



STRATEGIC PLAN

FOR THE GREEK ORTHODOX METROPOLIS
OF CHICAGO AND ITS PARISHES



**GREEK ORTHODOX
METROPOLIS OF CHICAGO**

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+Metropolitan Nathanael of Chicago



GREEK ORTHODOX METROPOLIS OF CHICAGO
ΙΕΡΑ ΜΗΤΡΟΠΟΛΙΣ ΣΙΚΑΓΟΥ



June 11, 2019

Beloved brothers and sisters in Christ,

Holy Scripture teaches us: *Where there is no vision, the people will perish* (Proverbs 29:18). It is in this spirit that I present to you a new and exciting vision for our Holy Metropolis of Chicago, one that – through the grace of God – will guide our Church in bearing fruit in the world despite facing many challenges.

This vision is the result of the cooperation and diligent work of dedicated men and women across our Metropolis who selflessly gave of their time and energy to complete surveys, attend two strategic planning retreats, and organize task forces to address various areas of need in our Church over the course of the past year. I am honored to share with you the culmination of their labors, *The Metropolis of Chicago Strategic Plan*. In our strategic plan, we have researched and identified a comprehensive step-by-step process and action plan to achieve 16 critical and strategic goals for the strengthening of the very nucleus of our Metropolis: our parishes.

A common challenge that large, multi-state organizations face is fully appreciating and addressing the issues experienced at the grassroots level of operations. In our Metropolis, the grassroots level is comprised of the parishioners and their parish clergy. Our strategic planning work has been blessed with the participation of many clergy and lay members of our Holy Metropolis precisely to focus on these grassroots issues.

Our shared work is just beginning, and the only thing missing is you. You also are a vital part of our vision, and I personally invite you to become engaged in our efforts. Consider getting involved by familiarizing yourself with the Strategic Plan, identifying areas of interest, and prayerfully discerning how God is calling you to make a difference. Help us cultivate a Church that *exists to receive and share unconditional love, mercy, healing, and peace so that life has greater meaning and purpose* for all people.

I truly look forward to sharing this journey of faith with you.

With paternal love in Christ,

+Metropolitan Nathanael of Chicago



EXECUTIVE SUMMARY

The Greek Orthodox Metropolis of Chicago exists to receive and share unconditional love, mercy, healing, and peace so that life has greater meaning and purpose.

In order for our Church to continue growing and journeying towards the eternal Kingdom of God, it is necessary to regularly assess where we are, where we want to be, and how we will get there. Our Metropolis of Chicago is a pioneer in undertaking this ambitious process in order to help the faithful create the strongest and most dynamic parishes possible. This comprehensive strategic plan will help all of us manage the “busyness” of parish life without turning our parishes into a “business.”

For the last year, several hundred dedicated clergy and lay stewards, representing the significant diversity found within our parishes, have worked joyfully and diligently to analyze all available data and issues to come to a consensus and develop this strategic plan. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of our parishes and Metropolis and affirmed a Mission statement that is consistent with the Mission of our Holy Archdiocese.

The Greek Orthodox Metropolis of Chicago is a Christ-centered community that loves, guides, engages, and serves all people.

In addition, we carefully considered the behaviors we want modeled in our parishes and Metropolis. We concluded that to inspire our culture, establish our priorities, and provide a framework for decision-making, we will embrace a number of shared core values. (see page 14)

In determining what we hope to accomplish and where we were going, we refined a dynamic and inspirational *vision* that proclaims that:

Within four years, we will grow our Metropolis family through greater:

Fellowship & Welcoming
Accountability
Ministries & Education
Innovation
Leadership
Involved Youth & Emerging Adults
Engagement on critical issues
Stewardship.

To address our SWOT, stay true to our Mission and Core Values, and pursue our Vision, we identified ten strategic areas of focus and organized a separate task force to address goals in each area. (see page 15)



These ten task forces then produced by consensus 16 strategic goals and the detailed action plans to achieve them. All of these action plans were designed to meet the criteria of being Specific, Measurable, Attainable, Relevant, Realistically written, and having an achievable Timetable (**SMART**).

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

PART 1 (pages 7 through 19) details the Strategic Planning process and team, Statement of Why, SWOT Analysis, Core Values, Mission, and Vision.

PART 2 (pages 21 through 55) lays out the 16 specific SMART goals and the methodical, step-by-step implementation plan to achieve each goal, including precise timelines, areas of responsibility, and measurements of success.

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

Now the real work begins as we dedicate the necessary resources, prioritize our efforts, and work diligently to achieve a 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 Chicago depends on how diligently we achieve this Strategic Plan as stewards of God’s many blessings.





PART ONE

The Statement of Why, Process, Mission, SWOT, Core Values, Vision, Strategic Goals

START WITH WHY

Many believe that the two most important days of our lives are the day we are born and the day we figure out “Why?” Today, great leaders understand the importance of first creating a clear vision of “Why?”¹ Once we understand our “Why?” there is no end to the creativity, enthusiasm, and energy we will devote to the fulfillment of God’s calling. Christ clearly communicated the “Why?” of His coming to be with us: *“I have not come to call the righteous, but sinners to repentance”*². The Apostles understood their “Why?” and sacrificed everything to achieve the Lord’s vision. Now, it is our turn.

It is critical for each community, especially faith-based and Church communities, to also have a clear understanding of its “Why?” Understanding one’s “Why?” is Biblical: *“Men, why are you doing these things?”*³ Through this Strategic Plan, the Greek Orthodox Metropolis of Chicago, on behalf of its parishes and parishioners, commits to sharing the Good News of the Gospel in the Midwestern United States. We unequivocally state that:

The Greek Orthodox Metropolis of Chicago exists to receive and share unconditional love, mercy, healing, and peace so that life has greater meaning and purpose.

*“Come and see”*⁴ how you can change your life and the lives of others for the better by joining a dedicated team of disciples seeking to discover and live out their callings through strong, dynamic, faithful, and purposeful Orthodox parishes in the Metropolis of Chicago.



WHY STRATEGIC PLANNING?

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

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

In the Book of Acts, written by St. Luke the Evangelist, we again find Christ's clear strategic direction and plan given to His Apostles: *"But you shall receive power when the Holy Spirit has come upon you; and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth."*⁷

The world has changed dramatically since our Lord's time and even in the last century since the establishment of the Greek Orthodox Archdiocese of America, and the speed of change is increasing exponentially. To successfully share the Gospel today, our Metropolis and parishes must consider the most effective means to proclaim the truth of our Orthodox faith and the timeless teachings of our Lord and Savior Jesus Christ to people experiencing these rapidly changing practical realities. There can be no indifference. If we are not moving forward, we are moving backward.

The Strategic Planning Team was comprised of representatives of all of our parishes in order to address the issues at the grassroots level of the Metropolis. As such, the primary focuses of these individuals were the opportunities, needs, and challenges of our parishes, parishioners, and parish-level ministries. It remains incumbent upon all who serve our Church to listen to and focus on the unique needs of our faithful and of those who are seeking Christ. We believe this Strategic Plan upholds this ideal.



WHAT IS STRATEGIC PLANNING?

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

1. *Why do we exist?* In this step, we articulate why we exist and why anyone would want to be a part of our Church.
2. *Where are we now?* In this step, we factually assess our current strengths, weaknesses, opportunities, threats, programs, talent, financial resources, and needs.
3. *Where do we want to be?* In this step, following our sense of God's calling, we determine by consensus our comprehensive vision of where we want to be within a reasonable period of time.
4. *How will we get there?* In this step, we outline specific activities in each area which we determine to be critical in making our vision a reality.





WHAT IS OUR CURRENT PLAN?

To do the initial work, His Eminence Metropolitan Nathanael formed a **Strategic Planning Team** that grew to include several hundred diverse clergy and lay leaders from throughout our Orthodox Church. Every effort was made to be as inclusive and diverse as possible in gathering people of different perspectives, constituencies, and regions of our Metropolis. We adopted the following 6-Step Strategic Work Plan:

STEP ONE - Strategic Planning opening retreat

STEP TWO - Task Force conference calls

STEP THREE - Presentation of the Draft Strategic Plan Outline for feedback and consensus building

STEP FOUR - Strategic Planning second retreat

STEP FIVE - Writing and communication of the Strategic Plan

STEP SIX - Implementation of the Strategic Plan

MISSION

A critical part of any Strategic Planning process is developing a clear description of the fundamental purpose for which an organization exists and what it does to achieve its vision, answering the question: “What do we do?” A Mission statement is clearly Biblical: “Go therefore and make disciples of all the nations.”⁸

After thoughtful and comprehensive review, analysis, and discussion, His Eminence Metropolitan Nathanael and the Strategic Planning Team developed the following Mission for the Metropolis of Chicago:

The Greek Orthodox Metropolis of Chicago is a Christ-centered community that loves, guides, engages, and serves all people.



SWOT ANALYSIS

Proper strategic planning requires a comprehensive analysis of the current state by examining one’s Strengths, Weaknesses, Opportunities and Threats (SWOT). A SWOT Analysis focuses on the: (a) internal factors comprised of Strengths and Weaknesses; and (b) external factors comprised of Opportunities and Threats, including socio-cultural shifts, macroeconomic matters, technological advances, changes in laws or in our environment, etc.

Such an analysis and testing of oneself is Biblical: *“Examine yourselves as to whether you are in the faith. Test yourselves!”*⁹ The entire Metropolis Council, each member of the Strategic Planning Team, and every person in the Metropolis of Chicago was invited to participate in this SWOT Analysis process and provide meaningful feedback. Indeed, we were blessed to receive an abundance of input, all of which we considered.

After completing this process, the Strategic Planning Team met at its first three-day retreat and assessed many unique Strengths, Weaknesses, Opportunities, and Threats. To make the final Metropolis SWOT list, a particular item had to be extensively discussed and agreed upon by consensus. The list below is a static assessment particular to this point in time and will inevitably be modified as our parishioners, parishes, Metropolis, Archdiocese, and the world around us continue to change.

As a result, the strategic planning process must remain dynamic in order to address shifting Strengths, Weaknesses, Opportunities, and Threats. This challenge will be addressed as this Strategic Plan is implemented by periodically re-assessing, refreshing, and modifying to remain a living document and viable roadmap through a constantly changing environment.

A summary of the consensus SWOT conclusions follows:

METROPOLIS OF CHICAGO SWOT SUMMARY

1. STRENGTHS

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

Deep and authentic message (fullness of the faith and culture)	People (dynamic Hierarch, clergy and laity)
Caring communities	Diverse ministries
Some effective youth ministries	Parish infrastructure and geographic reach



2. WEAKNESSES

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

Insufficient leadership development for clergy and laity	Youth and emerging adult ministries that are not sufficient or consistently effective
Insufficient parish and Metropolis vision, administration, staffing and operations	Clergy performance (including lack of clergy wellness, support, and clergy support of parishioners)
Lack of life cycle church ministries	Unsatisfactory church experience (welcoming and liturgical)
Poor religious literacy	Inadequate stewardship and engagement
Low levels of trust and transparency	Exclusionary (overemphasis on Greek culture and language and gender)
Chicago-centric focus and lack of interparish cooperation, inter-Orthodox cooperation	

3. OPPORTUNITIES

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

Outreach and Evangelism	Engaging emerging adults
Use of technology and social media	Service and ministry (inside and outside of our geography)
Pan-Orthodox engagement through ministries	Public engagement on ethical and moral issues

4. THREATS

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

Competing demands for time, talents, and treasures	Competition from other religious institutions and secularism
Incongruent shift in moral and social values	Misperceptions, negative perceptions, and lack of awareness of the Greek Orthodox Church



This SWOT Analysis provides valuable information from which important conclusions can be drawn.

For example, based on the significant amount of data, feedback and responses from throughout our Metropolis, our Weaknesses include the carefully crafted phrase: “Exclusionary (overemphasis on Greek culture and language and gender)”. In this statement, we acknowledge that our post-immigrant Church is experiencing a significant number of interfaith marriages and is becoming further diversified through outreach and evangelism opportunities. Accordingly, we must take care not to lose the benefits offered by an ethnic identity to some, while remaining a Church that truly *“exists to receive and share unconditional love, mercy, healing, and peace so that life has greater meaning and purpose.”*





CORE VALUES

Core Values are beliefs shared among the stakeholders in an organization. They drive an organization's culture and priorities and provide a framework to help make decisions. God presented us critical Core Values in the Ten Commandments, and later, our Lord and Savior Jesus Christ contextualized them in his Sermon on the Mount through the so-called Beatitudes.¹⁰

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

- **Christ-centeredness**
- **Integrity**
- **Service**
- **Humility**
- **Love**
- **Mercy**
- **Spiritual Development**
- **Adaptability**

VISION

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

The necessity of a vision is clearly Biblical: *"Where there is no vision, the people will perish."*¹¹ After numerous and extensive small and large group discussions, the Strategic Planning Team agreed by consensus upon the following Vision for the Metropolis:

Within four years, we will grow our Metropolis family through greater:

Fellowship & Welcoming
Accountability
Ministries & Education
Innovation
Leadership
Invovement from Youth & Emerging Adults
Engagement on critical issues
Stewardship.



STRATEGIC GOALS

Strategic goals are the roadmap for implementing the Vision and achieving the organization's objectives. Strategic goals are only as effective as the process and discipline implemented to achieve and monitor them.

Setting strategic goals and action plans is biblical. Throughout the Holy Gospel, our Lord provided his Apostles and Disciples clear direction and step-by-step instructions. *"These twelve Jesus sent out, charging them... go rather to the lost sheep of the house of Israel. And preach as you go... Heal the sick, raise the dead, cleanse lepers, cast out demons. Freely you have received, freely give."*¹²

The Strategic Planning Team used the **SMART** goal process to ensure that each Strategic Goal is **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **R**ealistically written, and has a precise **T**imeline. This discipline will help ensure that each Strategic Goal is achieved by diligently pursuing and executing all of the various actions and steps identified in the process.

STRATEGIC TASK FORCES

At the first Strategic Planning Retreat, the Strategic Planning Team brainstormed hundreds of specific items it believed would address the Weaknesses, Opportunities, and Threats; be consistent with the Core Values; focus on the Mission; and help achieve the Vision. After many hours of discussion, the Strategic Planning Team organized these items into 10 Strategic Areas of Focus and formed Strategic Task Forces to systematically consolidate and attend to the items in each Strategic Area. The 10 Strategic Areas of Focus are (in alphabetical order):

- 1. Clergy Wellness & Development**
- 2. Communications & Technology**
- 3. Education & Spiritual Literacy**
- 4. Lay Leadership Development**
- 5. Life Cycle Ministries**
- 6. Metropolis Administration & Best Practices**
- 7. Stewardship**
- 8. Welcoming, Outreach & Evangelism**
- 9. Worship & Parish Life Engagement & Accessibility**
- 10. Youth & Emerging Adults**



16 STRATEGIC GOALS

In the months between the two strategic planning retreats, the Strategic Planning Team divided itself into these 10 Strategic Task Forces and began weekly/bi-weekly/monthly meetings to develop specific SMART Strategic Goals to be achieved in their Strategic Area. At a second three-day retreat, the Strategic Planning Team discussed and agreed upon the final SMART Strategic Goals and a detailed action plan to achieve them that outlined the following: (1) each specific action to be undertaken; (2) who was responsible for doing each required action; (3) how we would measure the successful achievement of that action; and (4) the timetable for the achievement of the action.

Here are the summary titles for the 16 SMART goals in the 10 Strategic Areas of Focus:

CLERGY WELLNESS & DEVELOPMENT

- 1.1 Clergy Wellness
- 1.2 Clergy Development

COMMUNICATION & TECHNOLOGY

- 2.1 Metropolis Communications Plan
- 2.2 Metropolis Technology Plan

EDUCATION & SPIRITUAL LITERACY

- 3.1 Youth Religious Education
- 3.2 Adult Religious Education

LAY LEADERSHIP DEVELOPMENT

- 4.1 Parish Council, Ministry & Youth Leadership Program

LIFE CYCLE MINISTRIES

- 5.1 Family Ministries
- 5.2 Seniors Ministries

METROPOLIS ADMINISTRATION & BEST PRACTICES

- 6.1 Best Practices Metropolis Operations Plan
- 6.2 Ministry Accountability, Performance & Improvement

STEWARDSHIP

- 7.1 Comprehensive Parish Stewardship Ministries Program

WELCOME, OUTREACH & EVANGELISM

- 8.1 Welcoming Ministries
- 8.2 Outreach & Evangelism Ministries

WORSHIP & PARISH LIFE ENGAGEMENT & ACCESSIBILITY

- 9.1 Enhanced Worship & Parish Life Engagement & Accessibility

YOUTH & EMERGING ADULTS

- 10.1 Comprehensive Youth & Emerging Adults Ministries



IMPLEMENTATION AND ACCOUNTABILITY

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

The initial work of the Strategic Planning Team is now complete with the publishing of this Strategic Plan. The Metropolis and its parishes will dedicate the necessary resources (human, financial, time, and other) to ensure complete implementation and success. This will require the active involvement of a much larger and broader group of the faithful.

To achieve the 16 Strategic Goals, reconstituted **Implementation Task Forces** will be formed – one for each of the 16 Strategic Goals identified by the Strategic Planning Team. These new Implementation Task Forces will include members of the initial Strategic Planning Task Forces and will add individuals from throughout (and perhaps outside) the Metropolis who can assist in the achievement of the 16 Strategic Goals.

We are also installing an unprecedented level of accountability and transparency. As you can see, every action plan step for all 16 Strategic Goals is clearly measurable and has a deadline. We will be regularly reporting on our progress. We have also instituted multiple feedback and accountability loops to ensure that we stay on track and are focused on achieving success. All of this will be publicly tracked on our Metropolis Strategic Plan website and shared with the parishes and parishioners. After we have achieved every Strategic Goal, we will again measure how well we have addressed our challenges and reassess the next steps for growth. Failure is not an option.

You Are Invited to Join The Team

Implementation Task Force Leaders are continuously seeking experienced people who are willing and able to help us achieve our goals. We encourage anyone interested in making a difference to contact the Metropolis. The more experienced and dedicated souls we have working together, the more we can achieve.

Each strategic goal will have **Goal Co-Captains** who are the individuals primarily responsible for ensuring that the Implementation Task Force team working on that strategic goal stays on track and on schedule. The overall implementation of the Strategic Plan will be coordinated by our Metropolis Executive Director and two **Head Coaches** who report directly to the Metropolitan. In so doing, we have organized a talented team to ensure this Strategic Plan is fully and successfully implemented.



BEST PRACTICES PORTAL

In addition to the 16 Strategic Goals, the Strategic Plan has several dynamic and transformational new components. We will establish a web-based Best Practices Portal where all of the programs, materials, videos, podcasts, information, training, systems, processes, and any other content produced by the Strategic Goal Implementation Task Forces will be housed and made available 24 hours a day. This **Best Practices Portal** will be organized to mirror separate areas for each Strategic Goal and Task Force so that the faithful can easily find what they are seeking. The Portal will become a “one-stop”, web-based location for resources, tools, and information on the work being developed through this Strategic Plan.

COMMUNICATION

The proper and effective communication of this Strategic Plan and the progress made on its completion will be critical in making the Plan both real and achievable. Accordingly, regular communications about how we are achieving our strategic goals and Vision is an integral part of this Strategic Plan. The Metropolis website will feature active links and content to each of the elements of our Vision and 16 strategic goals.

Prioritization and allocation of available resources will inevitably be required. Each step sets out the time period and sequence from the previous action items and steps. Once the start date for a Strategic Goal is finally determined by the Head Coaches and Strategic Goal Captains, the timetable for its achievement will then be established.





CONCLUSION

After thorough research, careful and prayerful reflection, and diligent work by several hundred dedicated faithful, we believe that the systematic implementation of the detailed action plans in this Strategic Plan will allow us to directly address our needs and measurably improve our service to the communities of our Metropolis.

We believe that our Metropolis and its parishes have the resources needed to implement this Plan in abundance. By the Grace of God and the power of the Holy Spirit, we will achieve our Strategic Goals in the fullness of time.

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

- Christ-centeredness
- Integrity
- Service
- Humility
- Love
- Mercy
- Spiritual development
- Adaptability

We want as many of our faithful as possible to become involved in the transformational improvements that will result from this Strategic Plan. If you, or anyone in your parish, wants more information or to volunteer to serve on a specific Strategic Goal Implementation Task Force, contact the Metropolis directly or register through our Metropolis website. You can always access this entire Strategic Plan and track our progress by going to our Metropolis of Chicago website at <http://chicago.goarch.org/strategic-planning>.

We encourage the active engagement of every person and organization prepared to ensure that the Metropolis of Chicago *“exists to receive and share unconditional love, mercy, healing and peace, so that life has greater meaning and purpose”* by achieving our Vision:

Within four years, we will grow our Metropolis family through greater:

- Fellowship & Welcoming
- Accountability
- Ministries & Education
- Innovation
- Leadership
- Invovement from Youth & Emerging Adults
- Engagement on critical issues
- Stewardship.

May God bless the Greek Orthodox Metropolis of Chicago, its parishes and faithful on our journey.





PART TWO

Specific Action Plans for Each of the 16 Strategic Goals

CLERGY WELLNESS & DEVELOPMENT

- 1.1 Clergy Wellness
- 1.2 Clergy Development

COMMUNICATION & TECHNOLOGY

- 2.1 Metropolis Communications Plan
- 2.2 Metropolis Technology Plan

EDUCATION & SPIRITUAL LITERACY

- 3.1 Youth Religious Education
- 3.2 Adult Religious Education

LAY LEADERSHIP DEVELOPMENT

- 4.1 Parish Council, Ministry & Youth Leadership Program

LIFE CYCLE MINISTRIES

- 5.1 Family Ministries
- 5.2 Seniors Ministries

METROPOLIS ADMINISTRATION & BEST PRACTICES

- 6.1 Best Practices Metropolis Operations Plan
- 6.2 Ministry Accountability, Performance & Improvement

STEWARDSHIP

- 7.1 Comprehensive Parish Stewardship Ministries Program

WELCOME, OUTREACH & EVANGELISM

- 8.1 Welcoming Ministries
- 8.2 Outreach & Evangelism Ministries

WORSHIP & PARISH LIFE ENGAGEMENT & ACCESSIBILITY

- 9.1 Enhanced Worship & Parish Life Engagement & Accessibility

YOUTH & EMERGING ADULTS

- 10.1 Comprehensive Youth & Emerging Adults Ministries



CLERGY WELLNESS & DEVELOPMENT

GOAL 1.1

Clergy Wellness

Within 18 months, we will develop and implement a Clergy Wellness Program in which at least:

- (a) 50% of the clergy will participate within 12 months of implementation;
- (b) 75% of the clergy will participate within 24 months of implementation; and
- (c) 100% of the clergy will participate in modules deemed mandatory within 24 months of implementation.

CLERGY WELLNESS & DEVELOPMENT GOAL 1.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 1.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Clergy Wellness & Development & Strategic Goal 1.1 Task Force ("CW&D1.1TF").	Strategic Planning Team and Goal Captains	1 month from Start Date	CW&D1.1TF team members agree to serve
2. Prepare, distribute and collect surveys of clergy and clergy spouses and their families on their most critical needs and issues and specifically in the areas of wellness.	CW&D1.1TF	4 months after step 1	Surveys distributed and completed by at least 50% of Metropolis clergy and spouses
3. Conduct comprehensive research to: (a) determine best practices for clergy wellness, financial literacy, marriage enrichment and other clergy family needs; (b) examine programs, materials, resources from both Orthodox and non-Orthodox sources; and (c) specifically identify objective evidence of the effectiveness of each.	CW&D1.1TF	Simultaneous with step 2	A comprehensive report of programs, materials and resources that are researched is completed, including objective evidence of effectiveness
4. Complete "Comprehensive Clergy Wellness Report" by qualitatively analyzing and assessing: (a) all researched programs, materials, resources and content: (i) categorize them according to topics and objective evidence of their effectiveness; and (ii) create a comprehensive list of topics and best practices; (b) most critical needs from clergy and clergy family survey data from step 2; and (c) best methods for delivery of programs, materials, resources and content.	CW&D1.1TF	2 months after steps 2 and 3	Comprehensive Clergy Wellness Report is completed including qualitative analysis of all programs, materials, resources and content, survey data and alternative delivery systems

CLERGY WELLNESS & DEVELOPMENT GOAL 1.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 1.1	Responsible Party	Timetable	Completion Confirmation Test
<p>5. Create and finalize all elements of the “Clergy Wellness Program,” based on the findings in the Comprehensive Clergy Wellness Report, including:</p> <ul style="list-style-type: none"> (a) specific goals and objectives for each element and program; (b) identify gaps between the Clergy Wellness Program and available best practices programs, materials, resources and content; (c) establish the process and timeline for specifically filling such gaps, including who is responsible for achieving each step within an established timeline (“Gap Analysis Work Plan”); and (d) the specific actions to be taken to modify, build or procure the technologies or platform (the “Clergy Wellness Delivery Platform”) necessary to best deliver the Clergy Wellness Program as identified in step 4(c). 	CW&D1.1TF	3 months after step 4	Clergy Wellness Program elements, goals, objectives work plan and Gap Analysis Work Plan are complete
<p>6. Finalize Clergy Wellness Program by:</p> <ul style="list-style-type: none"> (a) researching, gathering, revising, developing, and/or soliciting the development of additional materials needed for missing areas, or areas that do not meet best practices, or most effective standards as determined through Gap Analysis Work Plan; and (b) create feedback mechanism to measure effectiveness of each element (the “Feedback Mechanism”). 	CW&D1.1TF	4 months after step 5	Gap Analysis Work Plan is executed and gaps are filled to finalize the Clergy Wellness Program, and Feedback Mechanism created
<p>7. Complete the:</p> <ul style="list-style-type: none"> (a) identification and recruitment of talented and experienced individuals who can provide training to clergy and parishes as a part of the Clergy Wellness Program (the “Trainers”); (b) modification, building or procurement of the technologies outlined in the Clergy Wellness Delivery Platform; (c) uploading of appropriate parts of the Clergy Wellness Program to the Clergy Wellness Delivery Platform; and (d) the organization of regional or other training programs in order to maximize clergy accessibility and engagement in training. 	CW&D1.1TF	3 months after step 6	Trainers identified and recruited and Wellness Delivery Platform completed and content is loaded
<p>8. Begin official promotion and roll out of Clergy Wellness Program.</p>	CW&D1.1TF and Trainers	1 month after step 7	Clergy Wellness Program is officially rolled-out
<p>9. Implement a regularly scheduled evaluation plan for reviewing the performance of Clergy Wellness Program by:</p> <ul style="list-style-type: none"> (a) implementing the Feedback Mechanism created in step 6, as appropriate, after delivery of each program element; and (b) make improvements based on the results of such evaluations. 	CW&D1.1TF	Beginning after each Program is delivered	Evaluations reviewed and improvements made in each element of Clergy Wellness Program
<p>10. Conduct at least a semi-annual review, evaluation and update of:</p> <ul style="list-style-type: none"> (a) all materials and the entire Clergy Wellness Program to ensure that all materials are the most effective best practices available; and (b) the continued promotion and roll-out to ensure that the stated goal target percentages are achieved. 	CW&D1.1TF	Semi-annual review	Semi-Annual assessment is complete, improvements implemented and 100% clergy target is achieved



CLERGY WELLNESS & DEVELOPMENT

GOAL 1.2

Clergy Development

Within 18 months, we will develop and implement a Clergy Development Program in which 100% of the present and future clergy of the Metropolis will participate on an annual basis thereafter within 24 months of implementation.

CLERGY WELLNESS & DEVELOPMENT GOAL 1.2 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 1.2	Responsible Party	Timetable	Completion Confirmation Test
1. Form Clergy Wellness & Development Strategic Goal 1.2 Task Force ("CW&D1.2TF").	Strategic Planning Team and Goal Captains	1 month from Start Date	CW&D1.2TF team members agree to serve
2. Prepare, distribute and collect surveys of clergy and parish leadership on the most critical clergy development needs and issues, including continuing education, leadership, spiritual formation, and other areas.	CW&D1.2TF	4 months after step 1	Surveys distributed and completed by at least 50% of Metropolis clergy and parish leadership
3. Conduct comprehensive research to: (a) determine best practices for clergy continuing education, leadership development, spiritual formation, and other areas; (b) examine programs, materials, resources from both Orthodox and non-Orthodox sources; and (c) specifically identify objective evidence of the effectiveness of each.	CW&D1.2TF	Simultaneous with step 2	A comprehensive report of programs, materials and resources that are researched is completed, including objective evidence of effectiveness
4. Complete "Comprehensive Clergy Development Report" by qualitatively analyzing and assessing: (a) all researched programs, materials, resources and content: (i) categorize them according to topics and objective evidence of their effectiveness; and (ii) create a comprehensive list of topics and best practices; (b) most critical needs from clergy and parish leadership survey data from step 2; and (c) best methods for delivery of programs, materials, resources and content.	CW&D1.2TF	2 months after steps 2 and 3	Comprehensive Clergy Development Report is completed including qualitative analysis of all programs, materials, resources and content, survey data and alternative delivery systems
5. Create and finalize all elements of the "Clergy Development Program," based on the findings in the Comprehensive Clergy Development Report, including: (a) specific goals and objectives for each element and program; (b) identifying gaps between the Clergy Development Program and available best practices programs, materials, resources and content; (c) establishing the "Gap Analysis Work Plan" that will include the process and timeline for specifically filling such gaps, and who is responsible for achieving each step within an established timeline; and (d) the specific actions to be taken to modify, build or procure the technologies or platform (the "Clergy Development Delivery Platform") necessary to best deliver the Clergy Development Program as identified in step 4(c).	CW&D1.2TF	3 months after step 4	Clergy Development Program elements, goals, objectives work plan and Gap Analysis Work Plan are complete

CLERGY WELLNESS & DEVELOPMENT GOAL 1.2 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 1.2	Responsible Party	Timetable	Completion Confirmation Test
6. Finalize Clergy Development Program by: (a) researching, gathering, revising, developing, and/or soliciting the development of additional materials needed for missing areas, or areas that do not meet best practices, or most effective standards as determined through Gap Analysis Work Plan; and (b) create feedback mechanism to measure effectiveness of each element (the "Feedback Mechanism").	CW&D1.2TF	4 months after step 5	Gap Analysis Work Plan is executed and gaps are filled to finalize the Clergy Development Program, and Feedback Mechanism created
7. Complete: (a) the identification and recruitment of talented and experienced individuals who can provide training to clergy and parishes as a part of the Clergy Development Program (the "Trainers"); (b) complete the modification, building or procurement of the technologies outlined in the Clergy Development Delivery Platform; (c) the uploading of appropriate parts of the Clergy Development Program to platform; and (d) the organization of regional or other training programs in order to maximize clergy and their families' accessibility and engagement in training.	CW&D1.2TF	3 months after step 6	Trainers identified and recruited and Clergy Development Delivery Platform completed and content is loaded
8. Begin official promotion and roll out of Clergy Development Program.	CW&D1.2TF and Trainers	1 month after step 7	Clergy Development Program is officially rolled-out
9. Implement a regularly scheduled evaluation plan for reviewing the performance of Clergy Development Program by: (a) implementing the Feedback Mechanism created in step 6, as appropriate, after delivery of each program element; and (b) make improvements based on the results of such evaluations.	CW&D1.2TF	Beginning after each Program is delivered	Evaluations reviewed and improvements made in each element of Clergy Development Program
10. Conduct at least a semi-annual review, evaluation and update of: (a) all materials and the entire Clergy Development Program to ensure that all materials are the most effective best practices available; and (b) the continued promotion and roll-out to ensure that the stated goal target percentages are achieved.	CW&D1.2TF	Semi-annual review	Semi-Annual assessment is complete, improvements implemented and <u>100%</u> clergy target is achieved



COMMUNICATIONS & TECHNOLOGY

GOAL 2.1

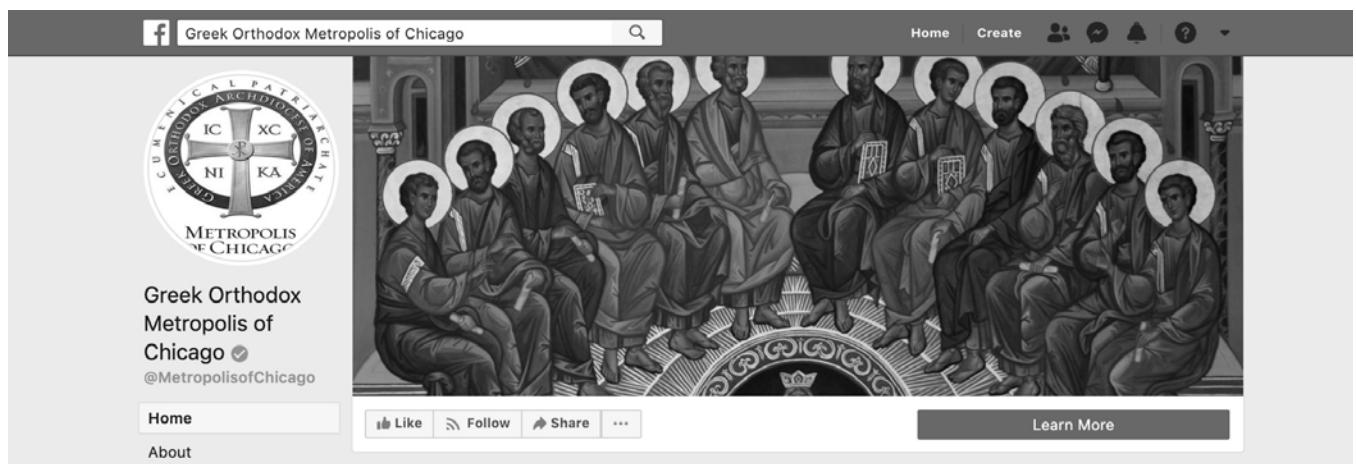
Metropolis Communications Plan

- (a) Within 18 months, we will create and implement a Metropolis Strategic Communications Plan to more effectively connect the Metropolis, its parishes and parishioners that will achieve key milestones that measurably improve both internal and external communications of the Metropolis and its parishes, and that will include enhanced social media, websites and other effective communications tools; and
- (b) Over the implementation term of this Strategic Plan, assist other Strategic Plan Implementation Task Forces, as requested, with the communications regarding their ministries, activities, deliverables, programs, training and support.

COMMUNICATIONS & TECHNOLOGY GOAL 2.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 2.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Communications & Technology Goal 2.1 Task Force ("C&T2.1TF").	Strategic Planning Team and Goal Captain	1 month after Start Date	C&T2.1TF team members agree to serve
2. Create a "Communications Research Report" that includes research of: (a) effective ways to measure high level of engagement and accessibility in church communications and what constitutes best practices associated with church communications; (b) both Orthodox and non-Orthodox Churches that report high levels of effective communications, including conducting site visits and interviews to determine successful techniques that can be adapted; and (c) most effective online, social media and website strategies and approaches to improve levels of communications and engagement with parishes and parishioners.	C&T2.1TF	5 months after step 1	Research is completed and Communications Research Report is finalized with all required elements
3. Design, distribute and collect surveys and other data gathering techniques with parishes and parishioners to: (a) measure parishioner use of, and satisfaction with, current Metropolis online resources, website, social media, communications, information, processes and ministries; and (b) identify impediments to effective communications between and among the Metropolis, its parishes and parishioners and strategies that would be more effective.	C&T2.1TF	Simultaneous with step 2	Survey and other data gathering techniques to parishes and parishioners are designed, distributed and collected
4. Compile research and data from steps 2 and 3 and: (a) review and analyze results and current levels and effectiveness of Metropolis communications, social media, websites and other strategies; and (b) identify potential ways to address communications barriers and increase levels of effectiveness of each communications channel.	C&T2.1TF	2 months after steps 2 and 3	Data Analysis Report is compiled with all findings and recommendations

COMMUNICATIONS & TECHNOLOGY GOAL 2.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 2.1	Responsible Party	Timetable	Completion Confirmation Test
<p>5. Develop the “Metropolis Communications Plan” to be deployed in the Metropolis that will include:</p> <ul style="list-style-type: none"> (a) a strategy and detailed implementation plan and timeline that addresses a prioritized list of communications barriers and opportunities (including social media, websites, etc.); (b) a process and timeline to implement the Metropolis Communications Plan; (c) the necessary budget and resources (financial or other) to fully implement the Metropolis Communications Plan; and (d) the metrics to be used to measure its success and conformity to best practices. 	C&T2.1TF	4 months after step 4	Metropolis Communications Plan is developed and completed with all required elements
<p>6. Raise any necessary funds or obtain necessary resources to effectively implement the Metropolis Communications Plan based on an established budget.</p>	C&T2.1TF and the Metropolis Council	5 months after step 5	Fundraising is completed based on established budget
<p>7. Begin to implement the Metropolis Communications Plan based on the timeline established in step 5(b).</p>	C&T2.1TF	1 month after step 6	Metropolis Communications Plan implementation begins
<p>8. At least semi-annually:</p> <ul style="list-style-type: none"> (a) review and analyze success of Metropolis Communications Plan against defined best practices, metrics/goals identified in steps 2 - 4; and (b) refine the Metropolis Communications Plan accordingly. 	C&T2.1TF	Semi-annual review	Review completed and improvements in Metropolis Communications Plan are implemented
<p>9. Reach out to all Metropolis Strategic Plan Implementation Task Forces and inquire as to what forms of assistance they will need to successfully and effectively communicate the availability of the ministries, activities, deliverables, programs, training and support they are developing and offering, and, as a part of the Metropolis Communications Plan, assist as needed in the design of the necessary materials, training, support and communications for each Task Force to successfully implement its plan.</p>	C&T2.1TF	Continuously over the implementation time periods established by the Implementation Task Forces	Each Implementation Task Force that requests assistance receives the communications and related assistance necessary to more effectively achieve their Strategic Goal





COMMUNICATIONS & TECHNOLOGY

GOAL 2.2

Metropolis Technology Plan

Within 18 months, we will create and implement a comprehensive, flexible and state of the art technology and innovation infrastructure plan and platform using the best available tools, technologies and resources for the Metropolis to better serve the needs of its parishes and parishioners, including a web-based Best Practices Metropolis Resource Portal to deliver Metropolis Strategic Plan materials and other ministries’ programs.

COMMUNICATIONS & TECHNOLOGY GOAL 2.2 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 2.2	Responsible Party	Timetable	Completion Confirmation Test
1. Form Communications & Technology Goal 2.2 Task Force (“C&T2.2TF”).	Strategic Planning Team and Goal Captain	1 month from Start Date	C&T2.2TF team members agree to serve
2. Design distribute and collect a detailed online Technology Capabilities Survey and conduct interviews which includes: (a) the details of the current parishes’ software, products, hardware platforms, electronic methods of communicating with parishioners and externally with their communities along with social media and their formats; (b) an assessment of all current Metropolis technologies, platforms, hardware, software and services; and (c) assessments of what technological connectedness with the Metropolis, its ministries and other parishes would be most valuable.	C&T2.2TF	6 months after step 1	Metropolis survey assessment completed and Technology Capabilities Survey responses are received from at least 75% of parishes of a statistically diverse group of parishes along the spectrum of parish size, location and economic circumstance
3. Create a “Technology Research Report” that includes research of: (a) effective latest technologies used by both Orthodox and non-Orthodox Churches; (b) how best to create an effective, education, profit and non-profit organization Metropolis online portal (the “Portal”) onto which all Strategic Planning Task Forces and other ministries can deliver their new programs, materials, training and ministries’ resources; and (c) the best practices key performance indicator and ways to measure high levels of technological engagement with parishes and parishioners and what constitutes best practices associated with church technologies (including site visits and interviews as appropriate) to determine successful techniques that can be adapted.	C&T2.2TF	Simultaneous with step 2	Research is completed and Technology Research Report is finalized with all required elements

COMMUNICATIONS & TECHNOLOGY GOAL 2.2 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 2.2	Responsible Party	Timetable	Completion Confirmation Test
<p>4. Finalize a “Metropolis Technology Plan” that:</p> <ul style="list-style-type: none"> (a) compiles research and data from steps 2 and 3 and reviews and analyzes results and current level and effectiveness of Metropolis technologies and other strategies; (b) identifies best practices to increase levels of technological effectiveness, connectedness, security and safety between and within the Metropolis and its parishes and parishioners; and (c) outlines what is necessary to establish the most effective Metropolis Portal. 	C&T2.2TF	3 months after steps 2 and 3	Metropolis Technology Plan is completed and Compilation of survey and research results and submission of recommendations
<p>5. Finish creation of Metropolis Portal and communicate availability to Metropolis Strategic Plan Implementation Task Forces.</p>	C&T2.2TF	Simultaneous with step 4	Metropolis Portal is live
<p>6. Raise any necessary funds, and obtain necessary resources, to effectively implement the Metropolis Technology Plan based on an established budget and begin to roll out technology solutions at the Metropolis level.</p>	C&T2.2TF and the Metropolis Council	7 months after steps 4 and 5	Fundraising is completed based on established budget
<p>7. The portions of the Metropolis Technology Plan that can be implemented by the parishes are communicated to all parishes:</p> <ul style="list-style-type: none"> (a) at Metropolis gatherings and events, periodic group discussions; (b) training is planned and is conducted throughout the Metropolis among the parishes implementing portions of the Metropolis Technology Plan; and (c) to discover lessons learned and ways to improve the Metropolis Technology Plan. 	C&T2.2TF	Starting 1 month after step 6 and continuously thereafter	Regular communications to and with parishes occurs regarding the Metropolis Technology Plan
<p>8. At least annually:</p> <ul style="list-style-type: none"> (a) the parishes are surveyed about the effectiveness of the Metropolis Technology Plan; (b) the Metropolis Technology Plan is assessed against the best practice key performance indicators identified in step 3; and (c) appropriate adjustment and improvements are made in the Metropolis Technology Plan and communicated throughout the Metropolis. 	C&T2.2TF	Starting annually after step 7	Annual assessment is completed and improvements in the Metropolis Technology Plan are incorporated and communicated



EDUCATION & SPIRITUAL LITERACY

GOAL 3.1

Youth Religious Education

Within 18 months, we will research and develop a best practices set of learning standards, and online and in-person training programs for all parish youth in order to inspire a proficient level of knowledge in the Orthodox faith and practices so that they may apply this understanding to living a Christ-centered life as a disciples of Christ, that will be thereafter successfully implemented in at least:

- (a) 20% of the parishes within 16 month; and
- (b) 40% of the parishes within 28 months.

EDUCATION & SPIRITUAL LITERACY GOAL 3.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 3.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Education & Spiritual Literacy Goal 3.1 Task Force (E&SL3.1TF).	Strategic Planning Team and Goal Captain	1 month from Start Date	E&SL3.1TF team members agree to serve
2. Conduct comprehensive research from all available sources to determine how to properly measure the effectiveness of church religious education programs, content and materials for youth and establish an "Effectiveness Measurement Methodology and Process" to test the effectiveness of Metropolis youth religious education programs, content and materials.	E&SL3.1TF	2 months after step 1	Effectiveness Measurement Methodology and Process Report is completed
3. Conduct comprehensive research to determine "best in class" Orthodox and non-Orthodox Christian youth religious and spiritual education materials, learning standards, content, programs, delivery options and best practices (including site visits to successful churches and reviewing existing religious education materials and other offerings from existing Christian youth education programs, content and materials, the Archdiocese Department of Religious Education, Orthodox Christian School Association, and the parishes and Religious Education Directors) and specifically identify objective evidence of the effectiveness of each.	E&SL3.1TF	3 months after step 1 and simultaneous with step 2	All materials are researched including objective evidence of effectiveness based on Effectiveness Measurement Methodology and Process
4. Qualitatively analyze and assess: (a) all researched and submitted educational materials and learning standards and categorize them according to topics and objective evidence of their effectiveness and create a comprehensive list of topics and best in class content; (b) all existing and new content against the Effectiveness Measurement Methodology and Process to determine the most effective content; and (c) best alternative methods for delivery of most effective youth religious education content.	E&SL3.1TF	2 months after step 3	Comprehensive report completed of qualitative analysis of all content/materials, and alternative delivery systems

EDUCATION & SPIRITUAL LITERACY GOAL 3.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 3.1	Responsible Party	Timetable	Completion Confirmation Test
5. Finalize outline of comprehensive “Youth Religious Education Program” and delivery schedule and methods and identify gaps in the Program and the process and timeline for specifically filling such gaps, including who is responsible for achieving each step within the established timeline (“Gap Analysis Work Plan”).	E&SL3.1TF	3 months after step 4	Youth Religious Education Program and Gap Analysis Work Plan is complete
6. Research, gather, revise, develop, and/or solicit the development of additional materials needed for missing Youth Religious Education areas, or areas that do not meet best practices, or most effective learning standards as determined through Gap Analysis Work Plan, including replacing those materials that are deemed ineffective.	E&SL3.1TF	4 months after step 5	Gap Analysis Work Plan is executed and gaps are filled
7. Recruit and train at least 10 qualified trainers (the “Trainers”) that can train the parish teachers and administrators on how to most effectively deliver the Youth Religious Education Program.	E&SL3.1TF	Simultaneous with step 6	At least 10 Trainers agree to serve
8. Begin to conduct at least 6 Metropolis-wide training programs to train parish teachers and administrators on how to most effectively deliver the Youth Religious Education Program.	E&SL3.1TF and Trainers	4 months after steps 6 and 7	At least 6 Metropolis-wide training programs are held
9. Establish and implement alternative online, video and/or other platform for delivery of Youth Religious Education Program, including a format for peer review and commentary, as well as a process to submit newer and more effective materials.	E&SL3.1TF	Simultaneous with step 7	Online, video or alternative delivery options established and implemented
10. Begin official roll out of Youth Religious Education Program and widely communicate its availability and effectiveness.	E&SL3.1TF	1 month after steps 8 and 9	Youth Religious Education Program is officially rolled-out
11. Quarterly assessment that the Youth Religious Education Program is being implemented.	E&SL3.1TF	Quarterly review	Quarterly assessment is completed that the Youth Religious Education Program is being implemented
12. Annually after the end of the academic year, review, evaluate and update all materials and entire Youth Religious Education Program to ensure that all materials are the most effective best practices available and the stated goal target percentages are achieved.	E&SL3.1TF	Semi-annual review	Semi-Annual assessment of Youth Religious Education Program is complete, improvements are implemented and the stated goal target percentages are achieved



EDUCATION & SPIRITUAL LITERACY

GOAL 3.2

Adult Religious Education

Within 20 months, we will research and develop a best practices set of learning standards, and online and in-person training programs for adults in order to inspire a proficient level of knowledge in the Orthodox faith and practices so that they may apply this understanding to living a Christ-centered life as a disciples of Christ, that will be thereafter successfully implemented in at least:

- (a) 20% of the parishes within 16 months; and
- (b) 40% of the parishes within 28 months.

EDUCATION & SPIRITUAL LITERACY GOAL 3.2 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 3.2	Responsible Party	Timetable	Completion Confirmation Test
1. Form Education & Spiritual Literacy Goal 3.2 Task Force (E&SL3.2TF).	Strategic Planning Team and Goal Captain	1 month from Start Date	E&SL3.2TF team members agree to serve
2. Conduct comprehensive research from all available sources to determine how to properly measure the effectiveness of church religious education programs, content and materials for adults and establish an "Effectiveness Measurement Methodology and Process" to test the effectiveness of Metropolis adult religious education programs, content and materials.	E&SL3.2TF	3 months after step 1	Effectiveness Measurement Methodology and Process Report is completed
3. Conduct comprehensive research to determine "best in class" Orthodox and non-Orthodox Christian adult religious and spiritual education materials, learning standards, content, programs, delivery options and best practices (including site visits to successful churches and reviewing existing religious education materials and other offerings from existing Christian adult education programs, content and materials, the Archdiocese Department of Religious Education, Orthodox Christian School Association, and the parishes and Religious Education Directors) and specifically identify objective evidence of the effectiveness of each.	E&SL3.2TF	Simultaneous with step 2	All materials are researched including objective evidence of effectiveness based on Effectiveness Measurement Methodology and Process
4. Qualitatively analyze and assess: (a) all researched and submitted educational materials and learning standards and categorize them according to topics and objective evidence of their effectiveness and create a comprehensive list of topics and best in class content; (b) all existing and new content against the Effectiveness Measurement Methodology and Process to determine the most effective content; and (c) best alternative methods for delivery of most effective adult religious education content.	E&SL3.2TF	3 months after steps 2 and 3	Comprehensive report completed of qualitative analysis of all content/materials, and alternative delivery systems

EDUCATION & SPIRITUAL LITERACY GOAL 3.2 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 3.2	Responsible Party	Timetable	Completion Confirmation Test
5. Finalize outline of comprehensive “Adult Religious Education Program” and delivery schedule and methods and identify gaps in the Program and the process and timeline for specifically filling such gaps, including who is responsible for achieving each step within the established timeline (“Gap Analysis Work Plan”).	E&SL3.2TF	3 months after step 4	Adult Religious Education Program and Gap Analysis Work Plan is complete
6. Research, gather, revise, develop, and/or solicit the development of additional materials needed for missing Adult Religious Education areas, or areas that do not meet best practices, or most effective learning standards as determined through Gap Analysis Work Plan, including replacing those materials that are deemed ineffective.	E&SL3.2TF	6 months after step 5	Gap Analysis Work Plan is executed and gaps are filled
7. Recruit and train at least 5 qualified trainers (the “Trainers”) that can train the parish teachers and administrators on how to most effectively deliver the Adult Religious Education Program.	E&SL3.2TF	Simultaneous with step 6	At least 5 Trainers agree to serve
8. Begin to conduct at least 5 Metropolis-wide training programs to train parish teachers and administrators on how to most effectively deliver the Adult Religious Education Program.	E&SL3.2TF and Trainers	3 months after steps 6 and 7	At least 5 Metropolis-wide training programs are held
9. Establish and implement alternative online, video and/or other platform for delivery of Adult Religious Education Program, including a format for peer review and commentary, as well as a process to submit newer and more effective materials.	E&SL3.2TF	Simultaneous with step 8	Online, video or alternative delivery options established and implemented
10. Begin official roll out of Adult Religious Education Program and widely communicate its availability and effectiveness.	E&SL3.2TF	1 month after steps 8 and 9	Adult Religious Education Program is officially rolled-out
11. Quarterly assessment that the Adult Religious Education Program is being implemented.	E&SL3.2TF	Quarterly review	Quarterly assessment is completed that the Adult Religious Education Program is being implemented
12. Annually after the end of the academic year, review, evaluate and update all materials and entire Adult Religious Education Program to ensure that all materials are the most effective best practices available and the stated goal target percentages are achieved.	E&SL3.2TF	Semi-annual review	Semi-Annual assessment of Adult Religious Education Program is complete, improvements are implemented and the stated goal target percentages are achieved



LAY LEADERSHIP DEVELOPMENT

GOAL 4.1

Parish Council, Ministry and Youth Leadership Program

Within 18 months, we will develop and implement a comprehensive, effective and best practices Orthodox Servant Leadership training and development program that thereafter will be:

- (a) mandatory for all Parish Council members for all Parishes in the Metropolis within 6 months of its availability; and
- (b) thereafter successfully implemented for all Metropolis and parish ministry leaders, emerging leaders and youth ministry leaders:
 - (i) in at least 25% of the Metropolis parishes within 12 months; and
 - (ii) in at least 50% percent of the Metropolis parishes within 18 months.

LAY LEADERSHIP DEVELOPMENT GOAL 4.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 4.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Lay Leadership Development Goal 4.1 Task Force ("LLD4.1TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	LLD4.1TF team members agree to serve
2. Conduct comprehensive research and identify: (a) best practices in Lay Servant Leadership (both inside and outside the Orthodox church); (b) key leadership skill elements and gaps which need to be filled for all groups of Parish Council members, Metropolis and parish ministry leaders, emerging leaders and youth ministry leaders (the "4 Constituents"); and (c) how to properly benchmark and measure the effectiveness of leadership training for all 4 Constituents.	LLD4.1TF	3 months after step 1	Research is completed and best practices summary report generated
3. Develop data collection methods, tools, metrics and targets (e.g. surveys, personal interviews, web solicitations, research from Orthodox and non-Orthodox sources) that will effectively capture information from a diverse group of persons both inside and outside the Orthodox Church (including clergy, laity and youth) that are selected in order to identify needed lay leadership skills and content for all 4 Constituents, as well as gaps and weaknesses of current lay leadership skills and content (the "Data Collection Plan").	LLD4.1TF	Simultaneous with step 2	Full Data Collection Plan is finalized
4. Implement the Data Collection Plan among all targeted individuals and sources identified in step 3 to gather all the research called for in step 3 for all 4 Constituents.	LLD4.TF	2 months after steps 2 and 3	Data Collection Plan is completed consistent with guidelines set out in Step 3

LAY LEADERSHIP DEVELOPMENT GOAL 4.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 4.1	Responsible Party	Timetable	Completion Confirmation Test
5. Compile research and data from steps 2, 3, and 4 and review and analyze results to identify: (a) best practices in lay leadership training for all 4 Constituents; (b) strengths, weaknesses, skills and gaps in current lay leadership programs for all 4 Constituents; and (c) specific information on how to best reach and train all 4 Constituents and measure effectiveness of such training.	LLD4.1TF	2 months after Step 4	Data Analysis Report is compiled with all findings and recommendations
6. From all available resources, materials, and research (including the work done in Steps 2-5), develop a best practices comprehensive "Lay Leadership Training Program" (including written materials, manuals and online resources) that addresses the specific lay leadership needs of all 4 Constituents.	LLD4.1TF	4 months after Step 5	The Lay Leadership Training Program is finalized for all 4 Constituents
7. Recruit and train a team to help train and support the Parishes in the implementation of the Lay Leadership Training Program (the "Training and Support Team"). Additionally develop a training and support strategy, program, and schedule with a detailed roll out action plan and timeline that allows the stated goal target percentages to be achieved (the "Training and Support Program").	LLD4.1TF	3 months after step 6	At least 7 Training and Support Team members agree to serve and the Training and Support Program is finalized
8. The Training and Support Team will: (a) communicate to all parishes the availability of the Lay Leadership Training Program, including ensuring that all online content is properly uploaded; (b) initially conduct at least 8 regional Lay Leadership Training Program training sessions throughout the Metropolis; and (c) continue to provide Lay Leadership Training Program training sessions throughout the Metropolis on the schedule determined in step 7 according to the Training and Support Program.	LLD4.1TF and Training and Support Team	3 months after step 7 for the initial 8 training sessions	At least 8 regional training programs are conducted for part (a) and the other training programs are offering per the schedule in part (b) are completed according to the Training and Support Program
9. After every Leadership Training Program, perform an assessment of its effectiveness and identify areas for improvement and make necessary course corrections.	LLD4.1TF	After each program	Assessments are completed after every program and improvements implemented
10. At least annually, comprehensively survey and assess the Leadership Training Program for all 4 Constituents and make necessary changes to ensure that all materials are the most effective best practices available and the Goal Targets of mandatory training is achieved.	LLD4.1TF	Beginning annually after step 8	At least annual assessment of Leadership Training Program is completed, improvements are implemented, and training targets are achieved



LIFE CYCLE MINISTRIES

GOAL 5.1 Family Ministries

Within 18 months, we will research, develop and train each parish how to implement a comprehensive series of family ministries to meet the various needs of their families through their life cycles that will be thereafter successfully implemented in at least:

- (a) 25% of the parishes within 12 months; and
- (b) 50% of the parishes within 24 months.

LIFE CYCLE MINISTRIES GOAL 5.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 5.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Life Cycle Ministries Goal 5.1 Task Force ("LCM5.1TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	LCM5.1TF team members agree to serve
2. Conduct comprehensive research from all available sources to determine how to properly measure the effectiveness of family life cycle ministries and programs, content and materials and establish an "Effectiveness Measurement Methodology and Process" to test the effectiveness of Metropolis and parish family ministries, programs, content and materials.	LCM5.1TF	2 months after step 1	Effectiveness Measurement Methodology and Process Report is completed
3. Conduct comprehensive research to determine best in class Orthodox and non-Orthodox Christian family ministries programs, content materials, delivery options, best practices, and objective evidence of their effectiveness, including: (a) site visits to churches with successful family ministries; (b) reviewing all existing family ministries, programs, content and materials in the Metropolis of Chicago and its parishes and in other GOA Metropolises and Orthodox jurisdictions; and (c) compiling whatever data is available regarding the family ministries of the Metropolis of Chicago and its parishes.	LCM5.1TF	3 months after step 1 and simultaneous with step 2	All materials are researched including objective evidence of effectiveness based on Effectiveness Measurement Methodology and Process
4. Qualitatively analyze and assess: (a) all researched family ministries, programs, content and materials identified in steps 2 and 3 according to family life cycle topics that address key needs and the objective evidence of their effectiveness and create a comprehensive list of topics and best in class content; (b) all existing and new content against the Effectiveness Measurement Methodology and Process to determine the most effective content; and (c) best alternative methods for delivery of family ministries, programs, content and materials.	LCM5.1TF	3 months after step 3	Comprehensive report completed of qualitative analysis of all programs, content and materials and alternative delivery systems

LIFE CYCLE MINISTRIES GOAL 5.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 5.1	Responsible Party	Timetable	Completion Confirmation Test
5. Finalize outline of comprehensive “Family Ministries” and delivery schedule and methods and identify gaps in the Family Ministries and the process and timeline for specifically filling such gaps, including who is responsible for achieving each step within the established timeline (“Gap Analysis Work Plan”).	LCM5.1TF	3 months after step 4	Family Ministries and Gap Analysis Work Plan is complete
6. Research, gather, revise, develop, and/or solicit the development of additional programs, content and materials needed for missing Family Ministries areas, or areas that do not meet best practices, or most effective learning standard as determined through Gap Analysis Work Plan, including replacing those ministries, programs, content and materials that are deemed ineffective.	LCM5.1TF	3 months after step 5	Gap Analysis Work Plan is executed and gaps are filled
7. Recruit and train at least 10 trainers (the “Trainers”) that can train the parishes on how to effectively implement the Family Ministries in the parishes.	LCM5.1TF	Simultaneous with step 6	At least 10 Trainers agree to serve
8. Begin to conduct at least 6 Metropolis-wide training programs to train parish Family Ministries leaders on how to most effectively implement the Family Ministries in the parishes.	LCM5.1TF and Trainers	4 months after steps 6 and 7	At least 6 Metropolis-wide training programs are held
9. Establish and implement alternative online, video and/or other platform for delivery of Family Ministries, including a format for peer review and commentary, as well as a process to submit newer and more effective materials.	LCM5.1TF	Simultaneous with step 8	Online, video or alternative delivery options established and implemented
10. Begin official roll out of Family Ministries and widely communicate its availability and effectiveness.	LCM5.1TF	1 month after steps 8 and 9	Family Ministries is officially rolled-out
11. Annual review, evaluation and update of all materials and Family Ministries to ensure that all materials are the most effective best practices available and the stated goal target percentages are achieved.	LCM5.1TF	Annual review	Annual assessment of Family Ministries is complete, improvements are implemented and the stated goal target percentages are achieved





LIFE CYCLE MINISTRIES

GOAL 5.2 Seniors Ministries

Within 18 months, we will research, develop and train each parish how to implement dynamic and engaging ministries focused on the physical, emotional and spiritual needs of senior citizens, and their care givers, that will be thereafter successfully implemented in at least:

- (a) 25% of the parishes within 12 months; and
- (b) 50% of the parishes within 24 months.

LIFE CYCLE MINISTRIES GOAL 5.2 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 5.2	Responsible Party	Timetable	Completion Confirmation Test
1. Form Life Cycle Ministries Goal 5.2 Task Force ("LCM5.2TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	LCM5.2TF team members agree to serve
2. Conduct comprehensive research from all available sources to determine how to properly measure the effectiveness of seniors (and seniors care givers) ministries and programs, content and materials and establish an "Effectiveness Measurement Methodology and Process" to test the effectiveness of Metropolis and parish seniors ministries, programs, content and materials.	LCM5.2TF	2 months after step 1	Effectiveness Measurement Methodology and Process Report is completed
3. Conduct comprehensive research to determine best in class Orthodox and non-Orthodox Christian seniors (and seniors care givers) ministries, programs, content materials, delivery options, best practices, and objective evidence of their effectiveness, including: (a) site visits to churches with successful seniors ministries; (b) reviewing all existing seniors (and seniors care givers) ministries, programs, content and materials in the Metropolis of Chicago and its parishes and in other GOA Metropolises and Orthodox jurisdictions; and (c) compiling whatever data is available regarding the seniors (and seniors care givers) ministries of the Metropolis of Chicago and its parishes.	LCM5.2TF	3 months after step 1 and simultaneous with step 2	All materials are researched including objective evidence of effectiveness based on Effectiveness Measurement Methodology and Process
4. Qualitatively analyze and assess: (a) all researched seniors (and seniors care givers) ministries, programs, content and materials identified in steps 2 and 3 according to seniors ministries topics that address key needs and the objective evidence of their effectiveness and create a comprehensive list of topics and best in class content; (b) all existing and new content against the Effectiveness Measurement Methodology and Process to determine the most effective content; and (c) best alternative methods for delivery of seniors, ministries, programs, content and materials.	LCM5.2TF	3 months after step 3	Comprehensive report completed of qualitative analysis of all ministries, programs, content and materials and alternative delivery systems

LIFE CYCLE MINISTRIES GOAL 5.2 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 5.2	Responsible Party	Timetable	Completion Confirmation Test
5. Finalize outline of comprehensive “Seniors Ministries” and delivery schedule and methods and identify gaps in the Seniors Ministries and the process and timeline for specifically filling such gaps, including who is responsible for achieving each step within the established timeline (“Gap Analysis Work Plan”).	LCM5.2TF	3 months after step 4	Seniors Ministries and Gap Analysis Work Plan is complete
6. Research, gather, revise, develop, and/or solicit the development of additional ministries, programs, content and materials needed for missing Seniors Ministries areas, or areas that do not meet best practices, or most effective learning standard as determined through Gap Analysis Work Plan, including replacing those ministries, programs, content and materials that are deemed ineffective.	LCM5.2TF	3 months after step 5	Gap Analysis Work Plan is executed and gaps are filled
7. Recruit and train at least 10 trainers (the “Trainers”) that can train the parishes on how to effectively implement the Seniors Ministries in the parishes.	LCM5.2TF	Simultaneous with step 6	At least 10 Trainers agree to serve
8. Begin to conduct at least 6 Metropolis-wide training programs to train parish Seniors Ministries leaders on how to most effectively implement the Seniors Ministries in the parishes.	LCM5.2TF and Trainers	4 months after steps 6 and 7	At least 6 Metropolis-wide training programs are held
9. Establish and implement alternative online, video and/or other platform for delivery of Seniors Ministries, including a format for peer review and commentary, as well as a process to submit newer and more effective materials.	LCM5.2TF	Simultaneous with step 8	Online, video or alternative delivery options established and implemented
10. Begin official roll out of Seniors Ministries and widely communicate its availability and effectiveness.	LCM5.2TF	1 month after steps 8 and 9	Seniors Ministries are officially rolled-out
11. Annual review, evaluation and update of all materials and entire Seniors Ministries to ensure that all materials are the most effective best practices available and the stated goal target percentages are achieved.	LCM5.2TF	Annual review	Annual assessment of Seniors Ministries is complete, improvements are implemented and the stated goal target percentages are achieved



Greek American Rehabilitation and Care Centre



METROPOLIS ADMINISTRATION & BEST PRACTICES

GOAL 6.1

Best Practices Metropolis Operations Plan

(a) Within 18 months, we will determine a best practices Metropolis operations plan, and independently evaluate the Metropolis in the areas of structure, staffing, operations, integrity, transparency, accountability and engagement on key social issues; and

(b) Within 9 months thereafter, we will remediate any deficiencies and ensure that all such best practices metrics are consistently met or exceeded, and annually re-evaluated, to ensure that all parishes and parishioners throughout the Metropolis are more effectively served with complete integrity, transparency and accountability.

METROPOLIS ADMINISTRATION & BEST PRACTICES GOAL 6.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 6.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Metropolis Administration & Best Practices Goal 6.1 Task Force (MA&BP6.1TF).	Strategic Planning Team and Goal Captain	1 month from Start Date	MA&BP6.1TF team members agree to serve
2. Obtain and review existing documentation about current operations and processes of management of the Metropolis and its ministries and key operations, including recent surveys by the Metropolis, and conduct interviews with current staff and key volunteers to document what they do and current processes, supporting technologies, requirements, issues and gaps.	MA&BP6.1TF	4 months after step 1	Complete review of current operations, processes, personnel and management and compile report of key findings
3. Research best practices for church administration operations, and staffing from other religious (Orthodox and non-Orthodox) and non-profit organizations and identify what should be measured and how, with focused emphasis on increasing integrity, transparency, accountability and engagement on key social issues.	MA&BP6.1TF	Simultaneous with step 2	Research of best practices is completed and report of key elements is compiled
4. Create, distribute and collect surveys of parish clergy and parish Ministry leaders regarding: (a) current levels of service and support from the Metropolis on what works, does not work and what is missing; (b) current and future needs; and (c) expectations and ways in which the relationship and support between the parishes and Metropolis can be improved, and integrity, transparency, accountability, and engagement on key social issues can be enhanced.	MA&BP6.1TF	Simultaneous with steps 2 and 3	Surveys are created, distributed and collected

METROPOLIS ADMINISTRATION & BEST PRACTICES GOAL 6.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 6.1	Responsible Party	Timetable	Completion Confirmation Test
5. Map each area's and operation's current workflow and procedures and related available metrics and: (a) identify key operational metrics and key performance indicators ("KPIs") to assess in each area of operations; (b) current levels of KPIs performance in each area; (c) specific achievable desired percentage performance KPIs improvements; and (d) timeline to achieve them (the "Operational Metrics Plan").	MA&BP6.1TF	4 months after steps 2, 3 and 4	Operational Metrics Plan is completed
6. From all available resources, materials, research, surveys and interviews (including the work done in steps 2-5) create "Operations Improvement Plan" to include at least: (a) finalized Operational Metric Plan; (b) employee and volunteer staffing job descriptions, development, training, succession and needs plan (the "Staffing Plan"); (c) other key recommendations to improve Metropolis operations and service to parishes and parishioners and integrity, transparency, accountability and engagement on key social issues; (d) a shared dashboard (the "Dashboard") to easily and visibly present the relevant KPIs for each area.	MA&BP6.1TF	5 months after step 5	Draft Operations Improvement Plan is completed
7. Submit draft Operations Improvement Plan for approval of the Metropolitan and Metropolis Council and work with Metropolis Council to reach consensus on Final Metropolis Operations Improvement Plan.	MA&BP6.1TF, Metropolitan and Metropolis Council	3 months after step 6	Final Metropolis Operations Improvement Plan is approved by Metropolitan and Metropolis Council
8. Begin communication, roll-out and implementation of Final Operations Improvement Plan, including: (a) regular public reporting of Dashboard of KPIs; and (b) at least annually conduct talent performance development assessments privately for employees and volunteers.	Metropolis Council	1 month after step 7	Implementation begins, Dashboard KPIs are regularly publicly reported and annual private talent assessments are completed
9. Conduct 'listening' sessions throughout the Metropolis to solicit feedback on Metropolis Operations Improvement Plan and the degree to which the Metropolis is achieving its objectives and any new or improved recommended amendments to the Metropolis Operations Improvement Plan.	MA&BP6.1TF and Metropolitan	Beginning 6 months after step 8	At least 10 listening tour events are completed throughout the geography of the Metropolis
10. Feedback from the listening tour is considered by the Metropolitan and Metropolis Council, and make any necessary changes to the Metropolis Operations Improvement Plan based on feedback from the listening tour.	MA&BP6.1TF, Metropolitan and Metropolis Council	3 months after step 9	Metropolis Operations Improvement Plan is amended accordingly with results of the listening tour
11. At least annually assess the Metropolis Operations Improvement Plan against actual experience and evolving best practices and make necessary adjustments and improvements and continuously publicly report results and progress toward best practices.	MA&BP6.1TF, Metropolitan and Metropolis Council	At least annually thereafter	Annual assessment of Metropolis Operations Improvement Plan is completed and improvements are implemented



METROPOLIS ADMINISTRATION & BEST PRACTICES

GOAL 6.2

Ministry Accountability, Performance & Improvement

Within 21 months, we will research, develop and begin teaching a best-practices *Ministry Accountability, Performance and Improvement* process for measurably evaluating the performance and effectiveness of all parish and Metropolis ministries, programs and teams to help ensure that all people are more effectively embraced and served and inter-parish and inter-Orthodox cooperation is enhanced that will be thereafter successfully implemented in at least:

- (a) 25% of the parishes within 12 months; and
- (b) 50% of the parishes within 24 months.

METROPOLIS ADMINISTRATION & BEST PRACTICES GOAL 6.2 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 6.2	Responsible Party	Timetable	Completion Confirmation Test
1. Form Metropolis Administration & Best Practices Goal 6.2 Task Force (“MA&BP6.2TF”).	Strategic Planning Team and Goal Captain	1 month from Start Date	MA&BP6.2TF team members agree to serve
2. Research most effective best practices, metrics, methods and strategies to effectively assess, evaluate, establish goals for and improve church ministries from both Orthodox and non-Orthodox churches.	MA&BP6.2TF	3 months after step 1	Report of most effective best practices is completed
3. Develop and execute data collection methods and tools (e.g., surveys, personal interviews, web solicitations, and original research from other Orthodox and non-Orthodox sources) that will effectively capture agreed-upon ministry effectiveness and operations data and information with a consistent methodology from the widest possible spectrum of parishes and ministries.	MA&BP6.2TF	3 months after step 2	Data collection tools and processes are finalized and executed
4. Compile research and data from steps 2 and 3, and review and analyze results.	MA&BP6.2TF	2 months after step 3	Report including key findings from all research and data collection efforts is completed
5. Based on all of the research and information gathered in steps 2 through 4, establish a best practices <i>Ministry Performance & Accountability Process</i> to provide a uniform process and step-by-step method and all tools and metrics necessary to assess and improve the effectiveness of parish ministries.	MA&BP6.2TF	3 months after step 4	Ministry Performance & Accountability Process is created
6. Develop a “Ministry Assistance Training Guide” to train and assist parishes in implementing the Ministry Performance & Accountability Process and provide ongoing support to help parishes address their implementation issues.	MA&BP6.2TF	2 months after step 5	Ministry Assistance Training Guide completed

METROPOLIS ADMINISTRATION & BEST PRACTICES GOAL 6.2 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 6.2	Responsible Party	Timetable	Completion Confirmation Test
7. Recruit a Training and Ministry Assistance Team ("TA Team") to use the Ministry Assistance Training Guide to support parishes as they implement the Ministry Performance & Accountability Process.	MA&BP6.2TF	Simultaneous with step 6	TA Team established and members agree to serve
8. Train TA Team on the Ministry Performance & Accountability Process.	MA&BP6.2TF	3 months after steps 6 and 7	Training of TA Team is completed
9. Recruit in each parish one or more individuals to work with Metropolis representatives from MA&BP6.2TF to establish a Ministry Review Board that regularly communicates and shares best practices, experiences, lessons learned and collaborative ways to improve parish ministries.	MA&BP6.2TF	Concurrent with step 8	Ministry Review Board (MRB) established with representatives of Metropolis and all parishes and roster is published
10. Schedule and conduct regional training of the Ministry Performance & Accountability Process to reach as many parishes in the Metropolis as possible.	MA&BP6.2TF	3 months after steps 8 and 9	Training scheduled completed and published
11. Continue conducting training and roll out the Ministry Performance & Accountability Process in each parish until the stated goal target percentages are achieved.	MA&BP6.2TF	Starting 1 month after step 10 and ongoing thereafter	Trainings completed until the stated goal target percentages are achieved
12. Annually assess the effectiveness of Ministry Performance & Accountability Process, and Ministry Assistance Training Guide, make changes, and share improvements with all parishes.	MRB and MA&BP6.2TF	Beginning quarterly after step 11	Annual assessment is completed and improvement opportunities are communicated to the parishes





STEWARDSHIP

GOAL 7.1

Comprehensive Parish Stewardship Ministries Program

Within 18 months, each parish will begin to implement the Metropolis comprehensive new Stewardship ministries program, including a youth stewardship program, adapted to the needs of the parishes, that will be thereafter successfully implemented in at least:

- (a) 20% of the parishes within 18 months; and
- (b) 40% of the parishes within 30 months.

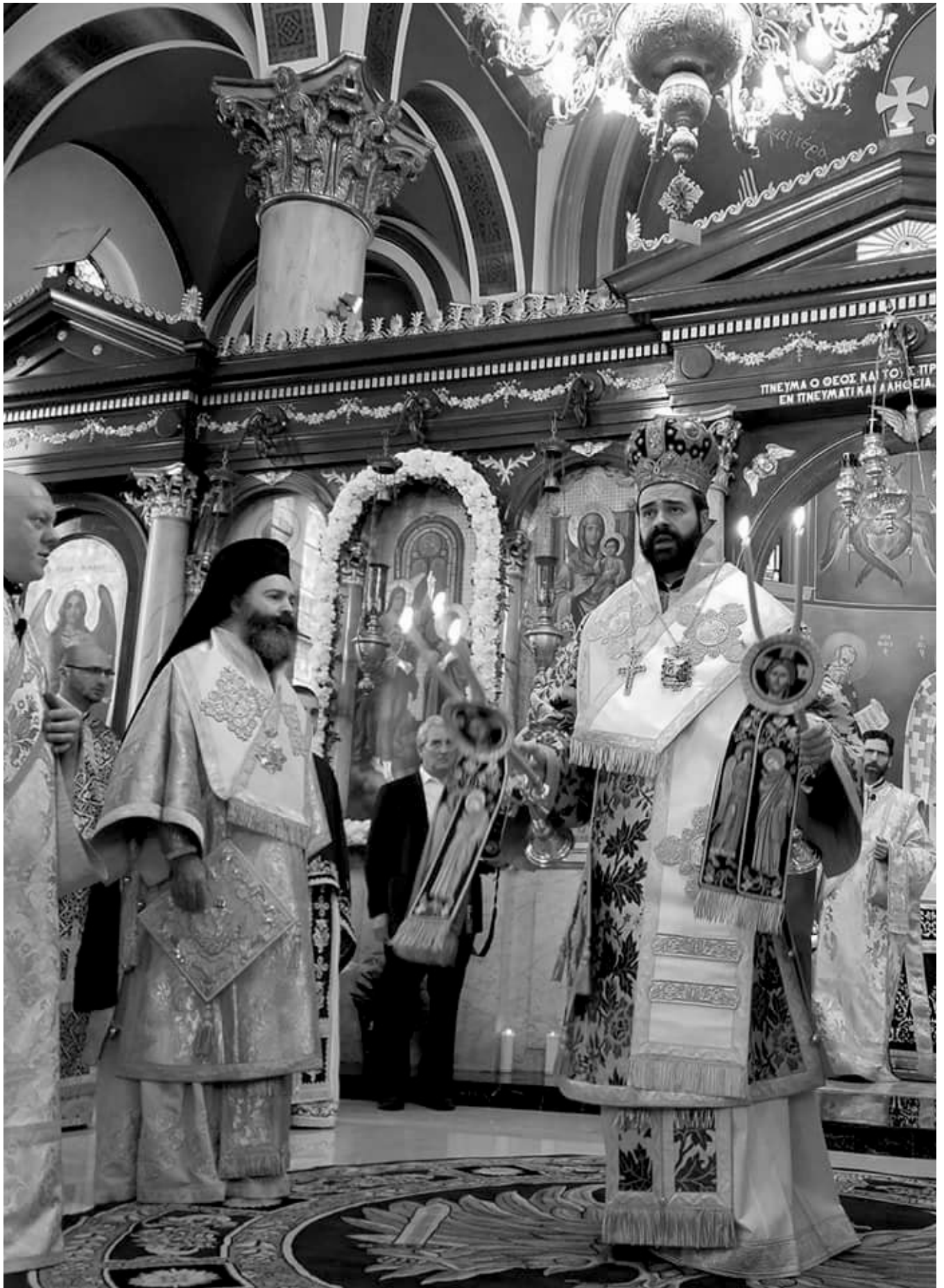
STEWARDSHIP GOAL 7.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 7.1	Responsible Party	Timetable	Completion Confirmation Test
<i>DEFINE THE STEWARDSHIP MINISTRIES PROGRAM</i>			
1. Recruit Stewardship Goal 7.1 Implementation Task Force (S7.1TF).	Strategic Planning Team and Goal Captain	1 month from Start Date	S7.1TF members agree to serve and list of members and contact information is completed
2. S7.1TF meets and allocates work to: (a) begin to identify how objective measures of successful stewardship ministries and programs will be determined and what will constitute best practices; (b) review any existing current stewardship ministries and programs that may exist at the Chicago Metropolis level (or in other Orthodox jurisdictions, Metropolises and Diocese levels) and begin to assess what has proven effective in those ministries and programs and what might need to be replaced or re-tooled; and (c) survey, research and evaluate other stewardship best practices ministries and programs in parishes, Metropolises, Jurisdictions, and other churches both within and outside of Orthodoxy that can be implemented in the Metropolis, including specifically successful youth stewardship ministries and programs.	S7.1TF	1 month after step 1	Meeting has occurred and re-tooling process and best practices and other research has started (to be updated as new best practices are identified) and a list of S7.1TF assignments is completed
3. Complete the assessment and research in the previous step 2, including: (a) determination of what constitutes best practices and how to measure effectiveness; and (b) gaps in all of the identified existing ministries and programs and materials and the process and timeline for specifically filling such gaps, including who is responsible for achieving each step within the established timeline ("Gap Analysis Work Plan").	S7.1TF	3 months after step 2	Assessment and research report are completed for each of the sub teams created in step 2 and Gap Analysis Work Plan is completed

STEWARDSHIP GOAL 7.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 7.1	Responsible Party	Timetable	Completion Confirmation Test
<p>4. (a) Research, gather, revise, develop, and/or solicit the development of additional materials needed for missing areas, or areas that do not meet best practices, or most effective standard as determined through Gap Analysis Work Plan, including replacing those materials that are deemed ineffective;</p> <p>(b) Synthesize new stewardship best practices to create the official Metropolis of Chicago Stewardship Ministries Program (“Stewardship Ministries Program”), which includes a youth stewardship ministries program and parish financial transparency; and</p> <p>(c) Publish the Stewardship Ministries Program on Metropolis Resource Center Portal (“Portal”) that will include a process for parishes and S7.1TF to share new stewardship best practices and results.</p> <p>During this step, coordination will occur with any other relevant Metropolis Task Force, including Welcoming, Outreach & Evangelism and Youth & Emerging Adults, providing those teams an opportunity to review and comment on Stewardship Ministries Program ideas and ensure alignment.</p>	S7.1TF	5 months after step 3	Official Metropolis of Chicago Stewardship Ministries Program, including a youth stewardship ministries program, has been developed and published on the Portal and best practices sharing has been enabled on the Portal
<p>5. In conjunction with research and evaluation of existing stewardship plans, identify parish stewardship challenges and proposed solutions by holding clergy online/video conference sessions (and clergy retreat sessions) and prioritize challenges and solutions through consensus to garner support of the clergy in building a new Metropolis stewardship ministries program.</p>	S7.1TF and its clergy members	Simultaneous with step 4	The majority of clergy have participated in an online (and/or clergy retreat) session and a report is completed of the findings
<p>6. Recruit Stewardship Trainers and Support Team (the “Stewardship Trainers and Support Team”) and conduct a “Train the Trainers” program for the Stewardship Trainers and Support Teams (both in person and via webinar/online sessions) on how to help train parishes on the new Stewardship Ministries Program and provide ongoing support to help address their stewardship challenges and fully implement the Stewardship Ministries Program.</p>	S7.1TF and Stewardship Trainers and Support Teams	4 months after steps 4 and 5	Stewardship Trainers and Support Team personnel have accepted responsibility and a list of Stewardship Trainers and Support Team contact information is finalized and training programs have been completed
<p>7. Develop and announce:</p> <p>(a) an overall schedule that ensures each parish can receive specific and personalized training in the Metropolis Stewardship Ministries Program (both in person and via webinar/online sessions); and</p> <p>(b) a Metropolis support process by which parishes that have received stewardship training can receive ongoing support to help address their stewardship challenges and fully implement the Metropolis Stewardship Ministries Program.</p>	S7.1TF and Stewardship Trainers and Support Teams	2 months after step 6 (which training will occur over the next 12 to 30 months until all parishes training is completed)	Parish Stewardship Training and Support Process has been developed and documented and each parish has a scheduled training and receives training regarding the Metropolis Stewardship Ministries Program

STEWARDSHIP GOAL 7.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 7.1	Responsible Party	Timetable	Completion Confirmation Test
8. Begin official roll out and promotion of new Metropolis Stewardship Ministries Program and communicate to the parishes the availability of the Metropolis Stewardship Ministries Program and schedule stewardship training sessions between the Stewardship Trainers and Support Team and the parishes.	S7.1TF and Stewardship Trainers and Support Teams	2 months after step 7	Roll out officially begins and is publicly announced and each parish has been contacted to schedule its Metropolis Stewardship Training
9. After every delivery of Stewardship Ministries Program, conduct an evaluation of the Stewardship Ministries Program, training and support and systematically review all evaluations and challenges raised and update the Metropolis Stewardship Ministries Program to address challenges.	S7.1TF	Continuously after each Stewardship Ministries Program	Evaluation completed after each program and improvements are made in Metropolis Stewardship Program
<i>ON-GOING SUPPORT OF THE STEWARDSHIP MINISTRIES PROGRAM</i>			
10. Follow up each parish training session with Stewardship Trainers and Support Team process and regularly scheduled follow-up conference call/webinar/online type sessions to deal with specific parish issues and challenges.	Stewardship Trainers and Support Team	At scheduled intervals after each parish receives Stewardship Training	Each parish has at least one Support session scheduled tailored to its needs, supported by the Stewardship Trainers and Support Team
11. Conduct follow-up assessment with parishes of Stewardship Trainers and Support Team process, successes, challenges and revise the Metropolis Stewardship Ministries Program and Stewardship Support Process and make necessary improvements.	S7.1TF in conjunction with Stewardship Trainers and Support Team	Each parish receives follow-up within 6 months of Training and at least semiannually thereafter	Each parish receives follow-up assessment on Metropolis Stewardship Ministries Program and Stewardship Support Process and Stewardship Ministries Program are improved as a result of lessons learned and feedback received
12. Every year following the completion of step 11, schedule and hold several meetings (both in person and online) throughout the geography of the Metropolis for parishes to come together and share best practices and lessons learned relating to the implementation of Stewardship Ministries Programs at the parish level.	S7.1TF and Stewardship Trainers and Support Team	Annually after step 11	Several meeting open to all parishes and representatives of their stewardship committees take place throughout the Metropolis (in-person, virtual/video/ audio access)





WELCOMING, OUTREACH & EVANGELISM

GOAL 8.1 Welcoming Ministries

Within 22 months, we will research and develop a best practices program that will help parishes establish effective Welcoming Ministries to ensure that all newcomers are fully embraced and welcomed, that will be thereafter successfully implemented in at least 40% of the parishes within 2 years.

WELCOMING, OUTREACH & EVANGELISM GOAL 8.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 8.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Welcoming Outreach & Evangelism Goal 8.1 Task Force ("WO&E8.1TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	WO&E8.1TF team members agree to serve and have first meeting
2. Research most effective best practices metrics and methods regarding Welcoming from both Orthodox and non-Orthodox churches (including visiting other successful churches) and determine appropriate best practices, and proper welcoming metrics (including barriers to success) to collect and analyze.	WO&E8.1TF	2 months after step 1	Best practice research methods and metrics for a Welcoming Ministries have been defined
3. Develop data collection methods and tools from other Orthodox and non-Orthodox sources that will effectively capture agreed-upon welcoming data and input with a consistent methodology from the widest possible spectrum of parishes, other churches and jurisdictions and beyond (including people who may be interested in becoming Orthodox).	WO&E8.1TF	1 month after step 2	Welcoming research tools and data collection procedures established and finalized
4. Execute the data collection methods and tools chosen from step 3 above to identify welcoming data, barriers, opportunities and areas of improvement.	WO&E8.1TF	2 months after step 3	Welcoming research and data collection process implemented at all parishes and other targeted organizations and groups
5. Compile research and data from steps 2, 3 and 4, and review and analyze results and the current level of welcoming in parishes and identify potential solutions and necessary elements for Welcoming ministries to substantially expand their efforts to better help parishes welcome people into their parish and the Orthodox Church.	WO&E8.1TF	2 months after step 4	Welcoming research data from all sources has been collected and analyzed to assess current practices and identify other necessary elements to include in successful Welcoming Ministries Program

WELCOMING, OUTREACH & EVANGELISM GOAL 8.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 8.1	Responsible Party	Timetable	Completion Confirmation Test
6. Develop a strategy and detailed program with action plan & timeline (the “Welcoming Ministries Program”) to address the prioritized list of welcoming barriers, programs and training the parishes will need in order to effectively implement the Welcoming Ministries Program, and identify financial, personnel or other resources needed to fully implement it according to the agreed-upon implementation schedule.	WO&E8.1TF	3 months after step 5	Welcoming Ministries program action plan and timelines are finalized
7. Implement the Welcoming Ministries Program, by pilot testing it in at 20% of parishes of different types, locations and demographics throughout the Metropolis.	WO&E8.1TF	4 months after step 6	Parishes are selected and agree to participate in pilot test for Welcoming Ministries Program
8. Run the Program at pilot sites, review the results of the Pilot tests, and make changes in the Welcoming Ministries Program as a result of the lessons learned.	WO&E8.1TF	5 months after step 7	Pilot test evaluation is completed. Changes and improvements made to Welcoming Ministries Program
9. Recruit and train a team to help train and support the parishes in the implementation of the Welcoming Ministries Program (the “Training and Support Team”).	WO&E8.1TF	3 months after step 8	Welcoming Team support members recruited and trained
10. Communicate to all parishes the availability of the Welcoming Ministries Program and begin to train and support them based on the established implementation timetable.	WO&E8.1TF	Concurrent with step 9	All parishes receive the Welcoming Ministries Program package. Training and support timetable is implemented on a Metropolis-wide basis
11. Communicate/Announce/Publicize any success stories occurring as a result of the implementation of the Welcoming Ministries Program as a “win” to help create momentum and support.	WO&E8.1TF	Concurrent with step 10 and continuously thereafter	Successful Welcoming practices are communicated to all parishes on a timely basis
12. At least annually thereafter conduct follow-up assessments with implementing parishes and review and assess success against appropriate welcoming metrics identified in step 2 and assess the effectiveness of the adopting parishes’ activities and then refine the Welcoming Ministries Program accordingly to ensure that the stated goal target percentage is achieved.	WO&E8.1TF	At least annually after step 11 assess parish participation rate and program successes	Welcoming Ministries Program is updated to reflect changes and improvements, and additional churches are recruited to ensure that goal target percentage of parishes implementing the Welcoming Ministries program is achieved



WELCOMING, OUTREACH & EVANGELISM

GOAL 8.2 Outreach & Evangelism Ministries

Within 25 months, we will establish a Metropolis Department of Outreach & Evangelism Ministries to research, develop and train all parishes on how to implement effective Outreach & Evangelism Ministries, that include at least one Signature Outreach or Evangelism Activity each year, so that they will substantially expand their outreach and evangelism efforts to bring more people into the Orthodox Church and to better serve our neighbors and local community in at least 40% of the parishes within 2 years.

WELCOMING, OUTREACH & EVANGELISM GOAL 8.2 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 8.2	Responsible Party	Timetable	Completion Confirmation Test
1. Form Welcoming Outreach & Evangelism Goal 8.2 Task Force ("WO&E8.2TF").	Strategic Planning Team and Goal Captain	1 month from Start Date	WO&E8.2TF team members agree to serve and provide contact list of members
2. Research most effective best practices metrics and methods regarding outreach & evangelism from both Orthodox and non-Orthodox churches (including visiting other successful churches) and determine appropriate best practices and proper outreach and evangelism metrics (including both measures of success and barriers to success) to collect and analyze.	WO&E8.2TF	3 months after step 1	O&E best practices methodology and metrics have been defined
3. Develop data collection methods and tools from other Orthodox and non-Orthodox sources that will effectively capture agreed-upon outreach and evangelism data and input with a consistent methodology from the widest possible spectrum of parishes, other churches and jurisdictions and beyond (including people who may be interested in becoming Orthodox and those who have lapsed in participation).	WO&E8.2TF	2 months after step 2	Research methodology and data collection procedures established and finalized
4. Execute the data collection methods and tools chosen from step 3 above to identify outreach and evangelism data, barriers, opportunities and areas of improvement.	WO&E8.2TF	2 months after step 3	Complete O&E research as outlined in Step 3
5. (a) Compile research and data from steps 2, 3 and 4; (b) review and analyze results and the current level of outreach and evangelism in parishes; (c) identify potential solutions and necessary elements and initiatives for a new Metropolis Department of Outreach & Evangelism whose mission is to expand outreach and evangelism efforts, to help parishes bring more people into the Orthodox Church, and to serve their communities better.	WO&E8.2TF	3 months after step 4	O&E research data from all sources has been collected and analyzed to assess current practices. Outline necessary elements, potential solutions and initiatives for a new Metropolis Department of Outreach & Evangelism

WELCOMING, OUTREACH & EVANGELISM GOAL 8.2 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 8.2	Responsible Party	Timetable	Completion Confirmation Test
6. Define Outreach & Evangelism and develop a strategy and set of detailed initiatives with action plans and timelines (the "Outreach & Evangelism Initiatives") to: (a) address the prioritized list of outreach and evangelism barriers; (b) provide the training parishes will need in order to effectively implement Outreach & Evangelism Initiatives; (c) enable parishes to define and establish at least one annual "Signature Outreach & Evangelism Activity;" (d) identify financial or other resources needed to fully implement it according to the agreed-upon implementation schedule; and (e) create the Metropolis Department of Outreach & Evangelism ("MDOE").	WO&E8.2TF	3 months after step 5	Outreach & Evangelism Initiatives, action plans, and timelines are finalized for Items a-e
7. Raise any necessary funds or obtain any necessary resources to create a Metropolis Department of Outreach & Evangelism and implement the Outreach & Evangelism Initiatives.	WO&E8.2TF	4 months after step 6	Adequate funding and resources to create the MDOE and implement Outreach & Evangelism Initiatives have been received
8. Create job descriptions for, and then recruit and train: (a) the MDOE leader (whether paid staff or volunteer); and (b) the necessary team to help teach the parishes how to implement the Outreach & Evangelism Initiatives and to support their implementation efforts.	WO&E8.2TF	Simultaneous with step 7	MDOE leader and a MDOE support team have been recruited and trained
9. Recruit and train a minimum of 20% of the parishes composed of different types, locations and demographics to implement the Outreach & Evangelism Initiatives.	WO&ETF8.2TF MDOE	6 months after steps 7 and 8	Parishes are selected and agree to participate in pilot test of Outreach & Evangelism Initiatives
10. Communicate to all parishes in the Metropolis the availability of Outreach & Evangelism Initiatives and begin to train and support them based on the established implementation timetable.	WO&E8.2TF MDOE	1 month after step 9	All parishes receive Outreach & Evangelism Initiatives package. Training and support timetable created is implemented
11. Communicate/Announce/Publicize any parish success stories occurring as a result of the implementation of Outreach & Evangelism Initiatives and Signature Outreach & Evangelism Activities as a "win" to help create momentum and support.	WO&E8.2TF MDOE	Concurrently with step 10 and continuously thereafter	Reports of successful parish O&E activities circulated to all parishes on a timely and continuous basis
12. At least annually thereafter conduct follow-up assessments with implementing parishes and review and assess success against appropriate outreach and evangelism metrics identified in step 2 and assess the effectiveness of the adopting parishes' Signature Outreach & Evangelism Activities, and refining the Outreach & Evangelism Initiatives accordingly.	WO&E8.2TF MDOE	O&E initiatives and activities are reassessed at least annually after completion of step 11 and periodically thereafter at agreed upon intervals	The Outreach & Evangelism Initiatives model is revised after each periodic assessment and all parishes are notified of changes and updates in a timely manner



WORSHIP & PARISH LIFE ENGAGEMENT & ACCESSIBILITY

GOAL 9.1 Enhanced Worship & Parish Life Engagement & Accessibility

Within 2 years, we will develop and implement a plan to more fully and measurably engage people of all ages in meaningful worship, impactful sacramental experiences, and vibrant parish life that will be thereafter successfully implemented in at least:

- (a) 20% of the parishes within 1 year; and
- (b) 40% of the parishes within 2 years.

WORSHIP & PARISH LIFE ENGAGEMENT & ACCESSIBILITY GOAL 9.1 ACTION PLAN			
Key Actions Necessary To Achieve Strategic Goal 9.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Worship & Parish Life Engagement & Accessibility Goal 9.1 Task Force (“W&PLE&A9.1TF”).	Strategic Planning Team and Goal Captain	1 month from Start Date	W&PLE&A9.1TF team members agree to serve
2. Research and compile a “Research Report” on: (a) effective ways to measure and assess high levels of meaningful worship, impactful sacramental experiences, and vibrant parish life and accessibility in church services and what constitutes best practices associated with worship engagement; (b) both Orthodox & non-Orthodox Churches that report high levels of engagement and accessibility and make site visits and interview to determine successful techniques that can be adapted; and (c) most effective metrics and methods to assess and improve levels of engagement and accessibility of church services.	W&PLE&A9.1TF	3 months after step 1	Research is completed and Research Report is finalized with all required elements
3. Develop data collection methods and tools (e.g. surveys, personal interviews, web solicitations, research from Orthodox and non-Orthodox sources) that will effectively capture worship engagement and accessibility barriers data and input with a consistent methodology from the widest possible spectrum of people (the “Data Collection Plan”), including, but not limited, to: (a) parishioners who regularly attend services; (b) parishioners who do not regularly attend services; (c) youth or various ages; (d) seniors; (e) converts; (f) young families; (g) newlyweds; (h) college students; (i) clergy; (j) people who have left the Orthodox church; (k) non-Orthodox (l) Orthodox from other jurisdictions (Pan-Orthodox); (m) single Parents; (n) empty-nesters; (o) persons with disabilities; (p) single adults; (q) childless Couples; (r) Catechumens (s) non-Christians	W&PLE&A9.1TF	2 months after step 2	Full Data Collection Plan is finalized

WORSHIP & PARISH LIFE ENGAGEMENT & ACCESSIBILITY GOAL 9.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 9.1	Responsible Party	Timetable	Completion Confirmation Test
4. Compile research and data from steps 2 and 3 and review and analyze results and current level of engagement and accessibility and identify potential ways to address barriers and increase level of worship engagement and accessibility.	W&PLE&A9.1TF	2 months after step 3	Data Analysis Report is compiled with all findings and recommendations
5. Develop the “Worship & Parish Life Engagement & Accessibility Plan” to be deployed in the Metropolis that will include: (a) a strategy and detailed implementation plan and timeline that addresses a prioritized list of engagement and accessibility barriers; (b) a process and timeline to train the parishes on the Plan; (c) the necessary budget and resources (financial or other) to fully implement the Plan; and (d) the metrics to be used to measure its success and conformity to best practices.	W&PLE&A9.1TF	4 months after step 4	Worship & Parish Life Engagement & Accessibility Plan is developed and completed with all required elements
6. Raise any necessary funds or obtain necessary resources to effectively implement the Worship & Parish Life Engagement & Accessibility Plan based on an established budget.	W&PLE&A9.1TF	3 months after step 5	Fundraising is completed based on established budget
7. Recruit: (a) a minimum of 20% of different types of parishes from throughout the Metropolis to pilot test the Worship & Parish Life Engagement & Accessibility Plan (the “Pilot Parishes”); and (b) a team to help teach parishes (“Parish Team”) how to implement the Worship & Parish Life Engagement & Accessibility Plan and support its implementation.	W&PLE&A9.1TF	Simultaneous with step 6	Pilot Parishes are recruited and agree to participate and people agree to serve on Parish Team
8. (a) Train the Parish Team on how to train the Pilot Parishes to best implement the Worship & Parish Life Engagement & Accessibility Plan; and (b) Launch Pilot Test.	W&PLE&A9.1TF and Pilot Parishes	1 month after steps 6 and 7	Pilot Test begins in the Pilot Parishes
9. Review the results of the Pilot Test and make adjustments/changes to the Worship & Parish Life Engagement & Accessibility Plan based on results and feedback from Pilot Parishes.	W&PLE&A9.1TF and Parish Team	4 months after step 8	Worship Engagement & Accessibility Plan is modified based on lessons learned in the Pilot Test
10. Communicate to all parishes the availability of the Worship & Parish Life Engagement & Accessibility Plan and success of the Pilot Tests and recruit, train and successfully implement the Worship Engagement and Accessibility Plan roll-out to ensure that the stated goal target percentages are achieved.	W&PLE&A9.1TF and Parish Trainers	1 month after step 9	Availability of Worship Engagement & Accessibility Plan is promoted and the respective target numbers of parishes are recruited and trained pursuant to the implementation timetable
11. At least annually thereafter follow-up assessments with all implemented parishes are completed to review and analyze success against defined metrics/ goals identified in step 2 and refine the Worship & Parish Life Engagement & Accessibility Plan accordingly.	W&PLE&A9.1TF	Annual review	Annual review completed and Worship Engagement & Accessibility Plan refined based on lessons learned and additional parishes are recruited, trained and implemented in order to achieve the stated goal target percentages



YOUTH & EMERGING ADULTS

GOAL 10.1

Comprehensive Youth & Emerging Adults Ministries

Within 18 months, we will fully research, develop and begin implementing in all parishes comprehensive, measurably excellent and separate ministries and programs that demonstrably and materially increase spiritual and intellectual engagement, fellowship and service among:

- (a) middle and high school youth;
- (b) college age and graduate school students; and
- (c) emerging adults.

YOUTH & EMERGING ADULT GOAL 10.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 10.1	Responsible Party	Timetable	Completion Confirmation Test
1. Form Youth and Emerging Adults Goal 10.1 Task Force ("Y&EA10.1TF") (that will include the Metropolis Youth Director).	Strategic Planning Team and Goal Captain	1 month from Start Date	Y&EA10.1TF team members agree to serve
2. Research and investigate from both non-Orthodox and Orthodox churches (including visiting other successful churches): (a) root cause issues facing youth and emerging adult ministries for (the "3 Target Demographics"): (i) middle and high school youth; (ii) college age and graduate school students; and (iii) emerging adults. (b) most appropriate and effective best practices metrics and methods to evaluate youth and emerging adult ministries in all 3 Target Demographics in order to demonstrably and materially increase youth and emerging adult spiritual and intellectual engagement, fellowship and service.	Y&EA10.1TF	3 months after step 1	Report is finalized summarizing root cause issues and most appropriate best practices metrics and methods
3. Develop uniform data collection methods and tools (e.g., surveys, personal interviews, web solicitations, and original research from other Orthodox and non-Orthodox sources) that will most effectively capture from the widest possible spectrum of Metropolis youth and emerging adults, parishes, and other both Orthodox and non-Orthodox churches, jurisdictions and beyond, the agreed-upon youth and emerging adult ministries data, input, root cause problems solutions and best practices for each of 3 Target Demographics.	Y&EA10.1TF	Simultaneous with step 2	Report on data collection methods is finalized and surveys are prepared
4. Execute the data collection methods and tools chosen from step 3 above to identify youth and emerging adult ministries data, input, root cause problems solutions and best practices for each of 3 Target Demographics.	Y&EA10.1TF	3 months after step 3	Data collection is completed

YOUTH & EMERGING ADULT GOAL 10.1 ACTION PLAN

Key Actions Necessary To Achieve Strategic Goal 10.1	Responsible Party	Timetable	Completion Confirmation Test
5. Compile research and data from steps 2, 3 and 4 and: (a) review and analyze results and the current level of youth and emerging adult spiritual and intellectual engagement, fellowship and service in and outside the parishes; and (b) identify potential solutions and necessary elements and metrics for youth and emerging adult ministries to demonstrably and materially increase spiritual and intellectual engagement, fellowship and service efforts for all 3 Target Demographics.	Y&EA10.1TF	2 months after step 4	Report summarizing findings and potential best in class solutions from all collected data is completed
6. Develop a strategy and detailed program with action plan and timeline (the "Youth and Emerging Adult Ministries") to address the prioritized list of youth and emerging adult opportunities, issues, programs and training the parishes will need in order to effectively, demonstrably and materially increase spiritual and intellectual engagement, fellowship and service for all 3 Target Demographics, including identifying: (a) the metrics we will measure to determine success of the Youth and Emerging Adult Ministries for each of the 3 Target Demographics; and (b) the financial, personnel or other resources needed to fully implement it according to the agreed-upon established implementation schedule.	Y&EA10.1TF and Metropolitan	4 months after step 5	Youth and Emerging Adult Ministries has been approved by the Metropolitan and Metropolis Youth Director
7. Begin to recruit and train a team to help train and support the parishes in the implementation of the final Youth and Emerging Adult Ministries (the "Training and Support Team").	Y&EA10.1TF	2 months after step 6	Training and support team of at least 10 members agree to serve
8. Training and Support Team will conduct at least 10 regional training programs regarding the Youth and Emerging Adult Ministries throughout the Metropolis.	Y&EA10.1TF and Training and Support Team	2 months after step 7	At least 8 regional training programs are conducted
9. Communicate to all parishes the availability of the Youth and Emerging Adult Ministries and continue to train and begin to support them in the implementation based on the established implementation timetable created in step 6.	Y&EA10.1TF and Training and Support Team	1 month after step 8	Communication is delivered to each parish with information about training and support
10. Communicate/Announce/Publicize any success stories occurring as a result of the implementation of the Youth and Emerging Adult Ministries as a "win" to help create momentum and support.	Y&EA10.1TF	At least monthly after step 9	Monthly success stories are publicized
11. At least annually thereafter conduct follow-up assessments with implementing parishes and review and assess success against appropriate youth and emerging adult metrics identified in steps 2 and 5 and assess the effectiveness of the adopting parishes' activities and then refine the Youth and Emerging Adult Ministries to ensure that it has demonstrably and materially increased spiritual and intellectual engagement, fellowship and service for each target demographic.	Y&EA10.1TF	Beginning annually after step 10	Annual update to Youth and Emerging Adult Ministries is published

ENDNOTES

1. See Simon Sinek, [Start With Why - How Great Leaders Inspire Everyone To Take Action.](#) @Ted.com
2. Luke 5:32
3. Acts 14:15
4. John 1:46
5. Matthew 28:19-20
6. St Athanasius Academy of Orthodox Theology, *The Orthodox Study Bible*, (United States: St. Athanasius Academy Septuagint, 2008), 1468
7. Acts 1:8
8. Matthew 28:19
9. 2 Corinthians 13:5
10. Matthew 5:1-16
11. Proverbs 29:18
12. Matthew 10:1, 5-8



GREEK ORTHODOX METROPOLIS OF CHICAGO