications using all media</i> |
| • <i>Integrity, transparency and accountability</i> | • <i>Minister to all generations and strengthen our families and relationships</i> |
| • <i>Stewardship</i> | • <i>Financial responsibility</i> |
| • <i>Outreach and evangelism</i> | |

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

We will grow the Greek Orthodox Christian Church in the Western United States through Christ-centered:

- Stewardship
- Worship
- Education
- Evangelism
- Philanthropic outreach

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

VISION TASK FORCES

- 1. Education
- 2. Liturgical Life
- 3. Missions and Evangelism
- 4. Philanthropic Outreach
- 5. Stewardship
- 6. Youth
- 7. Specialized Ministries – Wellness

OPERATIONAL TASK FORCES

- 8. Communications
- 9. Finances
- 10. Metropolis Organization and Development
- 11. Parish Organization and Development

These 11 Task Forces then developed detailed action plans for how to achieve 37 Strategic Objectives/Goals which met the **SMART Goal** criteria of being: **Specific, Measurable, Attainable, Realistic** and with an achievable **Timetable**.

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

- Part 1:** includes more detail as to the process, team, our statement of “Why” and the details of our SWOT Analysis, Core Values, Mission and Vision.
- Part 2:** lays out the 37 specific SMART Goals and the very methodical, step-by-step implementation plan and process to achieve each objective/goal, including the timelines, areas of responsibility and how we will measure success.
- Part 3:** summarizes some of the massive amounts of data and information the Planning Committee considered.

The length of this Strategic Plan may give some pause. However, given the vast diversity of our Parishes, faithful and needs, we must provide a thorough analysis of what we need to do, and a comprehensive plan to accomplish this in a unified and effective manner after the inevitably required prioritization. At all times, we ensured that our Parishes, Parish-level ministries and parishioners were the focus of every aspect of our plan.

Now the real work begins as we commit ourselves to dedicating the necessary resources (human, financial, time and other) to prioritize our efforts and work diligently to achieve this blueprint that offers us an exciting road map to our sacred destiny. Please walk with us as we take this journey of faith. The future of the faithful and Parishes of our Metropolis of San Francisco depends on how diligently we pursue this Strategic Plan as stewards of God’s many blessings.

With this Strategic Plan, we have clear road map for how our Greek Orthodox Metropolis of San Francisco will **welcome all people with joy, peace and love on their journey to theosis and salvation through churches that save, heal, preach the Gospel and guide the faithful.**





PART ONE

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

Start With WHY.

Our Lord and Savior Jesus Christ gave us His life as an example of how each of us should live. He also gave us His church to nurture and grow. 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 for all of eternity?

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

1. The day you were born; and
2. The day you figure out "Why." ²

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

It is critical for each organization and church to also know its "Why." Through this Strategic Plan, the Greek Orthodox Metropolis of San Francisco (the "Metropolis") commits itself to emulating the kingdom of God in the Western United States. We unequivocally state: The Greek Orthodox Metropolis of San Francisco welcomes all people with joy, peace and love on their journey to theosis and salvation through churches that save, heal, preach the Gospel and guide the faithful. "Come and see" ³ how you can change your life, and the lives of others, for the better.

Why Strategic Planning?

The world has changed so dramatically since the Greek Orthodox Church 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 of the Metropolis considered in reaching the conclusions in this Strategic Plan are contained in Exhibits "A" and "B."

All of this data and information inevitably leads to the conclusion that to thrive in the new millennium, the Metropolis must consider the changing practical realities, without abandoning the truth and essence of our Faith and the teachings of our Lord and Savior Jesus Christ and our Holy Tradition.

One of the common challenges of strategic planning for large, multi-state organizations (like a Metropolis) is the need to fully appreciate, and meaningfully address, the issues experienced by those at the level closest to the parishioners/people. National and regional organizations must stay focused on what those at the grass roots level are experiencing.

The Metropolis Strategic Planning Team ensured that representatives of Parishes and Parish-level ministries throughout the Metropolis were included in the Planning Committee and this Strategic Plan. In addition, the Strategic Planning process consistently concentrated on the opportunities, needs and challenges at the Parish and parishioner level. It remains incumbent on all who serve our church to listen to, and focus on, the unique needs of the Parishes and the parishioners. We believe this Strategic Plan does that.

What is Strategic Planning?

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

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

Current State

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

Desired Future State

2. Where do we want to be? Following our sense of God's calling, we ask what is our consensus, comprehensive vision of where we want to be, within a reasonable time, regarding talent, programs/ministries, facilities and funding.

Action Plan

3. How will we get there? This is where specific activities are outlined in each area of program/ministries, talent, facilities, and funding to make the vision a reality.

What is Our Plan?

To do the initial work, a Strategic "Planning Committee" of approximately 50 diverse clergy and lay leaders from throughout the Metropolis (including several leaders from the Archdiocese) was formed by His Eminence Metropolitan Gerasimos.⁴ Every effort was made to include people of all different perspectives, constituencies and regions of the Metropolis. The Metropolis adopted the following 6-Step Strategic Work Plan:

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



Mission.

A critical part of any Strategic Planning process is developing a clear description of the fundamental purpose for which an organization exists and what it does to achieve its Vision. Mission answers the question: “What do we do?” Since the Metropolis is an integral part of the Greek Orthodox Archdiocese of America, His Eminence Metropolitan Gerasimos and the Planning Committee began by re-affirming and re-adopting the Archdiocese’s Mission Statement as the Metropolis’ Mission Statement (and thus we have included the word “Metropolis” alongside the word “Archdiocese.”)

The Mission of the Archdiocese/Metropolis is to:

1. proclaim the Gospel of Christ;
2. teach and spread the Orthodox Christian Faith;
3. energize, cultivate, and guide the life of the Church in the United States of America according to the Orthodox Christian Faith and Tradition.

The Greek Orthodox Church in America/Metropolis:

- (a) sanctifies the faithful through divine worship, especially the Holy Eucharist and other Sacraments;
- (b) builds the spiritual and ethical life of the faithful in accordance with the Holy Scriptures, Sacred Tradition, the doctrines and canons of the Ecumenical and local Councils, the Canons of the Holy Apostles and the Fathers of the Church and of all other Councils recognized by the Orthodox Church.

The Archdiocese/Metropolis serves:

- (i) as a beacon, carrier, and witness of the message of Christ;
- (ii) all persons who live in the United States of America through:
 - (1) Divine worship;
 - (2) Preaching;
 - (3) Teaching; and
 - (4) Living of the Orthodox Christian Faith.

SWOT ANALYSIS.

Proper Strategic Planning requires a comprehensive analysis of the current state by examining ones Strengths, Weaknesses, Opportunities and Threats (“SWOT”). A SWOT analysis focuses on the: (a) Internal Factors comprised of Strengths and Weaknesses for the Metropolis; 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. Each member of the Planning Committee identified the Strengths, Weaknesses, Opportunities and Threats of the Metropolis in each of the following areas: (a) Programs/Ministries; (b) Talent; (c) Finances; and (d) Other.

At the first two-day retreat in Phoenix, the Planning Committee identified many unique Strengths, Weaknesses, Opportunities and Threats. However, to make the final Metropolis SWOT list, a particular item had to be named by numerous individuals. The Planning Committee extensively discussed all items in order to reach a consensus on the Metropolis’ Strengths, Weaknesses, Opportunities and Threats. Obviously, this list is a static assessment at this point in time and will inevitably be modified as our Metropolis, the world around us and our faithful continue to change.

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

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



METROPOLIS OF SAN FRANCISCO SWOT SUMMARY

I. STRENGTHS

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

(a) Programs/Ministries

(b) Talent

Youth Programs	Youthful, well-educated and progressive clergy
Established Institutions (Ranch, Monasteries, Camps)	Synergies between clergy, laity and Metropolitan
Clergy Programs (retreats, wellness, clergy couples)	Metropolitan (servant leader, visible, hard- working)
Philoptochos (outreach)	Laity (intelligent, leaders, tech-savvy
	Music / Choir – sophisticated

(c) Finance

(d) Other

Endowment for Seminarians	West coast attitude
Self-sustaining programs (Ranch, Monasteries, FDF)	Strong Hellenic culture (FDF, Hellenic studies)
Clergy compensation is at Archdiocese scale	Strong tradition of Orthodoxy in the West
Wealth of laity (across many industries)	Largely assimilated parishioners
	Pan-Orthodox cooperation

2. WEAKNESSES

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

(a) Programs/Ministries

(b) Talent

Youth ministries (under 18 and 18-30 who are not totally connected to their faith)	Inadequate resources (both human and financial)
Inadequate resources (both human and financial)	Significantly understaffed clergy and undeveloped lay leaders
Inadequate communications (between Metropolis and Parish and among Parishes)	Inadequate continuing clergy education and ongoing development and continuous learning opportunities
No method to measure spiritual development (from top down)	Disengagement from, and nominal attitude toward, the sacramental life leads to vulnerability (e.g., marriage)
	Inconsistent lay leadership and education

(c) Finance

(d) Other

Inadequate finances for staff and ministries	Size and shape of the Metropolis
Lack of effective Christian stewardship	Unbalanced appreciation, interpretation and implementation of linguistic and cultural traditions.

3. OPPORTUNITIES

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

(a) Programs/Ministries

(b) Talent

Movement toward Orthodox unity and recognition of the value of the vast number of diverse Orthodox experiences and institutions (beyond GOA) and facilitation of better communication and cooperation and from which we can learn both faith and ministries	Serious Christians seeking a deeper faith experience
Large number of College/universities (better communications)	Large number of Asians and Hispanic influx (seeking to join a church)
Public school deficiencies (possible parochial school opportunities)	Intermarriage
Partnering with others (Pan-Orthodox, governmental or international agencies/ groups)	College kids
Large number of un-churched	Senior living facilities
	Many economically disadvantaged

(c) Finance

(d) Other

Many affluent persons	We have the “right product” in the form of our great faith/religion
Movement of people within Metropolis for tax and other financial reasons Charitable foundations looking for donees	Large numbers of socially dislocated individuals
	Large region with lots of resources
	Technology
	Large numbers of religiously estranged

4. THREATS

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

(a) Programs/Ministries

(b) Talent

Exclusive club perception	Changing demographics (interfaith marriage)
Competition from other activities (sports, extra-curricular, etc. that interfere with any church services)	Language and cultural impediments
Other religions who are perceived to “do things better”	Alternative role/cultural models for youth
	Secularization of society
	Moral failures of other churches that affect us

(c) Finance

(d) Other

Economic threats due to economic circumstances	Secularization and humanism
Lack of resources for programs	Religious polarization politically
Competition due to proliferation of other non-profits	Demographics
Perceptions that we are wealthy	

There are many interesting and valuable pieces of information and inferences that can be drawn from this Metropolis SWOT analysis. Significant time should be spent in the future by the various ministries and leaders of the Metropolis to continue to assess and address the items identified in the SWOT analysis, including the endearing “West-coast” attitude that is viewed by many as a unique Strength.

For example, while there was not unanimous agreement, we concluded by consensus that our Strengths included a “strong Hellenic culture (e.g., FDF, Hellenic studies)” and yet our Weaknesses included an “unbalanced appreciation, interpretation and implementation of linguistic and cultural traditions.” This acknowledges the reality that our post-immigrant generation Church is experiencing massive numbers of interfaith marriages (with their increasingly non-Greek partners and offspring), as well as the significant outreach and evangelism Opportunities in our extremely ethnically diverse Metropolis. Accordingly, we must pay attention to not losing the benefits experienced by many through a strong ethnic identity, while at the same time remaining a Church that “welcomes ALL people with joy, peace and love on their journey to theosis and salvation through churches that save, heal, preach the Gospel and guide the faithful.”

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. After numerous small and large group discussions, the Planning Committee agreed by consensus that the following Core Values should guide the Metropolis in everything it does:

- *Christ-centered*
 - *Active participation in sacramental life*
 - *Education*
 - *Integrity, transparency and accountability*
 - *Stewardship*
 - *Outreach and evangelism*
- *Inclusiveness and engagement*
 - *Courage*
 - *Communications using all media*
 - *Minister to all generations and strengthen our families and relationships*
 - *Financial responsibility*

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?**

After numerous and extensive small and large group discussions, the Planning Committee by consensus agreed upon the following **SWEEP**ing Vision for the Metropolis:

We will grow the Greek Orthodox Christian Church in the Western United States through Christ-centered:

- Stewardship**
- Worship**
- Education**
- Evangelism**
- Philanthropic outreach**

STRATEGIC OBJECTIVES.

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.

The Planning Committee used the **“SMART”** goal process to ensure that each Strategic Goal was: **Specific, Measurable, Attainable, Realistic, Timeline.** This discipline will help better ensure that each Strategic Goal is achieved if all of the various actions and steps identified in the process are diligently pursued and executed.

The SMART Goal process requires that each Strategic Goal be:

- Specific:**

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

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

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

Is the goal realistically written?
- Timeline:**

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

Strategic Task Forces.

At the first Strategic Planning retreat, the Planning Committee brainstormed over 95 specific strategic items they felt were consistent with the Core Values, focused on the Mission and helped achieve the Vision. After many hours of discussions, the Planning Committee consolidated the 95+ items and organized them into 11 Strategic Areas of

Focus and formed Strategic Task Forces to systematically consolidate and address the items in each Strategic Area. The 11 Strategic Areas of Focus are:

VISION TASK FORCES

- 1. Education
- 2. Liturgical Life
- 3. Missions and Evangelism
- 4. Philanthropic Outreach
- 5. Stewardship
- 6. Youth
- 7. Specialized Ministries - Wellness

OPERATIONAL TASK FORCES

- 8. Communications
- 9. Finances
- 10. Metropolis Organization and Development
- 11. Parish Organization and Development

37 Strategic Goals.

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

Here are the 37 SMART goals in the 11 Strategic Areas of Focus.

- 1.1 Clergy Development / Continuing Education Program (Education goal 1)
- 1.2 Parish Council Development Network (Education goal 2)
- 1.3 Core Curriculum (Sunday School, Godparents, Parish Council, Adult Education) (Education goal 3)
- 1.4 Diaconate Program (Liturgical Life goal 1)
- 1.5 Liturgical Renewal Program/Resource Center - Parish Renewal Task Force (Liturgical Life goal 2)
- 1.6 Missions and Evangelism Ministry in Each Parish (Missions & Evangelism goal 1)

- 1.7 Establish 5 New Parishes (Missions & Evangelism goal 2)
- 1.8 Parish Mentoring Process and Team (Missions & Evangelism goal 3)
- 1.9 Service Learning Training (Philanthropic Outreach goal 1)
- 1.10 Philanthropic Outreach Information Exchange (Philanthropic Outreach goal 2)
- 1.11 Signature Philanthropic Outreach in Each Parish (Philanthropic Outreach goal 3)
- 1.12 Implement the “Igniting the Flame of True Orthodox Stewardship Program” (Stewardship goal 1)
- 1.13 Implement Stewardship Ambassador In Each Parish (Stewardship goal 2)
- 1.14 Ambassadors Visit Each Parishioner (Stewardship goal 3)
- 1.15 Young Adult Focus Groups/Ministries (Youth goal 1)
- 1.16 Social Media and Skype Youth Programs (Youth goal 2)
- 1.17 Moms and Tots (Youth goal 3)
- 1.18 Metropolis Youth Website and Information Resource (Youth goal 4)
- 1.19 Youth Participation Survey and Scorecard (Youth goal 5)
- 1.20 “Prepare” Premarital Program (Wellness goal 1)
- 1.21 “Enrich” Couples Program (Wellness goal 2)
- 1.22 Parish Nurse Ministry (Wellness goal 3)
- 1.23 “DivorceCare” Program (Wellness goal 4)
- 1.24 Clergy Wellness Ministry (Wellness goal 5)
- 1.25 Metropolis Message and Value Proposition (Communications goal 1)
- 1.26 Strategic Communications Plan (Communications goal 2)
- 1.27 Pan-Orthodox Western Communications Plan (Communications goal 3)
- 1.28 Regular Metropolis Communications (Communications goal 4)
- 1.29 Standard Financial Reporting (Finance goal 1)
- 1.30 Metropolis Financial Assistance Program (Finance goal 2)
- 1.31 Metropolis Endowment (Finance goal 3)
- 1.32 Metropolis Staffing Enhancement (Metropolis Development goal 1)
- 1.33 Metropolis Council of Ministries (Metropolis Development goal 2)
- 1.34 Metropolis Female Leadership Plan (Metropolis Development goal 3)
- 1.35 Parish Level Strategic Planning Process (Parish Development goal 1)
- 1.36 Inter-Parish Cooperation Council (Parish Development goal 2)
- 1.37 Model Set of Parish Leaders Roles (Parish Development goal 3)

Can We Do This And Is It Too Late?

While one might suggest that many of these Strategic Goals have been around for a while or should have been addressed long ago, it is crucial to remind ourselves of the old Chinese proverb that says: ***“The best time to plant a tree was 20 years ago. The second best time is today.”***

It matters less why any goal has not been accomplished yet, than it does to commit now to its achievement. Each of us has unique gifts that must be celebrated and put to the best use for God’s greater glory and for our salvation. And all of us together can achieve the unimaginable.

“God has appointed some in the church as follows: first apostles, second prophets, third teachers, then wonderworkers, also those having the gifts of healing, those able to help others, those with gifts of administration, and those with different kinds of tongues.” ⁵

Just as our Lord appointed 70 Disciples to go to “every city and place” ⁶ and preach the word, so too must all of us in the Metropolis become disciples and share the good news. This Strategic Plan affords each of us that opportunity.

37 Strategic Goals Action Plans.

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

The initial hard work of the Planning Committee and Facilitator is now complete with the publishing of this Strategic Plan. Now the Metropolis must reorganize itself and dedicate the necessary resources (human, financial, time and other) to ensure complete implementation and success. This will take dedicating time and the active involvement of a much bigger and broader group of the faithful. Indeed, significant additional human and financial resources and operational changes will be required if we are to be successful.

To achieve the 37 Strategic Goals, 11 reconstituted Strategic Task Forces will need to be formed, one for each of the 11 areas of strategic focus identified by the Planning Committee. These new Strategic Task Forces should include members of the initial

Strategic Planning Task Forces, and also add individuals from throughout (and perhaps outside) the Metropolis who can assist in the achievement of the 37 Strategic Goals. These newly constituted and expanded 11 Strategic Planning Task Forces will then execute and manage the tasks identified in the specific Strategic Action Plans contained in this Strategic Plan.

In addition, each Metropolis Council member should be given a liaison responsibility with a team pursuing a specific Strategic Goal. Each Metropolis Council liaison is then responsible for helping to ensure accountability of each Strategic Goal team to its Strategic Goals Action Plan and the deployment of all available resources. At each Metropolis Council and Metropolis meeting, each member should provide an update on the progress of the team working on the achievement of their Strategic Goal.

The Metropolis Clergy-Laity Assemblies and meetings should also be reorganized to facilitate gatherings of the teams working on each Strategic Goal, and each team should report to all delegates/members regarding their progress, successes and challenges. If this Strategic Plan becomes the operational focal point of our Metropolis, its ministries and institutions, we will celebrate success.

ORTHO-SWAT.

The Facilitator also recommends the formation of a Metropolis “ORTHO-SWAT” team. This would be a group of experienced Orthodox faithful who live in the Metropolis with unique expertise that could assist Parishes on an “as-needed” basis (e.g., accountants, counselors, fund raisers, teachers, trainers, psychologists, lawyers, doctors, nurses, youth workers, strategic planners, contractors, handy-men, etc.).

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

Implementation and Communication.

In addition, the Facilitator recommends the Metropolis identify 3-5 leaders/workers, preferably from the Planning Committee or with similar skills, to help facilitate the implementation of this Strategic Plan. They will work with Metropolitan Gerasimos, the Metropolis Council and the leaders of each of the Strategic Task Forces to assist in the

achievement of each of the Strategic Goals. It will take effective execution, proper prioritization of the Strategic Goals, rational allocation of available resources and sustained focus and commitment in order to achieve our goals. The systematic and comprehensive implementation of this Strategic Plan is now the most critical operational objective to which the Metropolis must commit itself.

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 SWEEPing Vision is an integral part of this Strategic Plan. The Metropolis website and other publications should be re-formatted to feature active links and content to each of the elements of our Vision and Strategic Goals. By regularly communicating our progress and successes, we will make living our Strategic Plan both real and achievable.

Some might be concerned that the breadth of this Strategic Plan may be overwhelming. So too are the challenges that face our Metropolis and Holy Orthodox Church. Given the disparate needs, and varied talents, of our faithful, it is critical to have Strategic Goals that serve the vast diversity of our Metropolis, its stewards and its challenges. Prioritization and allocation of available resources will inevitably be required. This is why the deadlines in the Action Plans do not yet identify specific dates. Instead, they set the time period and sequence from the previous action item(s). Once the start date for any goal is determined, the timetable for its achievement is then clearly established.

There is something in this Strategic Plan for everyone that will allow us to address many of our most significant issues. Given the extraordinary abundance and God-given talents within our Metropolis, we do not believe our resources to implement this Strategic Plan are scarce. By the Grace of God, and with the essential support of the Holy Spirit, we can make a difference and achieve all of our goals in the fullness of time.

And throughout the process, our Metropolis must remain true to our **CORE VALUES:**

- *Christ-centered*
 - *Active participation in sacramental life*
 - *Education*
 - *Integrity, transparency and accountability*
 - *Stewardship*
 - *Outreach and evangelism*
- *Inclusiveness and engagement*
 - *Courage*
 - *Communications using all media*
 - *Minister to all generations and strengthen our families and relationships*
 - *Financial responsibility*

There is plenty of room for the active engagement of every person and organization prepared to ensure that the Metropolis of San Francisco **welcomes all people with joy, peace and love on their journey to theosis and salvation through churches that save, heal, preach the Gospel and guide the faithful** by achieving our: **SWEEPing Vision** to:

Grow the Greek Orthodox Christian Church in the Western United States through Christ-centered:

- Stewardship**
- Worship**
- Education**
- Evangelism**
- Philanthropic outreach**

May God bless the Greek Orthodox Metropolis of San Francisco on our journey!

NOTES

¹ See Simon Sinek, *Start With Why - How Great Leaders Inspire Everyone To Take Action*. @Ted.com

² This is a slightly modified expression of belief offered by famed author and philosopher Mark Twain

³ John 1:46

⁴ The Strategic Planning Committee (“Planning Committee”) was led by His Eminence Metropolitan Gerasimos and consisted of the following faithful and hard-working members (in alphabetical order) Mr. Cliff Argue, Rev. Father John Bakas, Rev. Father Andrew Barakos, Ms. Kristen Bruskas, Ms. Vickie Buonocore, Mr. John Buzas, Mr. John Demetropoulos, Mr. George Demos, Mrs. Voula Dodd, Rev. Father Theodore Dorrance, Mr. Fanis Economidis, Rev. Father Constantine Efstathiou, Mr. Peter Eliades, Mr. John Fotopoulos, Mr. Isidoros Garifalakis, Mr. Paul Gikas, Rev. Father John Hondros, Mr. John John. Mrs. Genie Kontos, Archimandrite Apostolos Koufallakis, Mr. Mike Koulakis, Rev. Father Stephen Kyriacou, Mr. Greg Kyritsis, Mrs. Mary Lofton, Mr. Max Lofton, Dr. Dave Matty, Fr. Aris Metrakos, Mr. Nicholas Metrakos, Ms. Maryanne Murphy, Rev. Father Luke Palumbis, Mr. Constantine Pappas, Presvytera, Donna Pappas, Rev. Father James Pappas, Mr. Steve Pappas, Mr. Jim Rakos, Ms. Connie Ralph, Mrs. Jeannie Ranglas, Rev. Father James Retelas, Rev. Father Peter Salmas, Rev. Father Peter Stratos, Rev. Father Stephen Supica, Mr. Nicholas Triantafillou, Rev. Father Nicholas Triantafilou (President of Hellenic College - Holy Cross Seminary), Rev. Father Steven Tsichlis, Mr. Ted Vavoulis, Dr. Tony Vrame (Director of Archdiocese Department of Religious Education), Rev. Father Thomas Zaferes. The Planning Committee and its Facilitator devoted many hundreds of hours of work over a full year to do the work to develop this Strategic Plan. The Strategic Planning Process was facilitated, and this Plan was drafted, by Bill Marianes a volunteer from the Metropolis of Atlanta and a member of the Archdiocese Council (the “Facilitator”). The Facilitator and other volunteer Planning Committee members thank God for our many blessings and we thank His Eminence Metropolitan Gerasimos for the opportunity to be stewards of Christ’s church and this Metropolis.

⁵ I Corinthians 12:28

⁶ Luke 10:1



PART TWO

SPECIFIC ACTION PLANS FOR EACH OF THE 37 STRATEGIC GOALS

EDUCATION

Ist STRATEGIC OBJECTIVE: Within 1 year, we will implement a “Clergy Development / Continuing Education Program” in which all clergy will receive relevant and inspirational in-service training programs, offered on a quarterly basis, that will enhance clergy effectiveness and professional development.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Identify clergy In-Service Training Task Group (“TG”) and initial costs to create the on-line training program	Metropolitan, Vicars, Pres/ Syndesmos and TG define costs	3 months from start	Defined chair and members along with program costs
2. Begin work on initial topics and develop training needs survey	In-Service TG	2 months after action 1	Tasks reviewed by Metropolitan and Vicars
3. Survey circulated to clergy/laity (email) and work begins on initial training	In-Service TG with Tech Support (“TS”)	2 months after action 2	Survey placed into circulation
4. 2-year training cycle defined along with proposed training topics	In-Service TG with TS	2 months after action 3	List viewed by Metropolitan, Vicars, clergy, Metropolis Council and lay leaders
5. Eight clergy training programs planned and scheduled on web for a 2-yr training cycle (starts with initial topics)	In-Service TG with TS	6 months after action 4	List viewed by Metropolitan, clergy, and lay leaders
6. First quarterly training (initial topics) go on-line as the other topics continue development for upcoming quarters	In-service TG with TS	Immediately after action 5 (begin the 1st training topic)	Viewed and evaluated by Metropolitan, clergy and lay leaders
7. Modifications and adjustments to technology made, if any delivery problems are noted	TG working with TS	1 month after action 6 (Adjustment of technology)	Tech adjustment report to Metropolitan, clergy and lay leaders

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
8. TG works with TS to retrieve reports on clergy certifications (also those missed) and training program evaluations to prepare reports on each of the training presentations	TG working with TS	Continuing for 3 through 9 months after action 7	Reports circulated to Metropolitan, clergy and lay leaders. Can also be posted on web site
9. 2nd year training cycle begins. TG reports at the 2015 Clergy-Laity Assembly as to the current operations of the program and also seeks suggestions that may enhance the program. Next 2-yr training needs survey distributed and the cycle of identifying and developing training starts all over again	TG working with TS	2nd Year (after action 8) Training begins. Next Training Needs survey goes out within a couple of months via email to all. Information returned and recorded 2 months later and cycle restarts.	Clergy continues viewing and evaluating the quarterly training. Next training survey distributed and results recorded and training development continues.

2nd STRATEGIC OBJECTIVE: Within 1 year, we will implement a Parish Council Development Network to enhance the skills of our Parish Council members by providing (in conjunction Parish Organization and Development Task Force Objective #2):

- (a) training (and certification) for all new Parish Council members; and
- (b) on-going education programs, Parish Council resources, best practices, relevant materials and information.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Identify chair and membership of the standing Task Group ("TG") for Parish Council Development ("PCD")	Volunteers and appointments by PCD TG and Metropolitan	3 months from start	Defined chair and Task Group membership

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
2. PCD TG identifies the initial materials and IT technology needed for the development of the network site	PCD TG	3 months after action 1	Needs/costs identified and secured via Metropolitan and IT staff
3. PCD TG installs net work site on Metropolis web along with the core training (Archdiocese program) and other available resources/ materials	PCD TG	6 months after action 2	Network successfully installed on the Metropolis' web site
4. Network site piloted among vicariates and bugs worked out	PCD TG	3 months after action 3	Pilot Parishes review network
5. Network site is officially opened for use by all Parish Councils	PCD TG	Immediately after action 4	Operational to all via our web site

3rd STRATEGIC OBJECTIVE: Within 2-3 years, we will develop and implement a consistent core curriculum for:

- (a) Church School (pre-school–12th grade) (including stewardship throughout all grade levels and web-based teacher certification);
- (b) Godparents and Parish Council Catechetical certification; and
- (c) Adult education (to increase core knowledge of the Orthodox faith and stewardship responsibilities) that will reach all parishioners within 5 years.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Identify chair and membership of the standing task group for all 3 Religious Education Programs-REP	Appointments by Education Task Force	3 months after action 1	Defined chair and committee membership

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
2. Task Group meets with educational technology strategist and curriculum development expert(s) to identify program delivery options and costs	REP Task Group	3 months after action 1	Task Group meeting with invite to Metropolitan and his staff
3. Report prepared on the proposed technological options that could be used on the 3 programs and related costs are identified. Report presented to the Metropolitan and interested donor(s)	REP Task Group prepares report	3 months after action 2	Report reviewed by Metropolitan, his staff and potential donor(s)
4. Upon confirmation of initial funding, Task Group teams meet with vicariates and their representative groups to obtain input on the proposed project and to obtain consensus on the core topics for all 3 religious education programs	REP Task Group broken into smaller teams to cover a larger area within a shorter time frame	6 months after action 3	Actual meetings with vicars and their related staff in their vicariates
5. Once topics identified, report and presentation prepared for review by Clergy-Laity Assembly in late Feb'15	REP Task Group	2 months after action 4	Metropolitan to review prior to Assembly
6. Presentation to Assembly to review the core topics selected for all 3 education programs. Review, modification, and consensus on core topics and delivery mechanism options	REP Task Group presents, makes changes and locks in consensus	Annual 2-day meeting at Assembly	Clergy and lay memberships reviews report at annual Assembly

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
7. Upon Assembly's approval of core topics for all 3 educational programs, a final report is presented to Metropolitan and potential donor(s)	REP Task Group prepares report and presentation	3 months after action 5	Metropolitan and potential donor(s)
8. Upon approval of final funding, work begins on all 3 educational programs. Also an update at February 2016 Assembly	REP Task Group and related experts	16 months after action 7	Metropolitan and staff. Assembly review in February
9. Pilot programs test and review delivery of all 3 educational programs	REP Task Group and pilot groups	3 months after action 8	Task Group and Metropolitan review test results
10. Programs loaded on Metropolis' web site and made available to all Parishes	REP and related experts	After action item 9	Parishes obtain access to programs

LITURGICAL LIFE

1st STRATEGIC OBJECTIVE:

- (a) Within 6 months, we will provide comprehensive Diaconate guidelines for qualifying potential Deacons.
- (b) Within 3 years, we will ordain at least 1 Deacon to serve in each Parish of 250+ stewards.

Key Actions Necessary to Achieve Major Strategic Objective #1 (a)	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Determine the concerns of the Metropolitan regarding Deacons and the guidelines	Chairman of the Task Force will address them with the Metropolitan	3 months	Concerns identified
2. Identify conditions for Parishes to meet which express a need for a Deacon	Chairman of the Task Force will contact Vicars and determine	3 months	Communities identified and conditions
3. Establish Metropolis comprehensive guidelines for admission into the program and guidelines for successful completion of the program	Task Force, subject to the approval of the Metropolitan	3-6 months to complete	Guidelines are produced and approved by Metropolitan

Key Actions Necessary to Achieve Major Strategic Objective #1 (b)	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Establish Metropolis Cluster Groups in each Vicariate to monitor and enhance the formations of candidates enrolled in the program.	Chairman of the Task Force and Vicars	3-6 months	Cluster Groups Formed
2. Establish clergy mentors to supervise the Cluster Groups in each region of the Metropolis	Chairman will contact vicars and determine	3-6 months	Clergy Mentors Identified

Key Actions Necessary to Achieve Major Strategic Objective #1 (b)	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
3. Final preparation of candidates for ordination and episcopal approval for ordination	Chairman and Metropolitan	3 years from enrollment	Deacons Ordained in Parishes 250+

2nd STRATEGIC OBJECTIVE:

- (a) Within 1 year, we implement a “Liturgical Renewal Program and Resource Center” to more actively engage our parishioners and clergy in liturgical life through a “Parish Renewal Task Force” we will establish in each Parish
- (b) Within 2 years, we will regularly provide Liturgical Renewal Seminars and Teaching Liturgies in Parishes.

Key Actions Necessary to Achieve Major Strategic Objective #2 (a)	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Create a Parish survey that provides an assessment of the current level of participation in the liturgical life and identifies specific areas that need improvement.	Assigned clergy will produce the survey, subject to the review and approval of the Metropolitan	3 months	The survey is created
2. Create a Parish Liturgical Renewal Resource Manual of best practice for task groups to use	Standing clergy Liturgical Renewal Task Force	3-6 months	Resource Manual Completed
3. Create an online Liturgical Renewal Resource Center on Metropolis Website consisting of sermon materials, best practices, multi-media educational materials	Standing clergy Liturgical Renewal Task Force and multimedia experts, as well as the review and approval of the Metropolitan	3-6 months	Online Resource Center goes live

Key Actions Necessary to Achieve Major Strategic Objective #2 (a)	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
4. Establish in each Parish a Parish Liturgical Renewal Task Force	Standing clergy/laity Liturgical Renewal Task Force and Vicars, with the approval of the Metropolitan	3-6 months	Parish Task Force Established
5. Conduct Parish Liturgical Renewal Survey in each Parish	Parish Liturgical Renewal Task Force, with the approval of the Metropolitan	6 – 9 months	Surveys completed
6. Evaluate the Surveys and formulate a blue print for a Parish Liturgical Renewal Program in the Parish based upon responses	Both tasks groups working together upon receiving final approval of the Metropolitan	6 – 9 months	Programs formulated in each Parish
7. Parishes Implement a Liturgical Renewal Program	Parish Liturgical Task Force, with the approval of the Metropolitan	12 months	By the number of programs implemented

Key Actions Necessary to Achieve Major Strategic Objective #2 (b)	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Identify and recruit clergy and/or laity, with the approval of the Metropolitan, who can conduct Liturgical Renewal Seminars	Standing clergy/laity Liturgical Renewal Task Force	6-12 months	Clergy and/or laity recruited
2. Schedule 1-2, on-going regional Liturgical Renewal Seminars for clergy and laity	Standing clergy/laity Liturgical Renewal Task Force, with the approval of the Metropolitan	1-2 years	Seminars Scheduled and completed
3. Metropolitan to appoint/select visiting Liturgical Specialists (clergy and/or laity) who will conduct a Teaching Liturgy	Standing clergy/laity Liturgical Renewal Task Force, with the approval of the Metropolitan	1-2 years	Teaching liturgies conducted

MISSIONS AND EVANGELISM

1st STRATEGIC OBJECTIVE: Within 1 to 2 years, we will establish a Missions and Evangelism Ministry in each Parish that within 1 to 2 years from formation will:

- (a) Plan and execute Parish and regional area outreach events;
- (b) Energize a Welcoming Committee to improve outreach and growth;
- (c) Create an OCMC Ambassador Program; and
- (d) Increase church membership.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Enlist 2 missions-minded persons from each vicariate to work with the Parishes, thereby creating subcommittees by vicariate. These new subcommittee members will become members of the Commission for Orthodox Missions and Evangelism ("COME") Board. This will be a regional way to expand the overall Metropolis department of Missions and Evangelism known as C.O.M.E.	Vicars will work with the priests in their vicariate to provide the 2 names. The Metropolitan will okay the names. The COME President or his designee will contact the people and form the subcommittees	1 month to receive the names, make contact and form the subcommittees	When each vicariate has a contacted and formed subcommittee ready for training.
2. The COME Board will contact and train the subcommittees. The training will consist of introducing them to the overall Missions and Evangelism effort in the Metropolis past and present. It will mainly focus on the best practices of a Welcome Committee, best practices of Outreach events, the OCMC	Members of the COME Board will conduct the training at one location with all the members of the subcommittees. This way these new members of COME will meet each other and some of the current COME	6 months	When each Subcommittee is formed and trained and ready to approach each Parish in their Vicariate to establish a M&E Ministry.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
Ambassador Program, a template for assessing Parish life, some essential elements of a well-organized committee, and ways to help a Parish focus on increased growth in membership members.	members.		
3. Under the direction of the Metropolitan, contact each of the Parish priests and then meet with the Parish Councils to begin the process of establishing the new Parish ministry, using the goals outlined by the M&E Task Force	Members of each COME subcommittee with oversight from the COME President and the Metropolitan		When each priest and Parish Council has: (a) been contacted; and (b) identified a chair of the Parish M&E Ministry; and (c) officially established the ministry and understands its purpose.
4. Under the leadership of the Metropolitan, contact the Metropolis, Archdiocese and the other Orthodox jurisdictional departments of Missions AND compile a list of best practices of Evangelistic/ Outreach events and programs for Parishes and regions. This list will serve as a starting point for a M&E Ministry to execute events in their own Parish and area. It will also be beneficial to look outside the Orthodox Church for types of outreach events that can be tailored to fit our needs.	With the input and review of the Metropolitan, COME Board members will make the contacts and compile the lists of events. The Subcommittees will be responsible for sharing these lists and holding the Parish Ministries accountable to put them on.		When the list has been compiled and submitted to COME for review, passed onto the subcommittees during training, and implementation at the Parish/ regional level begins. The process will be ongoing, since the initial list of best practices for events will most likely continue to grow.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Create a standardized program for Welcome Committees with helpful resources. This program will be a combination of best practices of Parishes with already successful programs.	Initially a member of the COME Board will compile and develop a standardized program to use as part of the training for the Subcommittees to pass on to the local M&E Ministries. The local M&E Ministries will continue to improve upon/ tailor programs to meet their specific needs	practices, and create a draft outline of a standardized program, which will be part of the content of the subcommittee training; and implementation of the program in the second year	When the program has been drafted and submitted to COME for review, passed onto the subcommittees during training, and implementation at the Parish/ regional level begins
6. The M&E Ministry in each Parish will work with the priest and Parish Council to assess the Parish regarding areas of Parish life, both positive and negative, which have an effect on the Parish's ability to grow and reach out. This assessment will look at things like signage, websites, communications, and it will also look at worship life, teaching, sermons, education, sacramental participation, book stores, in essence, the overall "health" of the Parish. All of this affects a Parish's ability to grow and attract new members. The information will be helpful to the Parish on other levels as well.	COME will create a working checklist to use in Parish assessments. This list will be reviewed and approved by the Metropolitan. Then, it will be the responsibility of the Parish M&E Ministry in each Parish to assess the Parishes, and then to work with the priest and PC to bring about change and improvement	3 to 6 months to submit a draft Assessment Tool to the COME Board and then pass onto Subcommittees during training. Assessments can begin after Parish M&E ministries are established and running (12 months)	When the Parish M&E Ministries conduct the assessments and the Parish begins making corrections and improvements
7. Make phone and in person contact with Parish priests and	The Metropolitan will write a letter of introduction and	Once the training of the Subcommittee	When every Parish priest and Parish Council has been

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
Parish Councils to emphasize the importance and necessity of this new ministry in the life of the Parish.	directive. Vicars will follow up with priests and Parish Councils. Subcommittee heads will make phone and in-person contacts with the priests and Parish Councils.	members is complete, 4 to 6 months.	contacted and is ready to establish a Parish M&E Ministry and recruit a suitable Chair.
8. Work with the Parish Council to establish a line of communication (a PC member liaison, for example) with the new ministry	Parish priest with Parish Council	1 year at the same time as the M&E Ministry is established.	When the priest and Parish Council have established an approved method of overseeing the ministry.
9. Appoint a member of the Parish M&E Ministry to enroll and act as an OCMC Ambassador	Parish M&E Ministry	At first meeting	When a member of the ministry has completed their OCMC Ambassador application.

2nd STRATEGIC OBJECTIVE: Within the next 10 years, we will establish at least 5 new Parishes.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Develop criteria for determining when a new Parish is needed in a specific Metropolis area. For example, the growth of a city combined with the large size of existing Parishes necessitates a new Parish that people can reach easily and where the parishioner to priest ratio is more ideal (no more than 200 to 1).	The COME Board with the Metropolitan need to develop this criteria, using existing studies in church growth and applying our Orthodox theology and understanding to these studies	1 year, over 3 COME Meetings with steady work in between	When the COME Board and the Metropolitan agree on the criteria and we can apply it to the urban areas of our Metropolis in a way that leads to the successful planting of new Parishes in those areas that need it based on the criteria over the next 10 years

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
2. Work closely with the Vicars, COME Subcommittees, Parish priests, Parish Councils and Parish M&E Ministries to educate, communicate and cultivate the vision behind the above criteria so that we incur less resistance to growing the Orthodox Church by planting new, smaller Parishes in urban centers.	Metropolitan, Chancellor, Metropolis Council, COME Board members, Vicars, Members of M&E Ministries need to be the ambassadors of this vision once developed	After 1 year and ongoing.	When we can plant new Parishes without existing communities viewing this as a threat. When existing Parishes cooperatively become helpers and initiators in the process.
3. Respond to existing groups of Orthodox or Inquirers in areas where no Orthodox church exists who are seeking to be served.	The COME Board with the blessing of the Metropolitan will send a member to assess the situation, including contact other Jurisdictions. If the situation is viable, assign the appropriate priest nearby to begin serving them.	Immediate contact should be made. 1 month for a COME member to make assessment. If a nearby priest is assigned to help, 1 to 3 months.	When the group is being served by a nearby priest and nurtured and developed to the point of being able to assign a priest to specifically serve that community. Ultimate success is defined when the priest and community are self supporting.
4. Work to cultivate Domestic clergy and lay missionaries to serve in the Metropolis by influencing more emphasis on Domestic Missions in the HC Seminary curriculum	With the permission of the Metropolitan, COME Board President visit Holy Cross and speak with the Administration about the need for trained missionaries in the US and the need for Domestic Missions curriculum	6 months	When Holy Cross begins offering classes focused on Domestic Missions awareness and training.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Work to cultivate clergy and lay missionaries to serve in the Metropolis by actively recruiting mission-minded people to serve in the S.F. Metropolis as Domestic Missionaries	COME Board President visit HC/HC to interview S.F. Seminarians. COME and M&E Ministry members develop and recruit lay candidates for Domestic Missions	6 months 12 months and ongoing	Identify, recruit and assign to Mission Parishes When we are able to send lay domestic missionaries into Mission Parishes to serve
6. Network with the Archdiocese, other GOA Metropolises, OCF, OCMC and IOCC as well as Missionary leaders of each of the other Orthodox Jurisdictions to utilize their resources to impact the Metropolis' work in Missions and Evangelism	Assign a willing member of the Metropolis Missions and Evangelism Team to liaison with each specific group and keep open a dialogue regarding how these organizations might be able to benefit us in accomplishing our strategic and tactical objectives	1 year and then ongoing	When a liaison is identified, recruited and communicating with a point person from each organization.

3rd STRATEGIC OBJECTIVE:

(a) Within 1 year, we will establish a Parish Mentoring Process and Team to help those Parishes needing mentoring; and

(b) Within 3 years, every Parish needing mentoring will be assigned the appropriate clergy and lay mentors who will help the Parish

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. With the input and approval of the Metropolitan, develop Criteria and a corresponding Assessment Tool with minimum acceptable standards to determine which Parishes are in need of Mentoring. The Criteria and Assessment Tool should be a cooperative effort of several of the Strategic Task Forces like Stewardship, Finance, Education, Liturgical Worship, Youth and Missions and Evangelism	COME will coordinate this effort to develop the criteria and the Assessment Tool, but invite input and approval from the other Task Force Chairs.	6 months to 1 year	When we have a clear set of criteria that assesses the necessary administrative, spiritual, financial, educational, communications, youth, and spiritual structures, policies, programs, personnel, etc. to determine whether a Parish is stable and moving in the right direction
2. Using the Assessment Tool developed by a cooperative effort of the Task Forces, assess each Parish to determine which Parishes need mentoring.	Under the guidance of each Parish Priest, the Parish M&E Ministry can conduct the Assessment and provide the Metropolitan and the COME Board the results of which Parishes need mentoring and in what areas.	Between the 2nd and 3rd year	When we have determined which Parishes need mentoring and begin mentoring them.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
3. Develop approved clergy and lay mentors by Vicariate to help mentor Parishes in their local region	The Metropolitan with the help of the Task Force Chairs and the Vicars	Between 12 months and 24 months	When we have a team of qualified mentors in various disciplines in each Vicariate ready for deployment where needed
4. Continue to mentor the Parish, whether it be the priest, the Parish Council, ministry leaders or all the above, until such time as the Metropolitan and the Mentoring Team determine the Parish no longer needs mentoring. This should be based on the criteria spelled out in the Assessment Tool.	The Mentoring Team in consultation with the COME Board President and the Metropolitan	Ongoing, but no less than over a 1-year period.	When the Mentoring Team, in consultation with the COME Board President and the Metropolitan, determines the Parish no longer needs mentoring.

PHILANTHROPIC OUTREACH

1st STRATEGIC OBJECTIVE: Within 9 months, we will finalize an effective Service Learning Training model to equip Parishes with the processes and tools to effectively conduct philanthropic outreach.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Update curriculum package with the approval of the Metropolitan	Philanthropic Outreach (PO) Task Force members	6 months from start	Completeness
2. Publicize/Invite	(PO) Task Force Chair	2 months from start	>10 participants
3. Refine curriculum for review, with review by the Metropolitan	Metropolitan and Metropolis Philoptochos Board	8 months from start	Curriculum with mark-ups received in SF
4. Submit curriculum for review by Metropolitan and Metropolis Philoptochos Board	(PO) Task Force members	9 months from start	Distributed to all Parishes in Metropolis of San Francisco

2nd STRATEGIC OBJECTIVE: Within 6 months, we will create a Philanthropic Outreach Information Exchange to expand the number of parishioners participating in Parish and Philoptochos philanthropic ministries and facilitate the exchange of philanthropic ministries information.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Create Google Group	PO Outreach Task Force members	2 weeks	Created
2. Broadcast email asking Parish Philoptochos chapters to identify their existing local philanthropic ministries. Email message to be submitted to Metropolitan for approval prior to distribution.	Metropolis Philoptochos Board	1 month	Response from 25% of Philoptochos Chapters by within 1 month
3. Broadcast email asking Parishes to identify their existing ministries. Email message to be submitted to Metropolitan for approval prior to distribution.	PO Task Force Chair	1 month from start	Response from 25% within 1 month
4. Follow-up emails	PO Task Force Chair and Metropolis Philoptochos Chapters	2 months from start	Response from 50%
5. Compile list in document and Distribute list to Parishes	PO Task Force Chair and Metropolis Philoptochos Board	3 months from start	Completed
6. Invite respondents to be part of the Outreach team and expand team	PO Task Force Chair and Philoptochos Board	Within 3 months from start	5 new members

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
7. Add Responding Parishes to Google Group	PO Task Force members	6 months from start	50% participation

3rd STRATEGIC OBJECTIVE: Within 2 years, each Parish will implement at least one signature Outreach ministry

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. With the involvement of the Metropolitan, identify Parishes that have not responded to Goal #2. Follow up with those Parishes to determine if they do in fact have an outreach ministry.	PO Task Force Chair and Philoptochos Board	3 months from start	50% Response from non-respondent Parishes
2. At the direction of the Metropolitan, equip Parishes and local Philoptochos Chapters without an existing Outreach Ministry by encouraging them to embrace service learning by connecting them with a mentoring Parish or Philoptochos Chapter in their vicariate that has an outreach ministry.	PO Outreach Task Force and Metropolis Philoptochos Board	1 year from start	Connection established
3. Second follow-up with all Parishes and Philoptochos Chapters not reporting	PO Task Force Chair and Metropolis Philoptochos Board	2 years from start	80% of reports received

STEWARDSHIP

1st STRATEGIC OBJECTIVE: Within 3 years, each Parish will implement the “Igniting the Flame of True Orthodox Stewardship Program.”

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Appoint Stewardship Chair plus 2 support members to lead implementation of “new” Stewardship Ministry	Parish Priest Appoints	Step 1 (Note: January 15th for all succeeding years)	Acceptance of Appointment to Stewardship Ministry.
2. Appoint Leaders of all Ministries	Parish Priest Appoints	Within 3 months of action 1 (Note: January for all succeeding years)	Acceptance of Appointment and a charter for each ministry
3. Organize (each Parish) Council of Ministries (C.O.M.) Leaders of all Ministries will serve on the C.O.M. (Parish Council members will act as liaisons to ministry leaders)	Parish Priest appoints C.O.M. Leader	Within 2 months of action 2 (Note: January for all succeeding years)	C.O.M. Charter prepared, approved and made public. C.O.M. meets as required
4. Develop “Stewardship Mission and Vision Statement” (SMVS) for Parish which incorporates the IFTOS concept.	Priest, Parish Council and C.O.M. cooperatively	Within 1 month of action 3 (Note: maintained by Stewardship Ministry Chair in succeeding years)	Completed SMVS Statement to regularly appear in all Parish publications and on web site
5. Develop Action Plan for implementing “Igniting the Flame of True Orthodox Stewardship Program” (IFTOSP)	Priest, Stewardship Ministry Leader, C.O.M. Leader	Within 1 month of action 4 (Note: February 1 for all succeeding years)	All members of the C.O.M. will understand and pledge their support to the IFTOSP implementation
6. Develop Stewardship Goals and Objectives for 2014 calendar year	C.O.M., led by Stewardship Ministry Leader	Within 1 month of action 5 (Note: February 1 for all succeeding years)	Goals made available to all

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
7. Develop Stewardship Calendar (min 1 year) covering all Stewardship related events (Includes all related actions: Card and Letter design, mail dates, dates to publish statistics, Stewardship Sunday, stewardship Sermons and dates, Ambassadors Follow-up, etc., etc.)	Stewardship Ministry Leader coordinated with Priest and C.O.M.	By January 1st each year	Published schedule of Stewardship actions for minimum of 1 year

2ND STRATEGIC OBJECTIVE: Within 18 months, each Parish will hand select and train Stewardship Ambassador Teams of servant leaders (who are actively engaged in Parish life, leading by example and giving sacrificially) to personally visit with all parishioners.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Select Ambassador Team of Servant Leaders. (Note:ATSLS must be 100% engaged in Parish life, leading by example, and giving sacrificially)	Priest, PC, Stewardship Ministry Leader, and Council of Ministries	Start (Note: Due on 2/1 for all succeeding years)	List accepted and documented
2. Priest, PC and ATSLS become fully conversant regarding “Igniting the Flame of True Orthodox Stewardship”	Priest, PC, C.O.M. Members and ATSLS attend a 1 day training session	1 month from action 2 (Note: Due on 2/1 for all succeeding years)	Attendance at session
3. Prepare Ministries Handbook.	Stewardship Ministry: gather data/photos and creates Handbook. Priest has final review	1 month from action 2 (Note: Due on February 15 for all succeeding years)	Published Handbook and web-based

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
4. Prepare Stewardship handout materials to support Ambassadors	Priest, Stewardship Committee, Council of Ministries	1 month from action 3 (Note: Due on February 15 for all succeeding years)	Materials completed and ready for presentation to Stewards and non-Stewards
5. Prepare training materials for Ambassador Team: handouts, Stewardship Power Point presentation (optional)	Priest and Stewardship Committee	1 month from action 4 (Note: Due on February 15 for all succeeding years)	Materials completed (PowerPoint CD for each Ambassador)

3rd STRATEGIC OBJECTIVE: Within 3 years, Ambassadors in each Parish will visit with every member and nonmember to engage them more fully in the life and ministries of the Parish (through a process that takes 8 months in each Parish).

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Select 10 stewards/ parishioner families to visit for each Ambassador.	Ambassadors compile their lists cooperatively.	Start (Note: 2/15 for all succeeding years)	List compiled, ready to set appointments
2. Make appointments for 15-30 minute visits (visits may be one-on one, home visits, dinner visits, etc., whichever is appropriate) and meet personally to discuss each steward's ministry participation, level	Ambassadors	Within 2 months of action 1 (Note: 2/15 to 10/1 for all succeeding years)	All stewards visited, Stewardship cards completed and collected

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
of activities related to the Parish, and financial commitment. Hand out and collect/ collect Stewardship Commitment Cards. If required, leave cards with prayerful consideration and notify them of up-coming follow-up call.			
3. Make list of Orthodox in the geographic area that are not currently pledged and schedule visits (5-10 depending on total amount families in this category. To be divided among all Ambassadors).	Ambassadors.	Within 2 months of action 1 (Note: 4/15 to 10/1 for all succeeding years)	All non-stewards visited and commitment cards completed and collected
4. Follow up every 2 weeks with those on list or until all Stewardship Commitment Cards are collected.	Ambassadors.	Within 1 months of action 3 (Note: 4/15 to 10/1 for all succeeding years)	All cards collected
5. Telephone thank-you follow-up call 2 weeks after each visit.	Ambassadors.	Within 1 month of action 3 (Note: 4/14 to 10/1 for all succeeding years)	TBD
6. Create Parish data base listing all Stewards and the Ministry/Ministries on which they are participating	Stewardship Ministry	Within 2 months of action 5 (Note: Always Maintained)	Availability of list to Parish Priest and Stewardship Ministry

YOUTH

Ist STRATEGIC OBJECTIVE:

- (a) Within 1 year, we will complete young adult focus groups (college and working age) and evaluate other successful Christian youth programs; and
- (b) Within 2 years, we will increase participation in a larger number of most effective young adult ministry programs

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Establish a focus group coordination committee with the approval of the Metropolitan.	Metropolis Youth Director to coordinate with full time Parish youth directors	The beginning	Establishing functioning committee.
2. Recruit Marketing Talent from parishioners within Metropolis	Youth Directors to carry outreach via e-mail and personal contact with Parish Priest to identify and recruit.	Within 3 months of start	At least 1 experienced marketing professional has joined focus group committee
3. Identify successful Young Adult programs offered in our Church (needed to develop focus group collateral)	Metropolis Youth Directors, under the direction of the Metropolitan, to survey their Parishes and others in their vicariate	Within 3 months of start	Documented learning from at least 2-3 Parishes
4. Identify successful Young Adult programs offered by other denominations needed to develop focus group collateral, with the review of the Metropolitan	Metropolis Youth Director to contact and identify successful programs and Best Practices implemented by other denominations	Within 3 months of start	Documented learning from at least 2-3 non-Orthodox denominations.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Develop focus group questionnaire and interview format (guide book) for use during focus groups. Cover and probe on issues that affect our Youth that how they relate to the Orthodox faith	Committee guided by the Metropolitan and experienced marketing professional to develop questionnaire	Within 2 months of the previous action(s)	Collateral need for focus groups in hand.
6. Recruit young adults across in So Cal, Bay Area and Pacific NW to hold 3 focus groups	Youth Directors in cooperation with identified Parish Priest to recruit young adults	Within 1 month of the previous action.	Multiple young adults recruited for each of the focus groups.
7. Hold focus groups	Focus group sessions led by Marketing professional	Within 1 month of the previous action.	Focus groups held
8. Analyze and report results of focus groups to Youth Task Force (includes both existing Metropolis programs as well as successful youth program offered by other denominations.)	Focus group committee guided by marketing professional	Within 1 month of the previous action.	Report out delivered.
9. Prioritize and select which successful Christian young adult programs to implement within the Metropolis	Under the direction of the Metropolitan, Youth Directors evaluate benefit and feasibility of implementing broadly (i.e. scaling) successful programs. Develop process/criteria to prioritize	Within 1 month of the previous action.	Report out to Metropolitan and receive his blessing to initiate new ministry/ies or enhance current program/s.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
10. Establish directory/data base of young-adult leaders	Youth Director to assemble information across Metropolis on active and prospective young adult leaders	Initial rev within 3 month of the beginning Refresh every 12 months (in fall)	Usable database in place.
11. Recruit young adult leaders that support the vision of identified new ministry/ties across 7 Parishes (target 1 per vicariate)	Metropolis Youth Director in coordination with Parish Priest as needed	Within 7 month of the previous action	Young adult leaders in place and ready to start work on new ministries
12. Provide collateral and support needed to young adult leaders to deploy new ministries	Metropolis Youth Directors	Within 7 month of the previous action.	Guidelines and support information prepared and delivered to young adult leaders
13. Provide satisfaction /feedback questionnaire to young adults participating in new ministries	Metropolis Youth Director to prepare satisfaction (feedback) survey. Young adult leaders to solicit anonymous feedback using survey and forward it to Metropolis Youth Director	Ongoing post ministry launch	Feedback collected and analyzed
14. Evaluate success for new ministries and adjust/improve	Metropolis Youth Director to (1) review results of feedback with youth task force and (2) act based on feedback to improve ministries	Ongoing post ministry launch	Demonstrate level of satisfaction and call out specific actions taken in response to constructive feedback
15. Recruit young adult leaders that support the vision of identified new ministry/ties across 12 Parishes (target 1 per vicariate)	Metropolis Youth Director in coordination with Parish Priest as needed.	By end of December of 2nd year from start	Young adult leaders in place working on new ministries

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
16. Recruit young adult leaders that support the vision of identified new ministry/ties across 24 Parishes (target 1 per vicariate)	Metropolis Youth Director in coordination with Parish Priest as needed	By end of December of 3rd year from start	Young adult leaders in place working on new ministries



2nd STRATEGIC OBJECTIVE:

- (a) Within 1 year, we will create vibrant Twitter, Facebook and other mobile social media ministries to reach our youth; and
- (b) Within 2 years, we will initiate a quarterly, multi-location Youth Skype Series with engaging speakers and interesting topics.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Establish a Mobile Social Media and Youth Skype Series task force reporting to Youth Task Force	Designated Youth Task Force member to Establish Committee with support from Metropolis Youth Director. Committee to be chaired by Metropolis Youth Director.	Start	Committee established with clear charter and objectives articulated
2. Recruit visible and articulate youth oriented leaders in Metropolis willing to be active voices on online social media (Twitter, Facebook) including Parish priests, popular camp leaders and senior Metropolis leadership	Metropolis Youth Director in coordination with Vicars to identify and recruit youth oriented leaders able to connect with youth over social media	Within 2 months of start	At least 1 youth leader and 1 priest per Vicariate as well as 1 senior member of Metropolis having accepted to be active on social media on behalf of Metropolis

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
3. Establish process and ownership of monitoring social-networking communications/ interactions involving/representing Metropolis	Metropolis webmaster in coordination with Chancellor to establish and online monitoring process and monitor its enforcement	Within 3 months of start	Process in place to monitor on-line activities involving/representing Metropolis.
4. Train Metropolis sanctioned social network speakers, to be approved by the Metropolitan, on appropriate guidelines (pertaining to youth and Metropolis matters).	Metropolis Youth Director to coordinate collection of best (on-line) practices and their dissemination to Metropolis social network speakers. Metropolis webmaster to post best post on Metropolis youth website recommendations for safe/appropriate use	Within 3 months of start	Best “On-line” practices published on youth website and communicated directly to people representing Metropolis on-line.
5. Establish a social media accounts (Twitter, Facebook) Metropolis sanctioned social speakers/ambassadors	Each on-line representative to activate individual accounts. Must be linked/associated with Metropolis webmaster and comply with Metropolis guidelines	Within 3 months of start	Metropolis representatives/leaders connecting with youth over social media
6. Monitor nature and extent of adoption of social media by youth to connect and communicate with Metropolis and its youth leadership.	Metropolis Webmaster to compile quantitative and qualitative data on nature and extent of use of social media by Metropolis youth and its leaders. Report to be shared with online liaisons and Metropolis youth director.	2nd week of each quarter	Report compiled and published Actions taken based on ability to track progress towards creating a vibrant social media ministry.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
7. Determine infrastructure (hardware and software) needed to hold multi location youth Skype series	Designated Youth Task Force member to outline technical requirements and infrastructure needed to support multi-location Skype events	Within 3 months of start	Delivery of document outlining infrastructure (hardware and software) required and procedure
8. Establish committee, with the review and approval of the Metropolitan, that will be responsible for identifying and recruiting speakers that can address issues affecting our Youth and how they relate to our Orthodox faith, and they will also administer program	Designated Youth Task Force member to outline technical requirements and infrastructure needed to support multi-location Skype events	Within 4 months of start	Committee established and actively working to identify speakers and plan logistics for 1st “Skype” event
9. Recruit youth groups across Metropolis to participate in initial “Skype” event	Youth Director with support by youth task force and Chancellor	Within 4 months of start for event to be held early within 6 months of the beginning	Youth groups across Metropolis (at least 4) committed to participate in pilot
10. Select a topic and recruit speaker for 1st 2 “Skype” events on issues that affect our Youth and how they relate to our Orthodox	“Skype” task force to select topics and recruit speakers that have the blessing of the Metropolitan and/or Chancellor	Within 5 months of start	Topic and Speaker identified for 1st 2 events
11. Hold 1st multi-location “Skype”-like video conferencing event	Designated Youth Task Force member to coordinate logistics for initial pilot event, with the Metropolitan’s input on the suggested Parishes to be involved.	Within 6 to 7 months of start	Initial pilot multi-location Skype-like event held with the participation of at least 4 youth groups across Metropolis

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
12. Establish and communicate a calendar of speaking events informed by youth requests (including young adult focus groups held per Youth strategic Objective #2). Focus on issues affecting Youth and how they relate to our Orthodox faith	“Skype” task force under leadership of youth director to select topic and recruit speakers that have the blessing of the Metropolitan and/or Chancellor; 2nd speaker scheduled by time 1st pilot event is held	2nd Speaker scheduled by 1st pilot event. Calendar of event for next 3 quarters published by time of 2nd pilot event.	Calendar of “Skype” events established and effectively communicated to youth, their families, Parish youth leaders, Parish priests and office administrators. Events scheduled far enough in advance so that local Parish youth events will not conflict with “Skype” event in Parishes that participate
13. Create on-line questionnaire, with the review of the Metropolitan, that youth participating in “Skype”- like event can provide feedback within 1 day of event	Designated Youth Task Force member to coordinate guide “Skype” event task force to how to implement online questionnaire	Deploy by 2nd Skype-like event	Collect, understand and act appropriately on verbal feedback as well as via questionnaires confirms speakers are engaging and topics are interesting
14. After 1st 3 events hold meeting to evaluate success of initial roll out of pilot and adjust (as needed) program in 2015	Meeting facilitated by Youth Director with participation of Parish youth directors and leaders of youth groups that participated. Results report to Metropolitan.	Within 15 months of start	Meeting held to assess success of initial phase of “Skype”-like pilot. Report (with actionable recommendations) delivered to Chancellor for his blessing
15. Transition chairmanship of “Skype”-like event committee from Metropolis Youth Director to lay leader	Youth director with blessing of the Metropolitan to appoint lay leader to (lead and administer “Skype”-like event committee)	Within 15 months of start	Lay leader other than Metropolis Youth Director heads and runs “Skype”-like event committee

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
16. Hold Event Quarterly on an Evergreen basis	“Skype” event task force, subject to the approval of the Metropolitan.	Events held once a quarter	Regular cadence of quality “Skype”-like events maintained with increasing participation of youth

3rd STRATEGIC OBJECTIVE:

- (a) Within 1 year, we will successfully implements ‘Moms and Tots’ programs in at least 8 Parishes; and
- (b) Within 2 years, we will successfully implement ‘Moms and Tots’ programs in at least 50% of our Parishes.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Identify and recruit mentors willing to collect best-practices from existing Moms and Tots programs in our Metropolis. Mentors subject to the approval of the Metropolitan.	Designated Youth Task Force member and experienced volunteers to establish committee	The beginning	Moms and Tots task force in place and active
2. Collect best-practices from existing Moms and Tots programs in our Metropolis	Designated Youth Task Force member and experienced volunteers to establish committee	Within 2 months of start	Identified programs reviewed with Youth Task force/committee

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
3. Develop collateral that can be used by leaders at Parish level to implement Moms and Tots programs (informed by established successful programs)	Designated Youth Task Force member and experienced volunteer to prepare collateral, pamphlet and guide with suggested events and format. Include case study with benefit to community	Within 3 months of start	Initial version of Moms and Tots collateral prepared for use during initial deployment of program (to eight Parishes)
4. Rollout Moms and Tots program to eight early adopter Parishes, including mentoring and tracking of progress	Original group of advisors (from above): Identify highest potential Parishes for initial Rollout. Recruit lay leaders and local Priest support/advocacy. Promote via Metropolis and Parish websites/bulletins	Within 4 months of start	Mentoring group established with leader in place and programs under deployment at eight Parishes
5. Moms and Tots Programs active at eight Parish meeting regularly	Local Parish Leaders under the mentorship of experienced volunteers and/or Youth Task Force member	Within 6 months of start	Moms and Tots group have met at least twice at each of the (eight) participating Parishes.
6. Collect feedback from Parent participating in initial rollout of Moms and Tots program and use results to inform next phase of program roll out	Moms and Tots task force to provide local Parish leaders questionnaires to collect feedback. Feedback collected, analyzed and reported to youth task force including Metropolis Youth Director.	Within 15 months of start	Feedback collected, analyzed, reported to Youth Director and acted upon prior to rollout of program to additional Parishes.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
7. Implement Moms and Tots in half of the Metropolis Parishes using best practices and mentors from pilot programs and early adopters	Designated Youth Task Force member and experienced volunteers roll out ministries at Parishes. Start deployment of 2nd phase during back to school for 2014	Within 15 months of start	50% of Parishes have active and well attended Mom and Tots groups

4th STRATEGIC OBJECTIVE:

- (a) Within 9 months, we will launch a Metropolis Youth Website that better addresses the needs of youth and youth workers; and
- (b) Within 1.5 years, we will provide a comprehensive information resource for youth related activities and better youth leader training in our Metropolis.

Key Actions Necessary to Achieve Major Strategic Objective #4	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Metropolis Youth and Young Adult Website strategic objective approved and working group established	Metropolis Youth Director to establish working group including Youth webmaster	The beginning	Working group established and active
2. Refine organization and add content of beta Youth and Young Adult site. www.youth.sanfran.goarch.org	Metropolis Youth Director with Youth webmaster	Within 1 month of start	Agreement on final version of site by Youth Task Force before final launch and promotion.
3. Create marketing plan, subject to the approval of	Task Force to create plan using	Within 1 month of start	Agreement by Task Force on marketing

Key Actions Necessary to Achieve Major Strategic Objective #4	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
the Metropolitan, to promote site through out Metropolis, i.e. to Metropolis listserv, clergy, Church offices, youth workers, etc.	Metropolis Youth Director to promote through Metropolis channels.Task force through possible others		plan and commencement of execution
4. Execute marketing plan	Metropolis Youth Director to promote through Metropolis channels.Task Force through possible others	Within 4 months of start	Parishes promoting site. Increase in traffic once promotion initiated
5. Complete design and add content to beta Metropolis Youth Worker website, working in conjunction with other appointed experts and subject to the review of the Metropolitan	Task Force to create plan using Metropolis channels of communication and others	Within 4 months of start	Agreement on final version of site before final launch and promotion
6. Create marketing plan to promote finalized site throughout Metropolis, targeting Parish youth workers	Metropolis Youth Director to promote through Metropolis channels.Task force through possible others	Within 5 months of start	Agreement by Task Force on marketing plan and commencement of execution
7. Website Launched and Executing marketing plan	Metropolis Youth Director to promote through Metropolis channels.Task force through possible others	Within 6 months of start	Youth workers begin to utilize site
8. Define process for regular content refresh of websites (post launch)	Youth Task Force	Evergreen	Fresh, relevant and accurate content.
9. Create a new Youth Worker training seminar (including youth protection) on how to do youth ministry, with the input and approval of the Metropolitan.	Metropolis Youth Office to work with Metropolis Youth Directors to create seminar	Within 9 months of start	Completion of course content
10. Train youth workers	Metropolis Youth Office to offer seminars in Metropolis	Within 12 months of start	Offer survey at end of training. Positive feedback from attendees

5th STRATEGIC OBJECTIVE:

- (a) Within 1 year, we will complete the first annual Youth Participation Survey for Parish youth and youth ministry leaders that measures participation in, and effectiveness of, all Parish youth programs; and
- (b) Annually, we will publish a Parish Youth Participation Scorecard from the annual survey data.

Key Actions Necessary to Achieve Major Strategic Objective #5	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Metropolis Youth Participation Survey strategic objective approved and working group established	Designated Youth Task Force member, with support from Metropolis Youth Director and other selected volunteers to establish working group	Start	Working group established and active
2. Develop Youth Participation Survey targeting youth workers throughout Metropolis, with the content to be reviewed by Metropolitan	Designated Youth Task Force member to coordinate preparation of survey	Within 3 months of start	Publishing of survey.
3. Collect data-base of people (youth workers) to be surveyed	Appointed volunteer to collect names and contact information of all Parish youth workers	Within 3 months of start	Establish populated database
4. Carry out initial survey after receiving approval by Metropolitan	Appointed volunteers: Coordinate online survey ("monkey")	Within 5 months of start	Establish populated database
5. Report base-line results / score-cards and recommendations	Committee led by designated Task Force members and volunteers. Analyze survey and prepare 1st edition of Parish level score-card	Within 6 to 7 months of start	Establish process to measure score-cards and report findings

Key Actions Necessary to Achieve Major Strategic Objective #5	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
6. Repeat score-card measurement, analysis and reporting annually (on web-site)	Task Force to coordinate score card process	Complete and publish results every 12 months (target to have report prepared ahead of Metropolis Clergy-Laity Assembly)	Complete and publish results every 12 months (target to have report prepared ahead of Metropolis Clergy-Laity Assembly)

SPECIALIZED MINISTRIES - WELLNESS

1st STRATEGIC OBJECTIVE: Within 1-2 years, every couple getting married in a Parish must complete the PREPARE* program prior to their wedding.

*PREPARE is one of the top three premarital inventories used here in the US. It was selected for its ready access to training, ease of administration, and the fact that it is constantly being reviewed and updated to stay current with contemporary issues. It has a long-standing record of research-based success in preparing couples for marriage. It also offers versions of the inventory for couples marrying later in life and those marrying and bringing children from a previous relationship into the marriage.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Notification of change in policy for marriage prep/implementation of inventory as part of marriage prep should be included in Parish weekly and monthly bulletins as well as on Parish and Metropolis websites. Text copy to be provided by Wellness Committee	Wellness Committee, as appointed by the Metropolitan, to compose and send out text copy to all Parishes and to Metropolis with instructions for dissemination	Within 3 months of start	Digital or hard copies of monthly bulletins submitted with text copy included
2. Training of clergymen in PREPARE/ENRICH. 1-day trainings are offered regularly throughout the US in most major metropolitan areas. Training is also available online. Continuing Education Units are available.	Clergy must register and attend trainings, with oversight and monitoring by the Chancellor.	Within 6 months of start	Copy of training completion docs submitted to Chancellor
3. Training of Lay persons/couples in PREPARE/ENRICH (if local clergy elects to also use designated lay persons to assist in marriage prep)	Persons must register and attend trainings	Within 6 months	Copy of training completion docs submitted to Chancellor

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
4. Implement use of PREPARE inventory and follow-up sessions with couples seeking marriage within the Church. Inventory can be taken online. Follow-up sessions can be done individually or in group setting.	Clergy and/or designated laity who have completed PREPARE/ ENRICH training must arrange for the inventory and set up follow-up sessions, with oversight by the Chancellor	Within 7 months of start	Increase in marriage applications accompanied by copy of PREPARE completion documents
5. All couples preparing for marriage within the Church must complete the PREPARE inventory and the requisite follow-up sessions	Clergy and/or designated laity who have completed PREPARE/ ENRICH training must arrange for the inventory and set up follow-up sessions	Within 1 year of start	All marriage applications submitted to Chancellor will be accompanied by copy of PREPARE completion documents

2nd STRATEGIC OBJECTIVE: Within 1-2 years, all Parishes (or groups of neighboring Parishes) will annually offer an ENRICH Group Program* for married couples.

*The ENRICH program consists of 10-12 weekly sessions designed to deepen couples' communication, conflict resolution and growth.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Training of clergymen/ designated lay persons in PREPARE/ENRICH. 1- day trainings are offered regularly throughout the US in most major metropolitan areas. Training is also available online.	Clergy and laity must register and attend trainings, with oversight and compliance to be provided by the Chancellor	Within 6 months of start	Copy of training completion docs submitted to Chancellor

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
2. The Group Program feature in the PREPARE/ENRICH Facilitator account must be activated (a 1-time \$35 fee)	Group Program feature to be activated by facilitator for the Group Program, under the direction of the Chancellor	Within 3 months of training completion	Activation confirmation email to be forwarded to Chancellor
3. Dates set for Group Program; promotional materials sent to parishioners; announcements run in bulletins, posted on websites, and social media sites	Facilitators must select facility and date with approval of clergy, post notices, and take registrations	Within 6 months of training completion	Text copy of notices should be submitted to Chancellor
4. Group Program to be held as per the outline provided by ENRICH	Facilitators must conduct all meetings according to outline provided by ENRICH; couples must attend	Within 18 months of training completion	Names of couples completing the Group Program to be submitted to Chancellor

3rd STRATEGIC OBJECTIVE: Within 18-24 months, all Parishes (or groups of neighboring Parishes) will implement a sustainable Wellness Ministry beginning with a Parish Nurse Ministry*.

*A Parish nurse is a registered nurse who has taken a certified Parish nursing course and works in a faith community to address health issues of its members and other members in the broader community or neighborhood.

The experience the nurse has gathered working in other medical areas and specialties helps him or her assess health status and needs of the congregation and collaborate with health agencies. What makes this specialty different is the conscious partnering of health issues with the faith of the client and client's family.

This can be either a volunteer or paid position as each Parish may determine.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Metropolis Wellness Committee to prepare and disseminate an informational packet on various wellness ministries and what they entail, starting with a Parish Nursing Ministry	The Wellness Committee to work with a board from various backgrounds (doctors, nurses, psychologists, social workers, etc.) with knowledge and expertise in various wellness programs, including Parish nursing ministries	Within 3 -6 months of start	Informational packets distributed to Parishes within the Metropolis
2. Establish a Parish Wellness Committee to coordinate the development and implementation of these programs, with the guidance and direction of the Metropolis	Parish Priest and appointed professionals to coordinate selection of committee members	Within 6 months of start	List of Wellness Committee Members finalized, with copy of list submitted to Metropolis
3. Registered Nurse(s) to become Trained and/or Certified as a Parish Nurse. College of Nursing and Health Professions 6 weeks Interactive Course (\$500.00). 2 on-line courses offered per year: March 25, 2013 and September 16, 2013.	Wellness Committee, in communication with the Parish priest, must select individual(s). They must register and complete coursework	Within 6 months of start	Copy of Training/Certification documents sent to Metropolis
4. Establish a Parish Wellness Committee to coordinate the health care issues of its Senior parishioners and families. Committee to be comprised of medical professionals and nonprofessionals who are also parishioners.	Parish Priest and Parish Nurse to coordinate selection of committee members	Within 6 months of start	List of Wellness Committee Members submitted to Metropolis

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Parish Wellness committees to plan the coordination of Health Care/Wellness of Parish community to assist the clergy with the physical/ health care issues of parishioners in homes, residential living facilities and skilled nursing facilities, e.g., flu shot clinics, blood pressure clinics, CPR training, Emergency station at Greek Festivals, speakers and information about pertinent health care issues, etc. Involve and engage other professionals (medical doctors, psychologists, funeral directors, social workers, etc.) to supplement the work so that it is not limited to nurses only	Committee to work with Parish Nurse and clergy to create a job description for the Parish Nurse focusing on services pertinent to their Parish situation; PN to start carrying out duties	Within 3-6 months of committee formation	Finalized plan of activities/job description of Parish Nurse submitted to Metropolis
6. Parish Wellness Committee expands to address other wellness ministries relevant to each Parish	Wellness Committee, in communication with the Parish priest,	Within 24 months of start	Wellness Committee develops a detailed plan for implementing other wellness ministry assistance

4th STRATEGIC OBJECTIVE: Within 4 years, we will implement DivorceCare* divorce recovery support groups regionally throughout the Metropolis.

*DivorceCare is available as a self-contained program designed to minister to the needs of the divorced and separated. DivorceCare for Kids (DC4K) is designed to assist children who have been affected by divorce. The programs are offered through Church Initiative and include training DVDs for leaders as well as materials for participants. (There is a session on the theology of divorce that will require adjustment to reflect Orthodox teaching – adjustment to be provided by committee). The cost of combining materials for the basic DivorceCare kit and the DC4K kit is \$540. Parishes can combine resources to establish a group.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Create alternative lesson session to reflect Orthodox theology regarding divorce	The Wellness Committee to work with a team (4-6 individuals) of clergy and trained counselors to review DC docs and revise	Within 3 months of start	Revised session materials available and disseminated to vicariates
2. Establish at least 1 Divorce Care support group in each vicariate.	Clergy must identify laity to lead group(s)*, materials must be ordered, and laity must train. Parishes to publish notice of groups, dates, and locations. *This will determine which Parish(es) will be launching the program in each vicariate.	Within 1 year of action 1	Names of leaders and group details must be submitted to Metropolis
3. Expand program to Parishes in ALL major metropolitan areas within the Metropolis as well as to Alaska and Hawaii	Same as Key action 2	Within 2 years of action 1	Names of leaders and group details must be submitted to Metropolis
4. Expand program to ALL Parishes within the Metropolis	Same as Key action 2	Within 3 years of action 1	Names of leaders and group details must be submitted to Metropolis
5. Establish Divorce Care for Kids (DC4K) groups for children	Same as Key action 2	Children's programs to be implemented within 6 months of establishing adult groups	Names of leaders and group details must be submitted to Metropolis

5th STRATEGIC OBJECTIVE: Within 3 years, we will Implement a sustainable Clergy Wellness Ministry throughout the Metropolis including:

- (a) Annual Metropolis-wide clergy couples' wellness retreat;
- (b) Clergy small groups (3-6) which meet monthly for fellowship, support, accountability, professional development, Bible study, etc.;
- (c) Regular Metropolitan Parish visitation schedule; and
- (d) Series of clergy wellness webinars/presentations (e.g., spiritual health, diet and exercise, legal issues for clergy, avoiding burnout, financial planning, etc.).

Key Actions Necessary to Achieve Major Strategic Objective #5	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. A committee for the Clergy Couples' Retreat shall be established	The Metropolitan is to appoint a standing committee to oversee this retreat	Action already completed	Committee members are named
2. Committee for the Clergy Couples' Retreat to set date, secure location and speakers for Clergy Couples' Retreat. Location should be easily accessible to airport transportation. Speaker(s) should be approved by Metropolitan	Committee must consider possible locations, dates, speakers. Select, confirm, and secures	Action already completed	Information is ready to submit to committee member in charge of advertising and registration packets.
3. Flyer/brochure prepared and circulated to all clergy couples	Designated committee person to create brochure for email and land mail dissemination	Within 3 months prior to date of retreat	Brochures submitted digitally to Metropolis office for dissemination
4. Parishes to be informed of retreat and the need to underwrite their priest and presvytera's registration/ transportation	Metropolitan needs to send a notice to all Parish Councils to so advise	Must be done concurrently with sending of registration brochure	Number of Parishes that follow through with request
5. Small group concept for clergy gatherings to be presented to clergy at annual clergy retreat. Resources, foci, purpose and rationale for groups to be given	Designated clergy committee person(s) to present concept to brother clergy	Within 8 months of start	Number of clergy present and responding to appeal to form groups

Key Actions Necessary to Achieve Major Strategic Objective #5	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
6. Small groups formed – group rosters submitted to Metropolis	Clergy to assign themselves to at least 1 small group of 3-6 priests, to be supervised by the Chancellor	Within 9 months of start	Number of groups formed/number of clergy attached to a group
7. Small groups to hold first gathering to determine meeting frequency and focus	Clergy must meet with their small group and submit their frequency and focus to the Chancellor who will monitor participation	Within 10 months of start	Number of clergy who attend group meeting
8. Small groups to continue meeting as per decisions for frequency and focus	Clergy must prioritize to make their small group attendance consistent	Within 1 year of start	Number of small groups that meet regularly with at least 2/3 of their members in attendance
9. A regular parish/priest visitation schedule for the Metropolitan to be established whereby every Parish should be visited at least once every 2 years	Wellness Committee representative to work with the Chancellor and Vicars to establish a realistic schedule of visits	Within 10 months of start	Schedule completed
10. Metropolis to notify priests/parishes of schedule for planning purposes	Metropolis must forward the schedule to all clergy and Parishes	Within 11 months of start	Parishes/clergy notified
11. Metropolitan to visit each parish/clergy family at least once	As his schedule allows, Metropolitan to make every effort to adhere to the schedule set up	Within 3 years of start	Visits actually made
12. A list of possible clergy wellness topics to be generated, with input and approval by the Metropolitan	Wellness Committee to work with a small team (4-6 individuals) of clergy and trained counselors to generate list	Within 3 months	List generated and ready for clergy review
13. Suggested topics to be ranked and additional clergy-suggested topics to be considered	Chancellor to present list at clergy meeting for ranking and suggestions of additional topics, subject to the approval of the Metropolitan	Within 6 months	Clergy responses received by Chancellor and reviewed by Metropolitan, and then passed along to Wellness Committee

Key Actions Necessary to Achieve Major Strategic Objective #5	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
14. Speakers with expertise in selected topics to be identified and contacted to determine their interest in presenting that topic to clergy, their availability, their financial requirements to present, and their willingness/ability to present their topic utilizing a webinar platform	Wellness Committee to work with a network of Orthodox care providers to generate this list	Within 9 months	List generated and ready for Metropolitan's review and approval
15. Format and set up webinar technology for presentations to clergy	Wellness Committee to interface with Education Committee to format this technology, under the direction of the Chancellor	Within 12 months	Webinar technology in place for presentations
16. Advertisements/registrations (prepared by Wellness Committee) sent out for webinar	Metropolis to send out flyers digitally/registration technology set up by Education Committee	Within 12 months	Fliers out and registrations coming in
17. First webinar presentation to be offered to all clergy via webinar technology	Presenters to be provided with webinar platform, /clergy to log in and participate.	Within 15 months	Number of clergy who register and participate in the webinar

COMMUNICATIONS

1st STRATEGIC OBJECTIVE: Within 9 months, we will develop and communicate the Metropolis message and value proposition (including our Vision, Core Values and Strategic Goals) using all available media, Parish and personal contacts.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Prepare Initial Draft Message on role and value of Metropolis	Designated Communications Task Force member to write	Within 1 month of start	Draft done
2. Task force review and edit draft	Task Force members	Within 2 months of start	Input to Fr.Tom Zaferes
3. Augment initial draft with more specifics	Designated Communications Task Force member to write	Within 4 months of start	Revised draft done
4. Task Force review, edit and approve draft	Task Force Members plus other clergy and laity designated for review	Within 5 months of start	Consensus approved draft
5. Submit final draft to Metropolitan for approval	Task Force-cochairs	Within 5 months of start	Document submitted
6. Metropolitan reviews, approves, and/or edits document	Metropolitan	Within 6 months of start	Final approved statement released. Post on Metropolis web site and include in Parish bulletins, web sites and other media
7. Evangelize the message in every Parish and to every parishioner as well as through all ministries	Task Force plus key leaders in every region of Metropolis	Within 9 months of start	All Parishes and ministries have been touched through media and personal contact; people begin to express understanding
8. Update message at least annually, incorporate theme from keynote at each Metropolis Clergy-Laity Assembly	Task Force with input from others and approval by Metropolitan.	Annually	New message released

2nd STRATEGIC OBJECTIVE: Within 1 year, we will create a strategic communications plan and identify resource needs to better communicate the Metropolis’ message and information by exploiting the enhanced use of technology (e.g., webcasts, podcasts, social networking, on-line sermons, live-streaming, web-based educational programs).

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Inventory existing technology resources personnel, systems, equipment, services, etc.) available within the Metropolis, the Parishes, ministries, and from the Archdiocese	Appointed volunteer to lead, with assistance from Task Force and core group of IT professionals in Parishes	Within 3 months of start	Listing complete
2. Develop plan for utilizing existing resources better, and new opportunities for communication such as OrthodoX Circle, Parish and Metropolis Apps, direct mail publications (Diocesan Voice), MyOCN, coffee table book (see below), etc.	Task Force Members with IT and Communications professionals to make plan	Within 6 months of start	Plan complete
3. Prepare proposal for additional required resources and associated costs, including personnel, equipment, space, and on-going fees, i.e. web hosting, live streaming, etc.	Task Force Members to develop with assistance from IT and Communications professionals	Within 8 months of start	Requirements submitted to His Eminence and Metropolis Council and resources approved and provided
4. Implement broad array of communication tools with emphasis on working through individual Parishes to reach their members	New Communications staff person assisted by augmented Task Force	Upon approval of funding and hiring	Tools used widely throughout the Metropolis, Parishes, and ministries. Individuals become more knowledgeable about the Church in general and the Metropolis specifically

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Incorporate and utilize Archdiocese IT enhancements and initiatives with Parishes, ministries, and Metropolis IT efforts so everyone is using “best practices.”	IT and communications people at all levels	Ongoing	Seamless interchange of information among everyone.
6. Publish Metropolis “coffee table” book including photos of all Parishes, history, ministries, basics of Orthodoxy, icons, etc. as has been done in Chicago and Boston Metropolises. Raise funds needed of approximately \$80,000 (3000 copies)	Book publication – Panos Fiorentinos, Fundraising –Metropolis Council and Panos Fiorentinos	Within 1 year of start	Adequate funds raised; book published and distributed /sold throughout Metropolis

3rd STRATEGIC OBJECTIVE:

- (a) Within 1 year, we will create a Western States Pan-Orthodox communications and technology working group to implement joint programs, particularly on social and life issues, and improve how we communicate with each other; and
- (b) Within 1 year, we will implement quarterly Pan-Orthodox clergy retreats and meetings.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Presentation of concept of Pan-Orthodox working group to West Coast Orthodox Bishops and request designated representatives from each jurisdiction to work with Task Force	Task Force Co-chairs to present	Within 6 months of start	Bishops endorse plan and appoint representatives

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
technology/logistics. Seek representatives from jurisdictions not represented by the 4 bishops perhaps through the Assembly of Canonical Bishops for North and Central America			
2. Convene meeting with jurisdictional representatives to develop plans and processes.	Task Force Co-chairs to convene; leadership elected	Within 9 months of start	Meeting held, plan document prepared
3. Submit initial plan to bishops	Each representative	Within 1 year of start	Bishops approve plan
4. Announce plan to clergy and laity of all jurisdictions	Bishops and jurisdictional representatives	Within 1 year of start	Plan presented
5. Working group meets at least quarterly in person or by conference call, more often if necessary, to coordinate and distribute message from the bishops, work with local clergy associations to promote speakers and other Pan-Orthodox events, develop a West Coast-wide Pan-Orthodox calendar, cooperate on technology opportunities, etc.	Jurisdictional representatives working group	At least quarterly	Increased Pan-Orthodox cooperation, education, and understanding by all Orthodox in the West that we are “One Church!”

4th STRATEGIC OBJECTIVE: Within 6 months, we will regularly communicate throughout the Metropolis our operational, ministry, and financial results, and post on the Metropolis website all key documents, reports and other information, as well as a unified Metropolis calendar.

Key Actions Necessary to Achieve Major Strategic Objective #4	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Post all Financial reports, including, budgets, actual results, Parish National Ministries allocations, endowments and other restricted accounts, and Metropolis Ministry accounts on web site	Metropolis Council Treasurer provide documents to web master, with the oversight of the Metropolis Council Vice President	Immediate, ongoing	Reports available for all to read and updated regularly; faithful will see full transparency
2. Post other documents not already on line	Responsible individuals and ministry leaders provide documents to web master	Immediate, ongoing	Documents available and updated regularly
3. Enhance Metropolis calendar to include events of all ministries and Parishes. Events should be scheduled and posted with adequate lead time, preferably at least 1 year in advance	Chancellor to coordinate with the Task Force to set guidelines and procedures	Within 6 months of start	Expanded calendar procedures communicated to ministries and Parishes
4. All Parishes link to the Metropolis web site from their Parish web site as well as advise their parishioners when new information is posted by the Metropolis	Metropolis provides direction to Parish web masters to add links and notification methods	Within 2 months of start	Links and notification method in place and utilized. parishioners recognize role and value of Metropolis

FINANCES

1st STRATEGIC OBJECTIVE: Within 1 year, we will assist Parishes in developing best practices standardized financial reporting for Parish use and for reporting to the Metropolis.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Accept Archdiocese Uniform Chart of Accounts (UCOA)	Strategic Planning Finance Committee (SPFC) presents to and educates Metropolis Finance Committee (MFC) regarding the Archdiocese UCOA	Completed	Adoption of Archdiocese UCOA for all Parishes
2. Dissemination, education and compliance process determined	Executive Committee of MFC creates introductory and educational cover letter regarding UCOA to Parishes and prepares education and compliance assistance program.	January 1st after start	All Parishes have letter and UCOA and MFC has compliance and education process in place
3. Dissemination	Metropolis Finance Committee sends letter and template to Parishes	Within 1 month of action 2	Letter reaches Parishes
4. Education/Training	Exec Committee of MFC creates panel of experts by region to host a training seminar for Parish treasurers via webinar. Webinar meeting to become an annual event	First webinar meeting to take place within 1 month of action 3	All treasurers have attended 1 of the seminars

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Collection of all financial statements	Metropolis Finance Committee to monitor	Within 1 month of action 4	90% Parish compliance

2nd STRATEGIC OBJECTIVE: Within 18 months, we will provide a framework to provide Metropolis assistance to help Parishes develop a plan to fund Parish ministries and obligations and improve the Parish’s financial condition and relationship with the Metropolis.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Develop Communication Process	Strategic Planning Finance Committee (SPFC) writes process and presents to Metropolis Finance Committee (MFC) for comment and approval	Start	Approval by MFC of formal process for communication between Parish and Metropolis of Parish financial issues and concerns and dissemination of document to Parishes
2. Develop Assessment Process for Parishes to better understand their financial infrastructure, their needs, capabilities, prioritization, etc.	SPFC writes formal assessment process and presents to MFC for comment and approval (subcommittee to assess financial condition and report to MFC)	Within 2 months of action 1	Approval of guidelines document for MFC assessment of Parish financial issues and dissemination of the document to all Parishes
3. Develop Execution process and goals	SPFC in conjunction with MFC sets out parameters and goals of executing the results of the assessment process (team from MFC creates process of assistance)	Within 2 months of action 2	Approval of assessment document for MFC assessment of Parish financial issues and dissemination of the document to all Parishes

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
4. Develop Communication Process	Strategic Planning Finance Committee (SPFC) writes communication process and presents to MFC for comment and approval	Within 8 months of action 3	Approval by MFC of formal process for communication between Parish and Metropolis of Parish financial issues and concerns and dissemination of document to Parishes
5. Develop Assessment Process	SPFC writes formal assessment process and presents to MFC for comment and approval (subcommittee designated to assess financial condition and report to MFC)	Within 2 months of action 4	Approval of guidelines document for MFC assessment of Parish financial issues and dissemination of the document to all Parishes
6. Develop plan for implementation and assisting Parishes in meeting their goals	SPFC in conjunction with MFC sets out parameters and goals of executing the results of the assessment process (team from MFC creates process of assistance and an action plan, drawing in other Metropolis leaders in other disciplines and visiting the Parish on an as needed basis)	Within 2 months of action 5	Approval of assessment document for MFC assessment of Parish financial issues and dissemination of the document to all Parishes

3rd STRATEGIC OBJECTIVE: Within 3 years, we will establish a Metropolis Endowment with a minimum corpus of \$5 Million.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Committee formed to search for and vet the members of an Endowment Group who will take charge of moving the Metropolis Endowment forward	SPFC together with the Metropolitan forms committee	Start	Committee formed
2. The Metropolis Endowment Board (MEB) creates objectives and management parameters of endowment fund including guidelines for allocating funds	MEB creates documents relative to objectives and structure of endowment fund	Within 6 months of action 1	Documents completed
3. Metropolis Endowment Trust legally formed	This is apparently already completed. But MFC must analyze and fully understand the fund as it currently exists	Within 6 months of action 2	
4. Fund Raising	MFC together with Endowment Board determines fund raising process and monitors process	Within 3 years of start	At least \$5,000,000 in fund

METROPOLIS ORGANIZATION AND DEVELOPMENT

1st STRATEGIC OBJECTIVE: Within 1 year, we will implement a plan to enhance and expand Metropolis staffing, including:

- (a) Vicars;
- (b) Filling of Parish vacancies;
- (c) Additional Metropolis Office Staff and the restructuring of the Metropolis Office; and
- (d) Regional Youth Directors and involvement of Youth in Planning (subject to further discussion and development of a plan)

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Review Vicars' current responsibilities and expand at a Vicar's meeting	Metropolitan and Chancellor to update documentation as needed	Within 3 months of start	Active participation of Vicars in oversight of their respective regions
2. Develop a standardized form/questionnaire to create a "Parish profile" document for each community	Chancellor and Vicars to review	Within 3 months of start	100% participation by Parishes within 3 months after distribution of questionnaire
3. With direct input from the Metropolitan, complete an internal assessment of the current Metropolis office lay staff to determine job functions and descriptions, individual staff goals, professional growth/training, etc.	Chancellor and members of the Metropolis Legal Committee	Within 3 months of start	Completion of task and increased efficiency in office operations
4. Utilize "Best Christian Workplaces Institute" or other resources to analyze the infrastructure of the Metropolis Office operations (lay staff)	Appointed Task Force member	Within 3 months of start	Active participation in Youth Task Force to move this Action Step forward.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
5. Assign a committee member from Metropolis Organization and Development to serve as a liaison to the Youth Task Force to address the development of 5 Regional Youth Director positions in the Metropolis.	Committee	Within 1 month of start	Active participation in Youth Task Force to move this Action Step forward.
6. Work with the Finance Committee to determine funding necessary to improve/expand Metropolis staff, including supporting of the Regional Youth Directors positions	Metropolitan, Chancellor, and appointed Task Force	Within 1 year of start	Plan to identify and secure funding necessary to recruit, retain and train staff for efficient Metropolis operations

2nd STRATEGIC OBJECTIVE: Within 2 years, we will establish a Metropolis Council of Ministries that works effectively with and promote a Council of Ministries at each Parish.

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Identify all the ministries and the respective leadership of each group within our Metropolis	Appropriate Metropolis staff member	Within 3 months of start	Completion of list with full contact information.
2. Scheduling of 2 teleconferences for the Council of Ministries to share ideas and ways to collaborate	Metropolitan, Chancellor and Committee	Within 6 months of start	Completion of task with at least 90% participation of all ministry leaders
3. Planning of a Council of Ministries meeting at the Metropolis	Metropolitan and Committee	Within 9 months of start	Completion of task with representation of 100% of all ministries

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
4. Appoint/select a coordinator/chair for the Council of Ministries from within the group	Metropolitan	Within 3 months of start	Selection of leader and active participation to involve and engage Metropolis ministries
5. Development of a plan for the establishment of a Council of Ministries at the Parish level, led and supported by the Metropolis Council of Ministries	Committee in conjunction with Parish Organization and Development Task Force	Within 12 months of start	At least 50% of Parishes to have a functioning Council of Ministries

3rd STRATEGIC OBJECTIVE: Within 1 year we will develop a Metropolis female leadership development plan.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Assess how many women are involved in leadership positions currently in the Metropolis (ministries, boards, etc.)	Appropriate Metropolis member	Within 6 months of start	Task completion
2. Determine areas for growth based on completion of assessment and boards/ministries which are lacking in female participation	Committee, subject to the review by the Metropolitan, and the oversight of the Metropolis Council Vice President	Within 9 months of start	Development of a plan and targeted areas appropriate for the expansion of female leadership
3. Encourage Parish clergy to give strong consideration to qualified women when submitting nominations for the 2014– 2016 Metropolis Council	Metropolitan and Chancellor	By end of first year from start (hopefully to coincide with notice for Clergy-Laity Assembly and nominations)	At least 6 women to serve on Metropolis Council (either elected or appointed), as approved by the Metropolitan

PARISH ORGANIZATION AND DEVELOPMENT

1st STRATEGIC OBJECTIVE: Within 15 months, we will provide the framework, tools and support for a Parish-level Strategic Planning Process.

Key Actions Necessary to Achieve Major Strategic Objective #1	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Recruit individuals, as approved by the Metropolitan, versed in Strategic Planning process to form a Strategic Planning Sub-Group	Parish Organization and Development (POD) Task Force Chair	Start	Named group of 3-5 individuals that form Sub-Group
2. Develop Parish Strategic Planning Overview Presentation, subject to the review and approval of the Metropolitan	POD Task Force Chair	Within 1 month of action 1	Completed Presentation
3. Draft Parish Strategic Planning Template, subject to the review and approval of the Metropolitan	POD Task Force Chair and Strategic Planning Sub-Group	Within 1 month of action 2	Completed Presentation
4. Train vicariate Strategic Planning facilitators who can deliver training and be available for Q&A. Facilitators to be approved by the Metropolitan.	POD Task Force Chair and designated members	Within 2 months of action 3	Trained facilitators from each vicariate
5. Create contact website, email, phone #, or social media site to field questions from Parishes	POD Task Force Chair and Strategic Planning Sub-Group	Within 2 months of action 4	Established contact forum
6. Present Strategic Planning Process to newly elected 2014 Parish Council Presidents via webinar (Metropolis) and/or meetings (Vicariates)	Under the guidance and direction of the Chancellor, Vicariate reps and Strategic Planning Sub-Group	Q1 after year of start	25% of Parishes adopting process in 2014; 50% in 2015; 75% in 2016

2nd STRATEGIC OBJECTIVE: Within 1 year, we will establish a process to foster greater Inter-Parish Cooperation to improve Parish Council effectiveness and sharing best-in-class practices and processes via quarterly exchanges, social networking, conference calls, and websites (in conjunction Education Task Force Objective #2).

Key Actions Necessary to Achieve Major Strategic Objective #2	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Introduce Metropolis program for Inter-Parish Cooperation at Clergy-Laity Assembly	Chancellor and appointed POD Task Force member	Start	Positive feedback and response from C-L Assembly
2. Compile a Parish Council President roster and connect them via an email list, website, or social media	Chancellor and appointed POD Task Force member	Within 1 month of action 1	% of Parish Presidents participating
3. Develop materials to be used at regional Parish Council exchanges	Designated Task Force members, in communication with the Chancellor	Within 2 months of action 2	Completed set of uniform materials for PC exchanges
4. Conduct regional, semiannual Parish Council exchanges. (Metropolis wide exchange during CL Assembly.)	Chancellor and appointed POD Task Force members	Within 4 months of action 3	# of annual Parish Council exchanges in each vicariate
5. Create online forum for Parish Councils and ministry leaders to share info and ask for advice/suggestions	Recruited Blogger and Webmaster, under the guidance of the Chancellor	Within 4 months of action 3	Participation in online forums, # of postings
6. Create a master calendar of all major Parish events across the Metropolis to foster transparency and cooperation	Chancellor and appointed POD Task Force member	September 1 (to coincide with ecclesiastical year)	# of Parishes populating calendar with their events

3rd STRATEGIC OBJECTIVE: Within 1 year, we will develop model sets of Parish Leader roles, responsibilities and expectations for Parish Council, Ministry Leaders and a Priest’s administrative duties.

Key Actions Necessary to Achieve Major Strategic Objective #3	Who Must Take What Action	Deadlines and Timetable for Each Action	How Will Success Be Measured and Defined
1. Draft Parish Council and Priest (admin) roles and responsibilities, leveraging GOA materials	Chancellor and appointed Task Force members, with review by Metropolitan	Start	Documented roles and responsibilities
2. Document responsibilities of Parish ministry leaders and accountability to Parish Council	Chancellor and appointed POD Task Force members	Within 2 months of action 1	Documented ministry leader responsibilities
3. Develop Parish guidebook on Parish Leader development, succession planning, and mentoring	Chancellor and appointed POD Task Force members	Within 2 months of action 2	Completed guidebook on leader development
4. Summarize best-in-class books and distribute bibliography (e.g., Oriented Leadership), with the review of the Metropolitan	Appointed Task Force members	Within 3 months of action 3	Available book summaries and bibliography

Summarized 37 SMART Goals In The 11 Strategic Areas of Focus.

- VISION TASK FORCES**
 - Education**
 - Liturgical Life**
 - Missions and Evangelism**
 - Philanthropic Outreach**
 - Stewardship**
 - Youth**
 - Specialized Ministries - Wellness**
- OPERATIONAL TASK FORCES**
 - Communications**
 - Finances**
 - Metropolis Organization and Development**
 - Parish Organization and Development**

- 1. Education**
 - 1.1 Clergy Development / Continuing Education Program
 - 1.2 Parish Council Development Network
 - 1.3 Core Curriculum (Sunday School, God-parents, Parish Council, Adult Education)
- 2. Liturgical Life**
 - 2.1 Diaconate Program
 - 2.2 Liturgical Renewal Program/Resource Center - Parish Renewal Task Force
- 3. Missions & Evangelism**
 - 3.1 Missions and Evangelism Ministry in Each Parish
 - 3.2 Establish 5 New Parishes
 - 3.3 Parish Mentoring Process and Team
- 4. Philanthropic Outreach**
 - 4.1 Service Learning Training
 - 4.2 Philanthropic Outreach Information Exchange
 - 4.3 Signature Philanthropic Outreach in Each Parish

5. Stewardship

- 5.1 Implement the “Igniting the Flame of True Orthodox Stewardship Program”
- 5.2 Implement Stewardship Ambassador In Each Parish
- 5.3 Ambassadors Visit Each Parishioner

6. Youth

- 6.1 Young Adult Focus Groups/Ministries
- 6.2 Social Media and Skype Youth Programs
- 6.3 Moms and Tots
- 6.4 Metropolis Youth Website and Information Resource
- 6.5 Youth Participation Survey and Scorecard

7. Specialized Ministries -- Wellness

- 7.1 “Prepare” Premarital Program
- 7.2 “Enrich” Couples Program
- 7.3 Parish Nurse Ministry
- 7.4 “DivorceCare” Program
- 7.5 Clergy Wellness Ministry

8. Communications

- 8.1 Metropolis Message and Value Proposition
- 8.2 Strategic Communications Plan
- 8.3 Pan-Orthodox Western Communications Plan
- 8.4 Regular Metropolis Communications

9. Finances

- 9.1 Standard Financial Reporting
- 9.2 Metropolis Financial Assistance Program
- 9.3 Metropolis Endowment

10. Metropolis Organization & Development

- 10.1 Metropolis Staffing Enhancement
- 10.2 Metropolis Council of Ministries
- 10.3 Metropolis Female Leadership Plan

11. Parish Organization & Development

- 11.1 Parish Level Strategic Planning Process
- 11.2 Inter-Parish Cooperation Council
- 11.3 Model Set of Parish Leaders Roles

PART THREE

Background Data

Exhibit “A”

The World Has Changed and Is Changing Rapidly ⁷

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:

Radio	38 years
TV	13 years
Internet	4 years
IPOD	3 years

Facebook added 100 million users in just 9 months.

IPOD apps downloads topped 1 BILLION in just 9 months.

Twitter receives 500 million tweets per day...or 9,481 tweets per second.

Facebook started about 9.5 years ago in October 2003. It now has over 1.01 Billion registered users. It has over 584 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 33% bigger than the U.S.

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 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.

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.

More than 70% of U.S. 4-year-olds have used a computer.

What % of kids do you think have used an IPAD or tablet?

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 2010, 1 out of 6 couples in the U.S. met online.

In 2011, there were approximately 51.7 TRILLION internet searches per month on Google. To whom were those questions directed B.G? (Before Google)

We are living in exponential times...

Exhibit “B”

Selected Challenges Facing American Christian Churches

When one asks: "Why does the Metropolis (or any church for that matter) need a strategic plan?" the Exhibit "A" short list of changes in the world around us provides part of the answer. Another part of the puzzle comes from the information gathered from over 5 years of detailed field research accumulated by the Metropolis Strategic Planning Facilitator.⁸ From a detailed analysis of extensive empirical data and research and comprehensive work with a significant number of Parishes, the Facilitator concluded that the Greek Orthodox Church in America (and indeed the Christian church in America) is experiencing an unprecedented "SIN" challenge. The acronym stands for:

Our “SIN” Challenges

Spirituality challenge

Income challenge

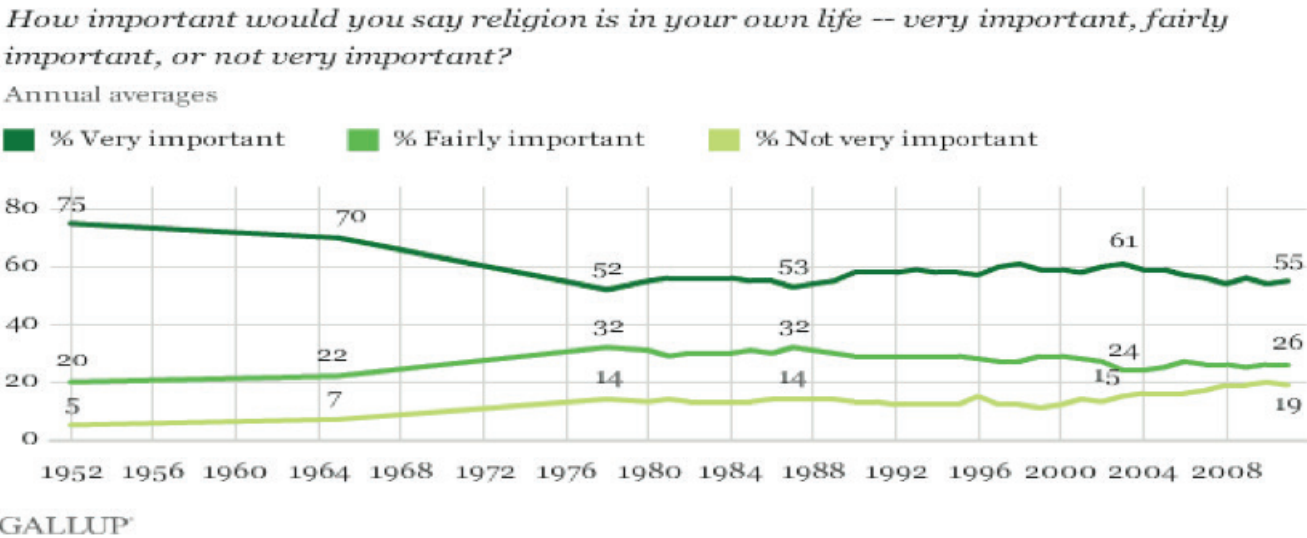
Numbers challenge

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

A. Selected Laity “Spirituality” Challenge Facts⁹

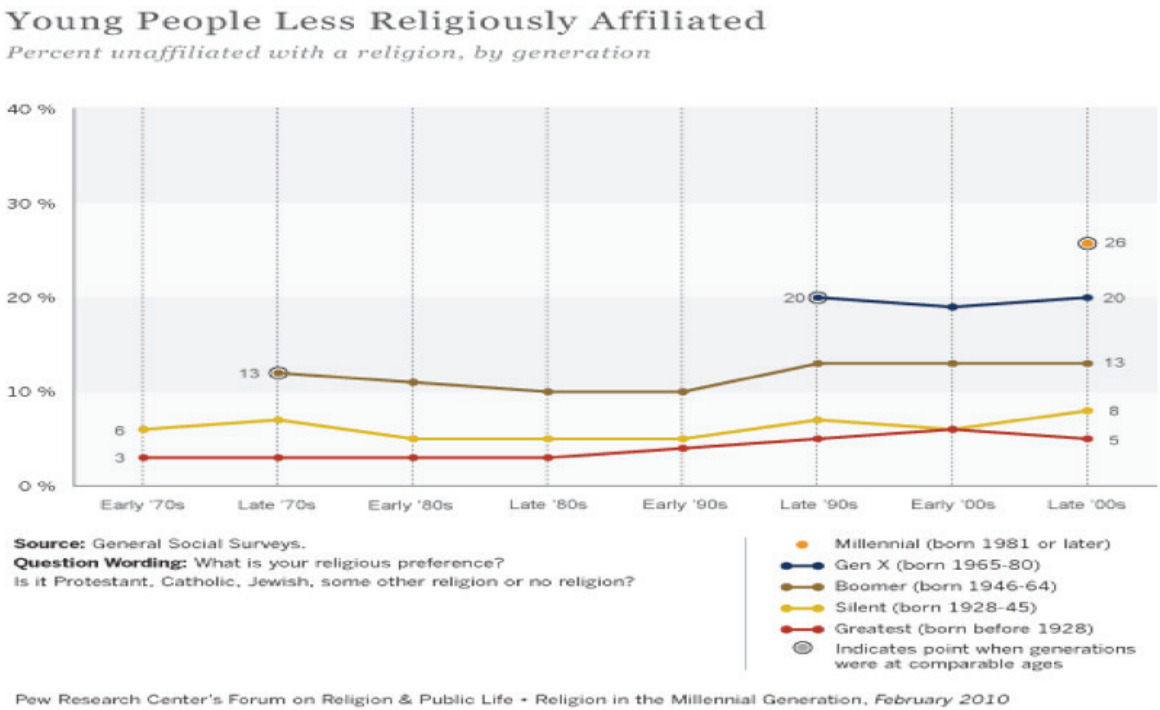
- “Regular Bible reading dropped over the last decade from 45% to 37%.
- Volunteering at church declined from 27% to 20% over the same decade.
- Church attendance has slipped from 49% to 42% percent.
- 40% of Christians do not attend church or read the Bible in a typical week
- 70% of Christians are not involved in a small group that meets for spiritual purposes
- There are more than 10 million Christians who are un-churched”

The Importance of Religion¹⁰



The Youth Challenge Facts¹¹

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



B. Selected Laity “Income” Challenge Facts

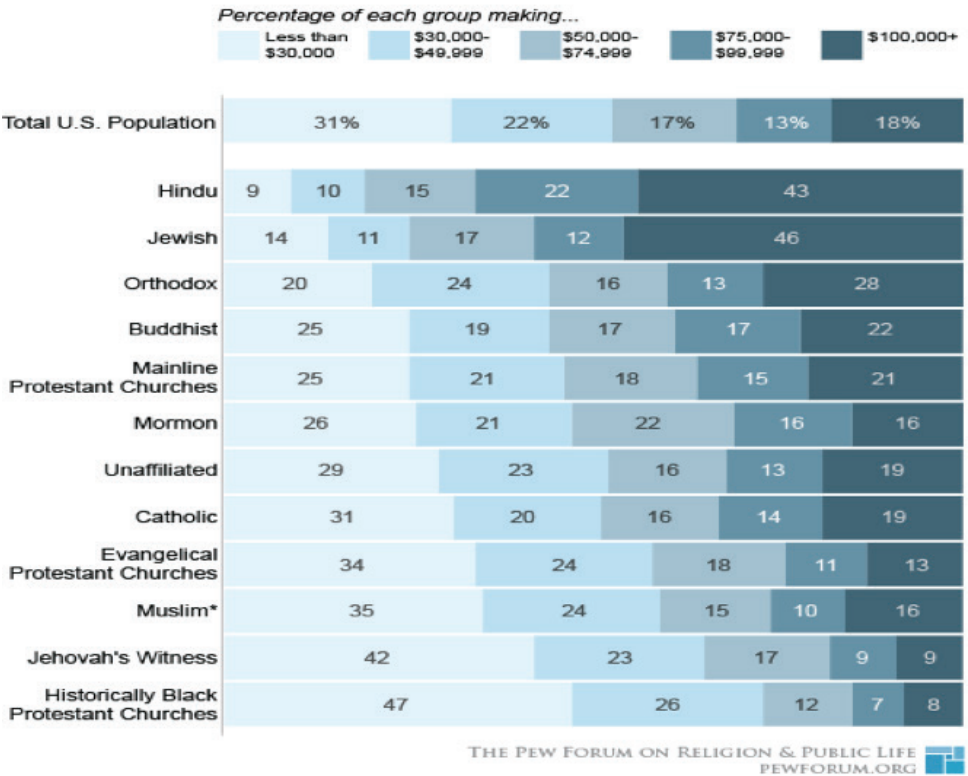
Church Giving Decreases in 2011 ¹²

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

Charitable Giving Facts ¹³

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

US Income By Religious/Ethnic Group ¹⁴



G. O. Archdiocese and U.S. Christian Charitable Per Person Per Year Giving

Total 2010 reported income from all U.S. Greek Orthodox Archdiocese Parishes was \$230,654,324. ¹⁵

On average, less than 52% ¹⁶ of our church income comes from direct stewardship.

Thus, our 550+ Parishes generated approximately \$119,940,248 from direct stewardship contributions.

Based on the latest data from the Gallup organization that concluded there were approximately 550,000 individual Greek Orthodox parishioners, our average per steward per year contribution is \$218

For frame of reference purposes, the U.S. Christian average per person per year contribution is \$880 ¹⁷ (403% higher than the Greek Orthodox average) and the Evangelical Protestant average per person per year contribution is \$1,165 (534% higher than the Greek Orthodox average), even though our faithful are the third highest income earners in the U.S.

C. Selected “Numbers” Challenge Facts

Summary Conclusions from Pew Forum U.S. Religious Landscape Survey

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

The Latest Church Growth Statistics ¹⁸

“Overall, total U.S. church membership declined by 1.05% from 2010 to 145,838,339 members.”

“The direction of membership (increases or decreases) remains very stable.” (i.e., churches which have been growing in recent years continue to grow, and churches declining in recent years continue to decline.)

“Top 25” Denominations Reporting 2010-11 Membership Decreases

2. Southern Baptist Convention (16,160,088 members) down 0.42%
3. The United Methodist Church (7,774,931 members) down 1.01%
7. Evangelical Lutheran Church in America (4,542,868 members) down 1.96%
10. Presbyterian Church (U.S.A.) (2,770,730 members) down 2.61%

- 13. The Lutheran Church - Missouri Synod (2,312,111 members) down 1.08 %
- 14. The Episcopal Church (2,006,343 members) down 2.48%
- 19. American Baptist Churches in the U.S.A. (1,310,505 members) down 1.55%
- 21. United Church of Christ (1,080,199 members) down 2.83%

“Top 25” Denominations Reporting 2010-11 Membership Increases

- 1. The Catholic Church (68,503,456 members) up 0.57%
- 4. The Church of Jesus Christ of Latter-day Saints (Mormon Church) (6,058,907 members) up 1.42%
- 9. Assemblies of God (2,914,669 members) up 0.52%
- 20. Jehovah’s Witnesses (1,162,686 members) up 4.37%
- 22. Church of God (Cleveland,TN.) (1,076,254 members) up 0.38%
- 24. Seventh-Day Adventist Church (1,043,606 members) up 4.31%

NOTES

¹⁰ Annual Gallup survey of Americans

¹¹ Religion in the Millennial Generation (2010) and U.S. Religious Landscape Survey (2007), Pew Forum on Religion & Public Life of the Pew Research Center.

¹² Giving USA report, compiled by the Indiana University Center on Philanthropy and released Tuesday (June 19)

¹³ Christian Stewardship Association; Barna Research Group; Empty Tomb; Giving USA Foundation

¹⁴ Pew Forum on Religion & Public Life of the Pew Research Center.

¹⁵ Income numbers are as reported to the Greek Orthodox Archdiocese of America.

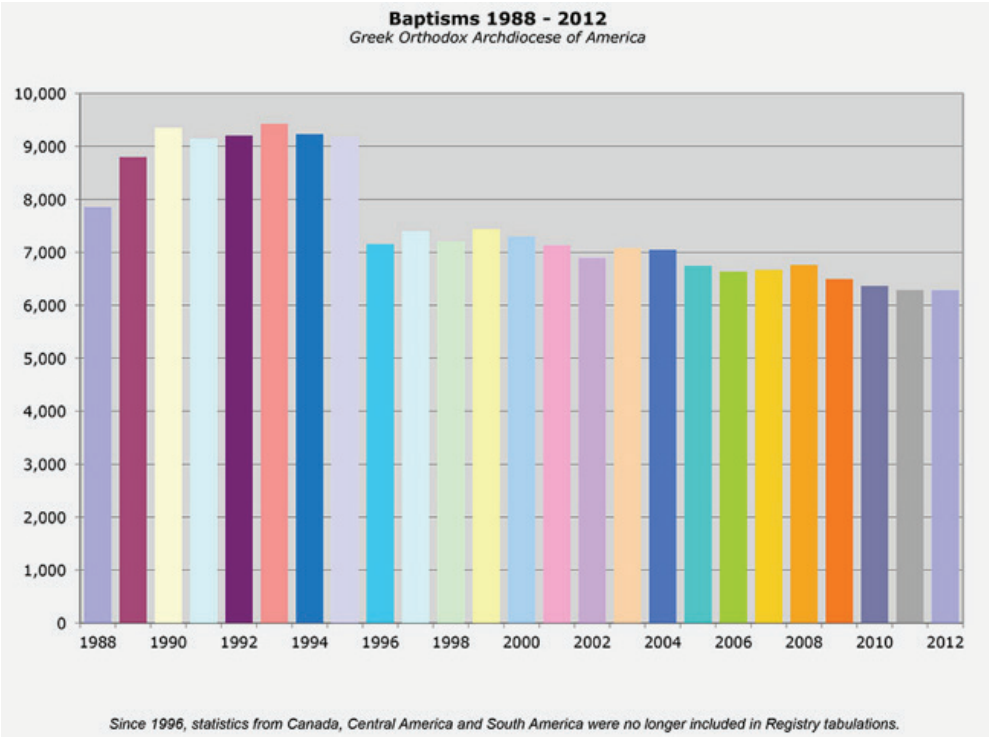
¹⁶ This represents the average percentage of income realized by Greek Orthodox Archdiocese of America Parishes actually contributed directly by stewards as their stewardship contribution as reported to the Facilitator as a part of his longitudinal study of Greek Orthodox Parishes which provided detailed income and expense information as a part of the “Igniting The Flame Of True Christian/Orthodox Stewardship” program.

¹⁷ Barna Research Group

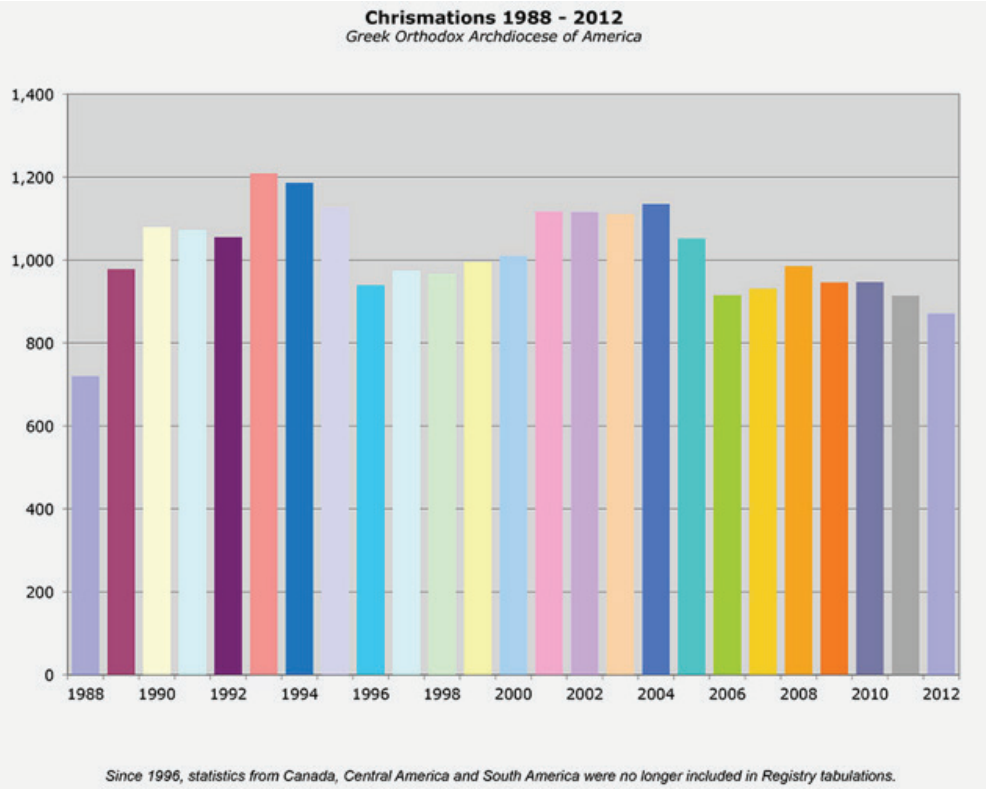
¹⁸ National Council of Churches’ 2011 *Yearbook of American & Canadian Churches*

Greek Orthodox Archdiocese (GOA) Declining Sacraments

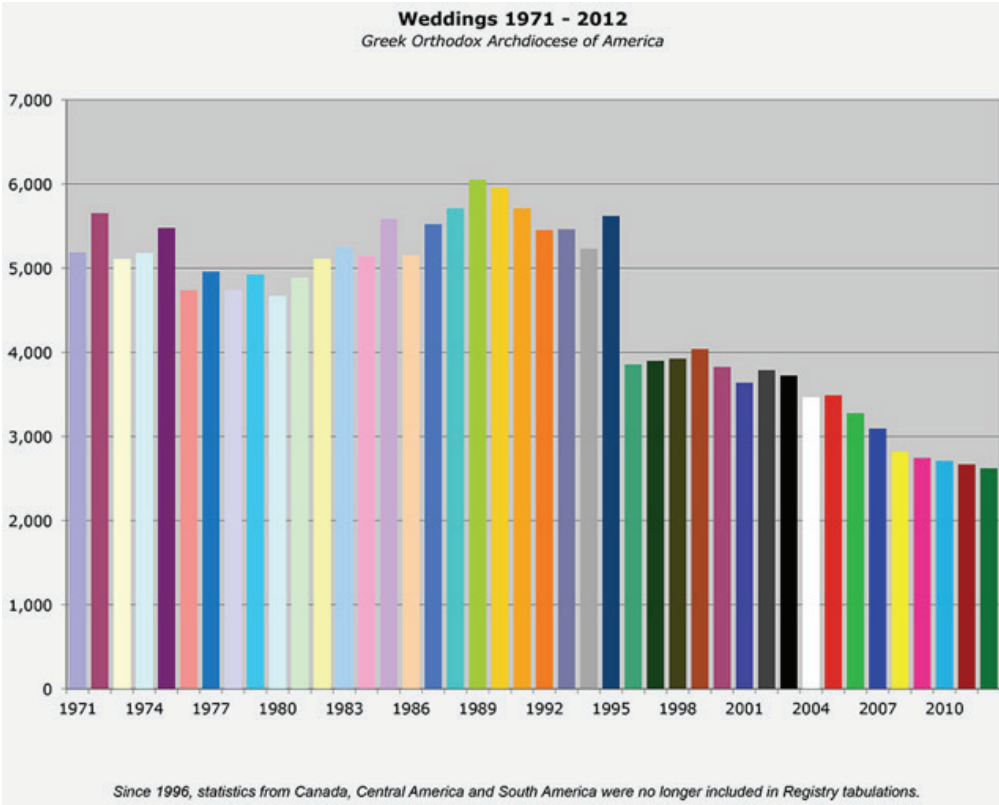
GOA Baptisms Are Declining



GOA Chrismations Are Declining

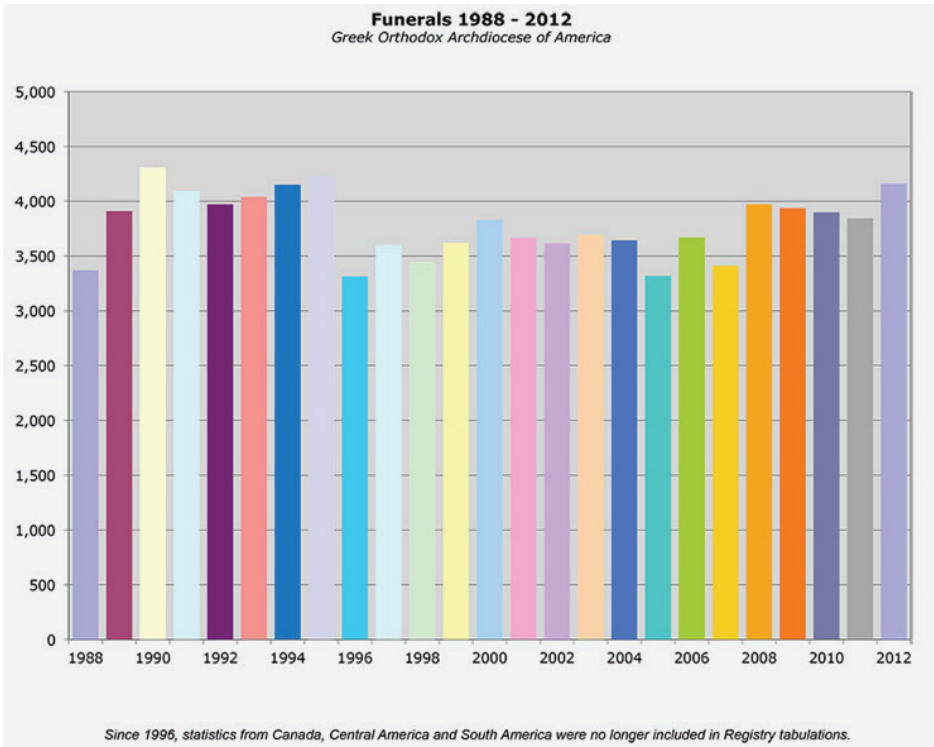


GOA Weddings Are Declining



And Finally, Something That is Sometimes Growing...

GOA Funerals Are Growing



NOTES

⁷ This data is partially updated and adapted from a pioneering presentation and YouTube video called “Did You Know - Shift Happens” It originally started out as a PowerPoint presentation for a faculty meeting in August 2006 at Arapahoe High School in Centennial, Colorado. Did You Know? is licensed by Karl Fisch, Scott McLeod, and XPLANE under a Creative Commons Attribution Non-Commercial Share-Alike license. Readers are encouraged to review the original presentation, and its numerous updated iterations, and then creatively explore the many new and exciting ways in which the world is changing around us and “shift” is happening.

⁸ For the last five years, Strategic Planning volunteer Facilitator Bill Marianes has spent every available weekend (and many hours during the week) traveling the country and working on a pro bono basis with Greek Orthodox Parishes (and a few other denominations) understanding their stewardship and operational challenges and conducting the research from available sources to identify strategies to address these issues. This work led to the creation of the “Igniting The Flame Of True Christian/Orthodox Stewardship” program that has been embraced by many “operationally successful” Parishes and serves as the model program embraced by the Metropolis Stewardship Strategic Task Force for implementation in the Metropolis.

⁹ State of the Church report by the Barna Research Group (BRG) from a nationwide study of the country’s faith practices and perspectives



The Bottom Line for the Christian Church in America

Church membership is declining

Church sacraments are declining

Church contributions are declining

Church member spirituality is declining

Church relevance is declining

Church stewardship is declining

Church disengagement by youth is increasing

Church member deaths are increasing

Church dependence on Festivals is increasing

The time for a change in operational strategy is now.