



CHRIST THE SAVIOUR ORTHODOX CHURCH
HARRISBURG, PENNSYLVANIA

Strategic Planning Retreat 2

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

Proverbs 29:18

Bill Marianes



STEWARDSHIP
CALLING



TODAY is
the day
we...





CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Final WHY Statement

**To experience and share
Christ's love so that everyone
we encounter finds healing,
purpose, and eternal life.**

**The sky is
not the limit...**



**...because there
are footprints on
the moon**





Why Are We Doing This?

“That the end of our lives may be Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of Christ.”



What did **you** do,
for **My** church and **My** people,
under **your** watch,
given all of the gifts **I** gave **you** ?

1. Fr. Stephen

2. Goal Team Leads

Cathy Bucharew

Denny Bupp

Angie DiFlorio

John Dotsey

Rebecca Jekel

Ray Rieck

Sharon Shingara

Christine Velott

Mary White

3. All of you...



Special
Thanks

Two Process Keys



Rules of Engagement & Consensus

1. We stay on schedule
2. Everyone is equal
3. We interact confidentially.
4. Ask questions
5. We'll park tangential issues.
6. No distractions.
7. All decisions made by consensus.
8. Focus only on things we control or influence
9. Everyone **MUST** participate.
10. Be honest and "no spin."



11. No defensiveness.
12. NO "Discussion Killers."
13. Think strategically and outside the box.
14. Speak precisely and succinctly.
15. We are members of the Body of Christ treating everyone with love and respect and allowing the Holy Spirit to participate freely.

Consensus

A group of business professionals in a meeting, with text overlaid on the image. The image is dark and semi-transparent, showing several people in business attire sitting around a table, engaged in discussion. The text is white and bold, providing a definition of consensus.

~ Seek the “common mind” through respectful dialogue

~ An agreement everyone can “live with” (even if it is not their first choice)

~ Consensus is achieved once:

(a) the discussion has been full and fair

(b) everyone can live with the modified proposal



3 Critical Concepts

1. Since change is the only constant, you must constantly change.

2. You need strong roots to grow, so address the root causes

3. You cannot master what you do not measure.





CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

WHY Statement

**To experience and share
Christ's love so that everyone
we encounter finds healing,
purpose, and eternal life.**



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Internal Strengths

Worship
Active Committed Parishioners
Clergy
Diversity
Loving & unified Community
Facilities
Adult/Catechumen Education
Fiscal Stability
Welcoming Parish
Sunday School/Youth Programs



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Internal Weaknesses

Facilities/Location

Welcoming/Engagement/Inclusiveness

Stewardship (time/talents/treasures)

Youth & Emerging Adult Ministries

Outreach & Evangelism & Community

Impact

Church Services / Engagement /

Accessibility/ Choir



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

External Opportunities

Inclusive Outreach & Service
Social Media/ Advertising/ Communications
(Presence)
Evangelism to seekers



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

External Threats Statement

Cultural Shift away from Christianity
Circumstances disrupting church participation
Misconceptions about Orthodoxy
Divisive political climate



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Core Values

**LOVE for God, the Holy
Orthodox Faith, our parish
family, and our neighbors**



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Mission Statement

Christ the Saviour Orthodox Church welcomes all to experience and share Christ's love and the apostolic faith through worship, education, fellowship, stewardship, and service.



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Vision Statement

Within 36 months we will measurably improve our Adult and Youth Religious Education, Prayer Life, Church Services Engagement, Stewardship Ministry Engagement and Community Outreach & Evangelism

Your Strategic Planning Page

Stewardship Calling

What are you doing with all of the gifts God has given you?

www.stewardshipcalling.com

The screenshot shows the website's navigation menu with 'STRATEGIC PLANNING' highlighted in a red circle. Below the menu, the 'CHRIST THE SAVIOUR - HARRISBURG, PA' page is visible, also highlighted in a red circle. The page content includes a header with the church's name and logo, a main text block starting with 'By the grace of God, the dynamic par...', and a sidebar with a 'Subscribe to Blog via Email' form and 'Recent Posts' section.

This presentation and all your ongoing work product can be found under the [Strategic Planning](#) tab at the page for: [Christ the Saviour - Harrisburg, PA.](#)

<https://stewardshipcalling.com/christ-the-saviour-harrisburg-pa-2/>

SMART Strategic Goals Are Biblical



These twelve Jesus sent out, charging them, ...

*(1) go rather to the lost sheep of
the house of Israel and*

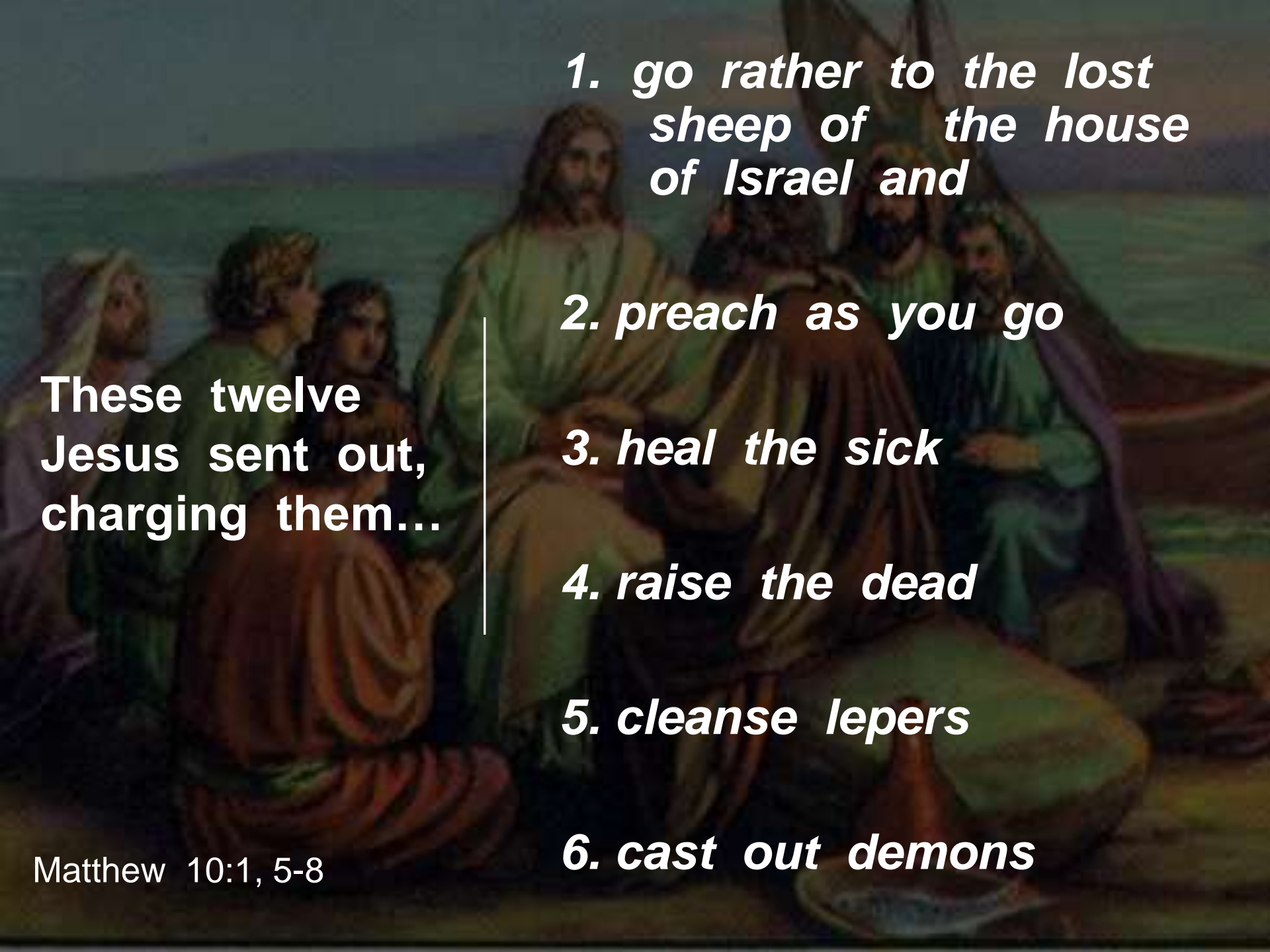
(2) preach as you go

(3) heal the sick

(4) raise the dead

(5) cleanse lepers

(6) cast out demons



**1. go rather to the lost
sheep of the house
of Israel and**

2. preach as you go

3. heal the sick

4. raise the dead

5. cleanse lepers

6. cast out demons

**These twelve
Jesus sent out,
charging them...**

Matthew 10:1, 5-8

SMART Goals

The “SMART” goal process helps ensure our Strategic Wildly Important Goals can be realistically achieved

S



SPECIFIC

M



MEASURABLE

A



ATTAINABLE

R



RELEVANT

T



TIME-BOUND

SMART Goals



Specific: Is the goal clear and specific enough to be understandable?

Measurable: Can you measure the success of the goal?

Attainable: Is the goal attainable within a reasonable time?

Relevant: Is the goal most relevant to us and is it Realistically written”?

Time-Bound: Is there a realistic timeline to achieve the goal?

Action Plan

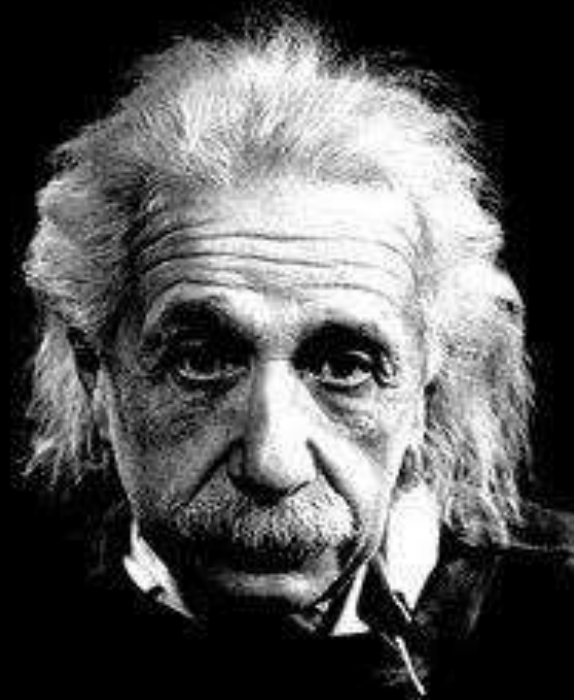
~ Answers strategic planning question #4:

How will we get there?

- ~ The "rubber hits the road" with specific activities outlined in step-by-step detail
- ~ For each step to you identify:
 1. the specific detailed actions
 2. who does it
 3. the deadline for completion
 4. how we know it is completed



"WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE SAME
THINKING WE
USED WHEN WE
CREATED THEM"



“Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat.”



Sun Tzu



Adult, Young Adult & Youth Religious Education & Liturgical Engagement SMART Goal 1



We will research, develop, and implement a best-practices, effective Adult and Youth “Religious Education, Prayer Life & Church Services Engagement” that will achieve the following “Education & Engagement Targets” within 24 months:

- (a) at least 25% of adult parishioners complete a new four-part series of Orthodoxy Education 6-8-week programs;**
- (b) at least 25% of young adult parishioners (aged 18-30) complete new Orthodoxy Education programs;**
- (c) at least 90% of youth parishioners complete a revamped full academic year Sunday School program starting 2023 academic year;**
- (d) at least 50% of all parishioners will participate in an age-appropriate “Prayer Life Program” and achieve at least a 50% improvement in their prayer life; and**
- (e) Parishioner engagement in church services is increased by at least 75%.**



SMART Goal Lags 1



- **LAG 1: Research the most effective Adult, Young Adult & Youth Religious Education, Prayer Life & Church Services Engagement Programs within 4 months**
- **LAG 2: Develop the most effective “Education & Engagement Program” for adults, young adults, and youth within 4 months**
- **LAG 3: Identify delivery modalities and recruit and train the Education & Engagement Program “Educators” within 2 months**
- **LAG 4: Deliver the Education & Engagement Program to at least achieve the outlined Education & Engagement Targets within 12 months**
- **LAG 5: Compile and assess the results of the Education & Engagement Program and make necessary improvements within 2 months**



SMART Goal Leads 1



- **LEAD 1:**
 - A: recruit team**
 - B: research, define and identify metrics to determine effectiveness, baselines, parishioner desires and what constitutes measurable improvement success**
 - C: identify at least 3 adult, young adult, and youth religious education, (including prayer life enhancement) & church services engagement programs to consider**
- **LEAD 2:**
 - A: evaluate researched education & engagement programs, and benchmark existing parish education & engagement programs, for effectiveness against Lead 1B definitions and standards**
 - B: modify and/or develop new education & engagement programs for utilization and create parish Education & Engagement Program to achieve Education & Engagement Targets**
 - C: finalize parish “Education & Engagement Program” and effectiveness measurement metrics**
- **LEAD 3:**
 - A: identify delivery modalities, technology, and “Educators”**
 - B: develop Educator training program, delivery modalities, and interim effectiveness assessment process**
 - C: recruit and train Educators**
- **LEAD 4:**
 - A: identify, recruit and educate Parish adults, young adults, and youth into the Education & Engagement Program B: assign Educators to respective adults, young adults and youth, as necessary**
 - B: schedule and complete a parish implementation of the Education & Engagement Program to achieve the Education & Engagement Targets**
- **LEAD 5:**
 - A: obtain qualitative and quantitative data from Education & Engagement Program effectiveness**
 - B: analyze all data and finalize and deliver Education & Engagement Program assessment and make all necessary improvements to Education & Engagement Program**

Adult, Young Adult & Youth Education & Engagement SMART Goal 1 Action Plan

Key Actions Necessary To Achieve SMART Goal 1	<u>Responsible Party</u>	<u>Deadline Timetable</u>	<u>Completion Confirmation Test</u>
<u>LAG 1: Research the most effective Education & Engagement Programs within 4 months</u>			
1. Form Parish SMART Goal Team 1 (“Education & Engagement Ministry Team 1”).	Strategic Planning Team and Goal co-Captains	1 month after start date	Education & Engagement Ministry Team 1 members agree to serve
2. Research, define and identify metrics to determine effectiveness and what constitutes “measurable improvement” success for each targeted demographic of youth and adults in each “Education & Engagement Programs.” Survey parishioners’ religious education, prayer life & church services engagement needs and desires. Identify specific curriculum to help parishioners better make personal transitions through their lives.	Education & Engagement Ministry Team 1	3 months after step 1	Success and effectiveness metrics are finalized
3. Identify at least 3 Adult/Young Adult and 3 Youth Education & Engagement programs to evaluate and consider from both inside and outside the Orthodox ecosystem.	Education & Engagement Ministry Team 1	Simultaneous with step 2	At least 3 Education & Engagement training programs are identified for study for each demographic

Adult, Young Adult & Youth Education & Engagement

SMART Goal 1 Action Plan

Key Actions Necessary To Achieve SMART Goal 1	<u>Responsible Party</u>	<u>Deadline Timetable</u>	<u>Completion Confirmation Test</u>
<u>LAG 2: Develop the most effective Education & Engagement Program within 4 months</u>			
4. Using the step 2 criteria of effectiveness and measurable improvement success: (a) evaluate and study the education & engagement programs identified in step 3: (b) baseline the effectiveness of the existing parish adult and youth education & engagement programs; (c) assess parishioner program desires.		1 month after step 3	Evaluation of alternative religious education & liturgical engagement Programs and parish existing programs is completed
5. Modify researched or existing programs, or develop new curriculum, as necessary, to finalize the creation of official parish Adult and Youth “Education & Engagement Program” for use. Identify potential “Educators” who can teach the Education & Engagement Program.	Education & Engagement Ministry Team 1	3 months after step 4	Adult and Youth Education & Engagement Program is finalized, and Educators are identified

Adult, Young Adult & Youth Education & Engagement

SMART Goal 1 Action Plan

Key Actions Necessary To Achieve SMART Goal 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>LAG 3: Identify delivery modalities and recruit and train the Education & Engagement Program Educators within 2 months</u>			
6. (a) identify the best ways to deliver the Adult Education & Engagement Programs; (b) identify delivery modalities and materials (small groups, technology, live education, etc.); (c) recruit potential Educators; and (d) schedule training for Educators.	Education & Engagement Ministry Team 1	1 month after step 5	Education & Engagement Program delivery modalities determined, and Educators are recruited and trained
7. (a) Develop training program for Educators; (b) determine interim quarterly effectiveness assessment measurement process to ultimately achieve Education & Engagement Targets; (c) train the Educators selected in step 6; and (d) implement and establish all delivery modalities and materials.	Education & Engagement Ministry Team 1	2 months after step 5 (concurrent with step 6)	Educators are trained in training program, interim assessment process determined, and all delivery modalities are set up
<u>LAG 4: Deliver the Education & Engagement Program to at least Education & Engagement Targets of adults and youth over 12 months</u>			
8. Identify, recruit, and educate “Education & Engagement Target” numbers of Parish adult and youth parishioners in each Education & Engagement Program.	Educators and Education & Engagement Ministry Team 1	Concurrent with step 7	At least the Education & Engagement Target numbers of Adult and Youth Parishioners participate in the Education & Engagement Program

Adult, Young Adult & Youth Education & Engagement SMART Goal 1 Action Plan

Key Actions Necessary To Achieve SMART Goal 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
<p>9. Over 12 months, at least the Education & Engagement Target numbers of (a) Adult and Young Adult Parishioners complete the Orthodoxy Education Programs, Prayer Life Program; (b) report the liturgical engagement target and (c) youth complete the new Sunday School Program.</p>	<p>Educators</p>	<p>12 months after steps 7 & 8</p>	<p>Education & Engagement Program is implemented to at least the Target number of Parishioners</p>
<p><u>LAG 5: Compile and assess the results of the Parish Education & Engagement Program and make improvements within 2 months</u></p>			
<p>10. Obtain and compile qualitative and quantitative data from Parish Education & Engagement Program implementations as to the effectiveness and success of the Education & Engagement Program (based on criteria established in step 2) and identify areas for improvement.</p>	<p>Educators and Education & Engagement Ministry Team 1</p>	<p>1 month after step 9</p>	<p>Parish Education & Engagement Program implementation assessments are compiled</p>
<p>11. Finalize and deliver Education & Engagement Program effectiveness assessment analysis and make all refinements necessary to make the Education & Engagement Program more effective based on information identified in step 10, and revise and improve the Education & Engagement</p>	<p>Educators and Education & Engagement Ministry Team 1</p>	<p>1 month after step 10</p>	<p>Education & Engagement Program implementation assessment analysis are completed Programs are refined accordingly</p>



Adult, Young Adult & Youth Education & Engagement Goal 1 Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Education & Engagement Ministry Team 1		
2. Research and Identify metrics to determine effectiveness and success		
3. Research Education & Engagement Programs		
4. Evaluate Education & Engagement Programs		
5. Finalize Parish Education & Engagement Program		
6. Identify delivery modalities and Educators		
7. Train Educators and implement delivery modalities		
8. Recruit Adults, Young Adult and Youth to participate in Education & Engagement Program		
9. Implement Education & Engagement Program to Education & Engagement Target numbers or adults, young adults, and youth		
10. Obtain and compile effectiveness data from Education & Engagement Program implementation		
11. Compile the results of the Education & Engagement Program effectiveness assessment and improve the Education & Engagement Program accordingly		



Stewardship & Engagement

SMART Goal 2



We will research, develop, and implement a best practices, effective youth and adult Stewardship Ministry Engagement Program (the “Stewardship & Engagement Program”) that will achieve the following “Stewardship & Engagement Targets” within 35 months:

- (a) create a stewardship ministry that uses effective communications strategies and full transparency to personally reach and engage all youth and adult parishioners to invest their time and talents;**
- (b) increase ministry engagement of parishioners by at least 33% through identifying and engaging the diverse talents of all parishioners;**
- (c) increase the parishioner financial stewardship so that all parish operating expenses (including at least 10% of expenses given to parish-chosen external charities and philanthropies) are paid solely through parishioner stewardship;**
- (d) establish a parish benevolence fund to help parishioners in need with at least \$15,000 available; and**
- (e) establish a planned giving program and endowment in which at least 5% of parishioners participate.**

Stewardship & Engagement

SMART Goal 2

- **LAG 1:** Research the most effective stewardship and engagement programs within 3 months
- **LAG 2:** Develop the most effective parish stewardship and engagement program the “Stewardship & Engagement Program” within 4 months
- **LAG 3:** Recruit and train the parish Stewardship & Engagement “Ambassadors” within 2 months
- **LAG 4:** Implement the Stewardship & Engagement Program to achieve the Stewardship & Engagement Targets within 24 months
- **LAG 5:** Compile and assess the results of the Stewardship & Engagement Program and make necessary improvements within 2 months

Stewardship & Engagement

SMART Goal 2

- **LEAD 1:**
 - A: recruit team**
 - B: determine stewardship and engagement key definitions and effectiveness metrics and timelines**
 - C: analyze the parish baseline on those key effectiveness metrics and identify parish impediments to success**
 - D: identify at least 3 stewardship and engagement, 3 endowment and 3 benevolence fund programs to consider**
- **LEAD 2:**
 - A: evaluate researched programs for effectiveness against key performance metrics and parish baselines**
 - B: modify or develop new stewardship and engagement programs for utilization at the parish (the “Stewardship & Engagement Program”)**
 - C: finalize parish Stewardship & Engagement Program and establish quarterly and/or monthly performance benchmarks**
- **LEAD 3:**
 - A: identify Stewardship & Engagement Program "Ambassadors" to deliver Stewardship & Engagement Program**
 - B: develop Ambassadors training programs**
 - C: train the Ambassadors**
- **LEAD 4:**
 - A: implement Stewardship & Engagement Program based on determined monthly and quarterly performance benchmarks**
 - B: continue Ambassadors’ follow-up with parishioners until Stewardship & Engagement Targets are achieved**
- **LEAD 5:**
 - A: obtain qualitative and quantitative data from Stewardship & Engagement Program effectiveness**
 - B: analyze all data and finalize Stewardship & Engagement Program assessment and make all necessary improvements**



Stewardship & Engagement SMART Goal 2 Action Plan



Key Actions Necessary To Achieve SMART Goal 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
LAG 1: Research the most effective stewardship and ministry engagement programs within 3 months			
1. Form Parishioner SMART Goal Team 2 (“Stewardship & Engagement Program Team 2”).	Strategic Planning Team and Goal co-Captains	1 month after Start Date	Stewardship & Engagement Program Team 2 members agree to serve
2. Determine stewardship and ministry engagement key definitions and effectiveness metrics.	Stewardship & Engagement Program Team 2	1 month after step 1	Stewardship definitions and metrics determined
3. Analyze the parish baseline on those key stewardship and ministry engagement effectiveness metrics and survey/research parish impediments to achieving increased stewardship and ministry engagement success.	Stewardship & Engagement Program Team 2	1 months after step 2	Parish baselines and parish impediments determination are finalized
4. Identify at 3 stewardship and engagement, 3 endowment, and 3 benevolence fund programs to consider from both inside and outside the Orthodox ecosystem.	Stewardship & Engagement Program Team 2	Simultaneous with steps 2 & 3	At least 3 stewardship and engagement, 3 endowment and 3 benevolence fund programs are examined



Stewardship & Engagement SMART Goal 2 Action Plan



Key Actions Necessary To Achieve SMART Goal 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>LAG 2: Develop the most effective Stewardship Program within 4 months</u>			
5. Evaluate researched stewardship and engagement, endowment, and benevolence fund programs for effectiveness against key performance metrics and parish baselines based on criteria of effectiveness determined in step 2.	Stewardship & Engagement Program Team 2	2 months after step 4	Evaluation of alternative stewardship and ministry engagement, endowment and benevolence fund programs is completed
6. Modify or develop new stewardship and engagement, endowment, and benevolence fund program for utilization at the parish (the “Stewardship & Engagement Program”) and finalize Stewardship & Engagement Program and establish monthly performance benchmarks.	Stewardship & Engagement Program Team 2	2 months after step 5	Stewardship & Engagement Program is finalized, and monthly performance benchmarks are determined
<u>LAG 3: Recruit and train Ambassadors within 2 months</u>			
7. Identify and recruit the Stewardship & Engagement “Ambassadors” who can implement the Stewardship & Engagement Program.	Stewardship & Engagement Program Team 2	1 month after step 6	Ambassadors are recruited
8. Train Ambassadors to implement the Stewardship & Engagement Program.	Stewardship & Engagement Program Team 2	1 month after step 7	Ambassadors are trained



Stewardship & Engagement SMART Goal 2 Action Plan



Key Actions Necessary To Achieve SMART Goal 2	<u>Responsible Party</u>	<u>Deadline Timetable</u>	Completion <u>Confirmation Test</u>
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LAG 4: Implement the Stewardship & Engagement Program to achieve the Stewardship & Engagement Targets within 24 months

9. Implement Stewardship & Engagement Program to achieve the Stewardship % Engagement Targets.	Ambassadors	24 months after step 8	Stewardship & Engagement Program is fully launched
10. Track and report on monthly performance benchmarks determined in step 6 and continue Ambassadors follow-up with parishioners until Stewardship & Engagement Targets are achieved	Ambassadors	Contemporaneous with step 9	Established monthly Stewardship & Engagement Targets are achieved

LAG 5: Compile and assess the results of the Stewardship Program and make necessary improvements within 2 months

11. Obtain and compile qualitative and quantitative data from Stewardship & Engagement Program and compile as to the effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Ambassadors and Stewardship & Engagement Program Team 2	1 month after step 10	Stewardship & Engagement Program assessments are completed
12. Finalize and deliver Stewardship & Engagement Program assessment analysis report, and make all refinements necessary to make the Stewardship & Engagement Program more effective based on information identified in step 11.	Ambassadors and Stewardship & Engagement Program Team 2	1 month after step 11	Stewardship & Engagement Program analysis is completed, and Stewardship & Engagement Program are refined accordingly



Stewardship & Engagement SMART Goal 2 Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Stewardship Ministry Team 2		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and engagement success impediments		
4. Research Stewardship Program		
5. Evaluate Stewardship Program		
6. Finalize Stewardship Program		
7. Identify and recruit Stewardship Ambassadors		
8. Train Stewardship Ambassadors		
9. Implement Stewardship & Engagement Program and manage to interim monthly targets		
10. Track performance Data from Stewardship & Engagement Program Implementation		
11. Obtain qualitative and quantitative assessment data from Stewardship & Engagement Program		
12. Improve Stewardship & Engagement Program based lessons learned in step 11		



Community Outreach & Evangelism

S.M.A.R.T Goal 3



We will research, develop, and implement best practices, effective Community Outreach & Evangelism Programs (the “Discipleship Programs”) that will achieve the following “Discipleship Goals” within 36 months:

(a) a new Community Outreach Ministry will:

- (i) participate in at least 6 significant community outreach, philanthropic, and service projects sponsored either by the parish alone or in partnership with another group, in which at least 40% of adults and youth parishioners will participate each calendar year (not counting food fest participation);**
- (ii) establish a new parish comprehensive Total Welcoming Ministry in which 100% of visitors and lapsed parishioners participate; and**

(b) a new Evangelism Ministry will:

- (i) develop an evangelism training program in which at least 30% of parishioners participate;**
- (ii) at least semiannually the parish will have an evangelism presence at one of the community festivals or public gatherings beginning within 10 months; and**
- (iii) at least 8 new converts will join the Parish each calendar year due to the Discipleship Programs and remain active at least one year later.**



Prelim Lag Measures - Goal 3



- **LAG 1: Research the most effective community outreach & evangelism programs (the “Discipleship Programs”) within 4 months**
- **LAG 2: Develop the most effective Discipleship Programs within 4 months**
- **LAG 3: Recruit and train any needed parish “Discipleship Ambassadors” within 2 months**
- **LAG 4: Implement the Discipleship Programs to achieve all Discipleship Goals in not to exceed 24 months**
- **LAG 5: Compile and assess the results of the Discipleship Programs and make necessary improvements within 2 months**



Prelim Lead Measures Goal 3



- **LEAD 1:**

- A: recruit team**

- B: determine community outreach & evangelism key definitions, desired outcomes, and effectiveness metrics**

- C: analyze the parish baseline on 1(B) key metrics and identify parish baselines and impediments to success**

- D: identify at least 3 outreach and 3 evangelism programs to consider**

- **LEAD 2:**

- A: evaluate researched outreach and evangelism for effectiveness against key definitions, performance metrics and parish baselines**

- B: modify all researched or existing community outreach & evangelism programs (the “Discipleship Programs”) for utilization at our parish to meet “Discipleship Goals”**

- C: finalize parish Discipleship Programs and establish quarterly and/or monthly performance benchmarks to assess progress toward all respective Discipleship Goals**

- **LEAD 3:**

- A: identify numbers and names of Discipleship “Ambassadors” to help deliver Discipleship Programs**

- B: develop Discipleship Ambassadors training programs**

- C: train the Discipleship Ambassadors**

- **LEAD 4:**

- A: implement Discipleship Programs based on determined monthly and quarterly performance benchmarks to achieve all respective Discipleship Goals**

- B: continue Ambassadors’ follow-up until all Discipleship Goals are achieved**

- **LEAD 5:**

- A: obtain qualitative and quantitative data from Discipleship Programs effectiveness**

- B: analyze all data and finalize Discipleship Programs assessment and make all necessary improvements**

Community Outreach & Evangelism

SMART Goal 3



Key Actions Necessary To Achieve <u>SMART Goal 3</u>	<u>Responsible Party</u>	<u>Deadline Timetable</u>	<u>Completion Confirmation Test</u>
<u>LAG 1: Research the most effective community outreach & evangelism programs (the “Discipleship Programs”) within 4 months</u>			
1. Form Parish SMART Goal Team 3 (“Discipleship Ministry Team 3”).	Strategic Planning Team and Goal co-Captains	1 month after Start Date	Discipleship Ministry Team 3 members agree to serve
2. Determine community outreach & evangelism engagement key definitions and effectiveness metrics.	Discipleship Ministry Team 3	2 month after step 1	Discipleship definitions and metrics determined
3. Research and analyze the parish baselines on step 2 key metrics, survey present and former parishioners, and research and identify parish impediments to success on those key community outreach & evangelism effectiveness metrics success	Discipleship Ministry Team 3	1 months after step 2	Parish baselines and parish impediments are finalized
4. Identify and research at least 3 community outreach, and 3 evangelism programs to consider from both inside and outside the Orthodox ecosystem.	Discipleship Ministry Team 3	Simultaneous with steps 2 & 3	At least 3 community outreach, and 3 evangelism programs are examined



Community Outreach & Evangelism

SMART Goal 3



Key Actions Necessary To Achieve <u>SMART Goal 3</u>	<u>Responsible Party</u>	<u>Deadline Timetable</u>	<u>Completion Confirmation Test</u>
<u>LAG 2: Develop the most effective Discipleship Programs within 4 months</u>			
5. Evaluate researched community outreach & evangelism programs for effectiveness against key performance metrics and parish desires and baselines based on criteria of effectiveness determined in step 2.	Discipleship Ministry Team 3	2 months after step 4	Evaluation of alternative outreach & evangelism programs is completed
6. Modify researched or existing Discipleship Programs for utilization at parish and create and finalize parish Discipleship Programs and establish quarterly and/or monthly performance benchmarks to achieve all respective established Discipleship Goals.	Discipleship Ministry Team 3	2 months after step 5	Discipleship Programs are finalized
<u>LAG 3: Recruit and train the Parish Discipleship Ambassadors within 2 months</u>			
7. Identify and recruit the “Discipleship Ambassadors” who can implement the various Discipleship Programs.	Discipleship Ministry Team 3	1 month after step 6	Discipleship Ambassadors are recruited
8. Train Discipleship Ambassadors selected in step 7 on how best to deliver Discipleship Programs.	Discipleship Ministry Team 3	1 month after step 7	Discipleship Ambassadors are trained



Community Outreach & Evangelism

SMART Goal 3



Key Actions Necessary To Achieve SMART Goal 3	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>LAG 4: Implement the Engagement Programs to achieve the targeted goals within 24 months</u>			
9. Implement Discipleship Programs based on monthly and/or quarterly performance benchmarks determined in step 6 with continual Discipleship Ambassador follow-up until all Discipleship Goals are achieved.	Discipleship Ambassadors and Discipleship Ministry Team 3	24 months after step 8	Established quarterly and/or monthly Discipleship Goals are achieved
<u>LAG 5: Compile and assess the results of the Parish Discipleship Programs and make necessary improvements within 2 months</u>			
10. Obtain and compile qualitative and quantitative data from Discipleship Programs and compile as to the effectiveness and success (based on criteria established in step 2) and areas for improvement.	Discipleship Ambassadors and Discipleship Ministry Team 3	1 month after step 9	Discipleship Programs assessments are completed
11. Finalize and deliver improvements to Discipleship Programs assessment analysis report, and make all refinements necessary to make those Ministries more effective based on information identified in step 10, and revise and improve them accordingly.	Discipleship Ambassadors and Discipleship Ministry Team 3	1 month after step 10	Discipleship Programs implementation analysis is completed, and Discipleship Programs are refined accordingly



Community Outreach & Evangelism

SMART Goal 3



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Discipleship Ministry Team 1		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and success impediments		
4. Research Discipleship Programs		
5. Evaluate Discipleship Programs		
6. Finalize Discipleship Programs		
7. Identify and recruit Discipleship Ambassadors		
8. Train Discipleship Ambassadors		
9. Implement Discipleship Programs and manage to interim quarterly and monthly targets to achieve all Discipleship Goals		
10. Obtain Data from Discipleship Programs Implementation		
11. Improve Discipleship Programs based lessons learned in step 10		

Congratulations

A group of graduates in black caps and gowns are celebrating outdoors. They are smiling and laughing, with some holding up their caps. The background shows green trees and a bright sky. The overall mood is joyful and celebratory.

Your work is done, and the strategic planning team is officially disbanded with gratitude.



Transition from Strategic Planning to Implementation



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Final WHY Statement

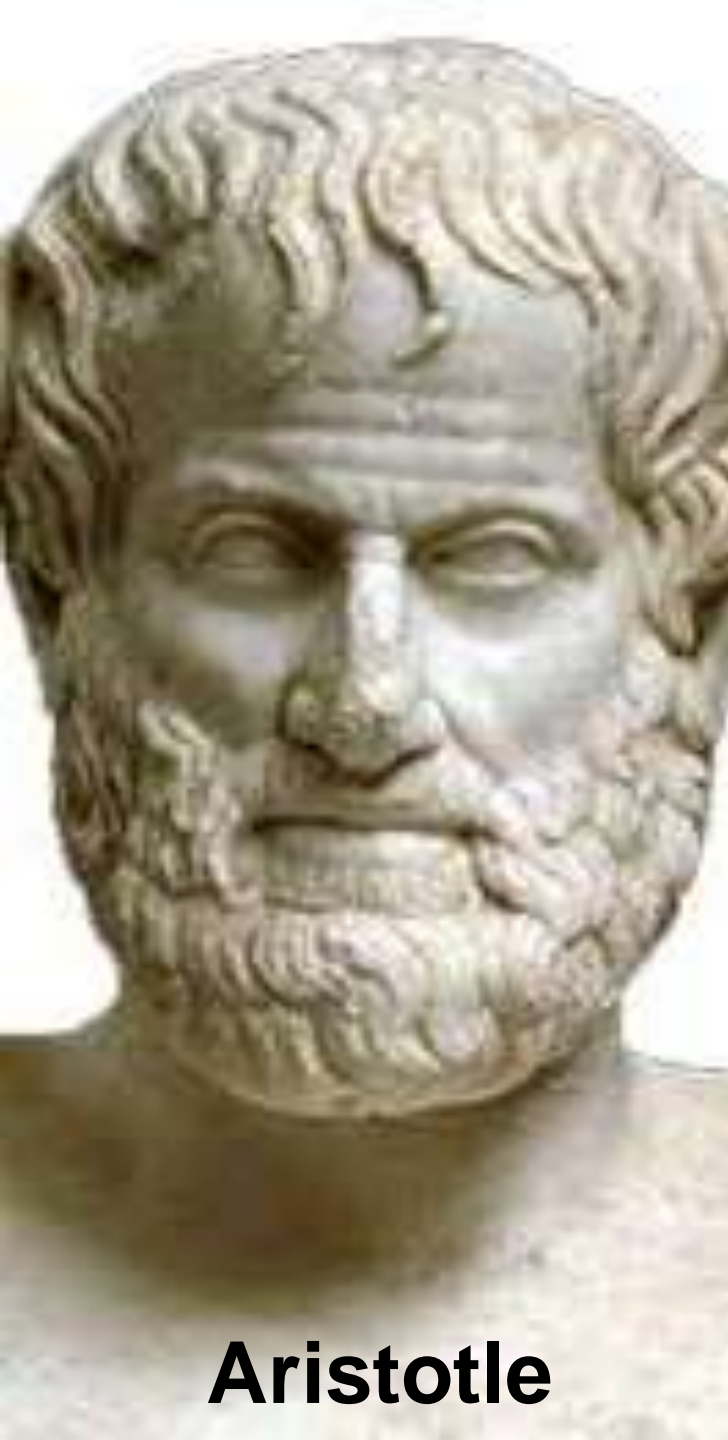
**To experience and share
Christ's love so that everyone
we encounter finds healing,
purpose, and eternal life.**



Words may inspire, but only ACTION creates change. Most of us live our lives by accident - we live life as it happens. Fulfillment comes when we live our lives on purpose.

— *Simon Sinek* —

AZ QUOTES



Aristotle

**We are what we
repeatedly DO.**

**Excellence, then,
is not an act, but
a HABIT**

Next Steps For Success

Implementation Management

- ~ All 3 Strategic Goals will have:
 1. Goal Co-Captains to manage and lead the team's execution of the Action Plan steps
 2. Its own Implementation Team

- ~ 2 Head Coaches (Jay Africa and Sharon Shingara) will coordinate with the Goal Co-Captains

- ~ The Head Coaches and Father Stephen will form the Implementation Headquarters ("IHQ") and ultimately be responsible for the entire implementation process

Next Steps For Success

Parish Council and Ministry Leaders

- ~ Review all SWOT Weaknesses that did not rise to the level of a Strategic Goal (“Low Hanging Fruit Issues”)
- ~ Identify which Low Hanging Fruit Issues they will address immediately while the Strategic Plan items are being researched and implemented
- ~ Address those Low Hanging Fruit Issues and publicly celebrate them with the parishioners as immediate successes from the Strategic Planning Process

Examples of SWOT Low Hanging Fruit Success Opportunities

46 - Facilities/Location Issues

**34 - Welcoming, Engagement & Inclusiveness Issues
(Especially Minority Communities)**

29 - Youth & Emerging Adult Ministry Issues -

13 - Communications & Technology

11 - Choir / Music

7 - Staffing Issues - Need More Clergy Help

4 - Lack Of Pan-orthodox Emphasis /Work

4 - Female Issues

**LEADERS WHO DON'T
LISTEN WILL EVENTUALLY
BE SURROUNDED BY
PEOPLE WHO HAVE
NOTHING TO SAY**

ANDY STANLEY

SMARTLEADERSHIP

Next Steps For Success

Communications

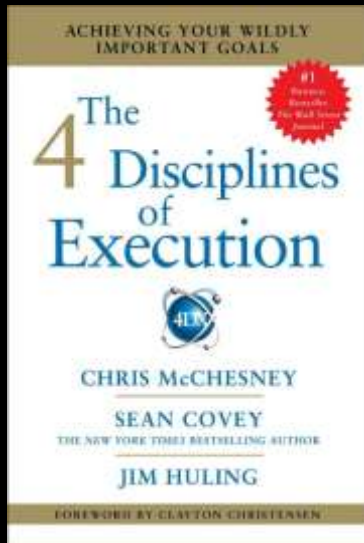
- ~ Constant and regular reporting on the Strategic Planning process in all parish media outlets and forms, including in bulletins, homilies, General Assemblies church announcements, etc.
- ~ Parish website adds a strategic planning page where everything is posted (including all Scoreboard updates)
- ~ Reporting on Low Hanging Fruit Issues progress and other activities is essential during Strategic Planning “Quiet Phase” (approx. 9 months of research, analysis and new program development)



A Leader Leads By Example

“Leadership is not about
personality. It’s about
behavior”

The 4th Discipline of Execution A Cadence of Accountability



- ~ Regular and frequent team meetings that solely focus on the Strategic Goals
- ~ Team members hold each other accountable for their commitments

A Cadence of Accountability

- ~ Implementation Team weekly check-ins on Goal Scoreboard progress
- ~ IHQ regular accountability check-ins with Co-Chairs

A Cadence of Accountability

1. Implementation Team check-ins
 - a) Short WEEKLY call to update progress
 - b) Each member reports:
 - i. What they said they'd do
 - ii. What they did
 - iii. What they will do this week
 - iv. Any help they need
 - c) Goal Scoreboard is updated and posted for everyone to see

A Cadence of Accountability

2. IHQ regular accountability check-ins

- a) Bi-weekly calls with Head Coach to review update progress and Goal Scoreboard
- b) Co-Chairs identify successes, failures, and action plan next steps
- c) IHQ identifies issues that need to be addressed

Top 5 Implementation Challenges



1. Lack of discipline and momentum
2. Resistance to change
3. Resistance by “insiders” & naysayers
(“not invented here syndrome, we always did it differently”)
4. Absence of visible activity and immediate results
5. Loss of focus on your WHY

To experience and share Christ's love so that everyone we encounter finds healing, purpose, and eternal life.



**“Then he said to his disciples,
The harvest is plentiful, but the
workers are few.**

**Ask the Lord of the harvest,
therefore, to send out workers
into his harvest field.”**

Matthew 9:37-38



Next Steps For Success



...to complete the Implementation Volunteer Form and Tell us on which Implementation Task Force you will work

Tell us if you're willing to serve as a Goal Co-Captain and manage the implementation using the Action Plan

Next Steps For Success



- ~ We need to recruit those working in the ministries for which we have Strategic Goals developing new best practices and programs
- ~We need to always continue to recruit new parishioners and converts throughout the entire implementation

Next Steps For Success



Print the Volunteer Form available here:

<https://stewardshipcalling.com/christ-the-saviour-harrisburg-pa-2/>

Turn it in today or email it to:

office@ctshbg.org



CHRIST THE SAVIOUR ORTHODOX CHURCH
HARRISBURG, PENNSYLVANIA

STRATEGIC PLAN IMPLEMENTATION VOLUNTEER FORM

(Please Type Or Print Legibly)

1. Full Name: _____

2. Full Mailing Address: _____

3. Email: _____

4. Phone number: _____

5. I agree to give my time and talents to work on the following Strategic Goal:

____ Goal 1 - Religious Education, Prayer Life & Church Services Engagement

____ Goal 2 - Stewardship Ministry Engagement

____ Goal 3 - Community Outreach & Evangelism

6. I am willing to volunteer to be considered to co-lead the implementation of a Goal (identify the **specific** Goal number):

I am willing to be considered to serve as Co-Captain for: **Goal Number** _____

7. Any other people you think would serve on a Goal Team, or as a Goal Co-Captain (please specify the **specific** Goal full number and provide their name and any contact information you have):

8. Any other comments / suggestions: _____

Please email this completed form to:

office@ctshbg.org

Next Steps For Success



~ **Strategic Planning Roll Event - Date: TBD**

~ **What can you do?**

1. Get your friends to sign up to work on an Implementation Team by completing the Implementation Volunteer Form at:
<https://stewardshipcalling.com/christ-the-saviour-harrisburg-pa-2/>
email the completed form to: office@ctshbg.org
2. Be positive and talk it up with everyone and recruit others to attend the roll-out event and work on the implementation

Your Strategic Planning Page

Stewardship Calling
What are you doing with all of the gifts God has given you?

www.stewardshipcalling.com

The screenshot shows the website's navigation menu with 'STRATEGIC PLANNING' circled in red. Below it, the 'CHRIST THE SAVIOUR - HARRISBURG, PA' link is also circled in red. The main content area displays the church's name and a description of its strategic planning process. A sidebar on the right lists other church locations and their strategic plans, including Holy Trinity GOC in Grand Rapids, MI, Holy Trinity in Indianapolis, St. Nicholas in Grand Rapids, MI, and Zoe for Life in Why Discovery. There is also a 'Subscribe to Blog via Email' form and a 'Recent Posts' section.

This presentation and all your ongoing work product can be found under the [Strategic Planning](#) tab at the page for: [Christ the Saviour - Harrisburg, PA.](#)

<https://stewardshipcalling.com/christ-the-saviour-harrisburg-pa-2/>

1. Fr. Stephen

2. All of you...



**Special
Thanks**



St. Paisios the Athonite and WHY

“After our death, when we come face to face with Christ, we will understand the why and how of our lives, and will be told everything we went through in this world.

Then with all the power of our existence we will say to Him, ‘Thank you my God, for allowing these for me!’ ”



Old Chinese Proverb

***“The best time to plant a tree
was 20 years ago.***

The second best time is today.”

**“You must be the change
you wish to see in the
world.”**



Mahatma Gandhi



**“Then he said to his disciples,
The harvest is plentiful, but the
workers are few.**

**Ask the Lord of the harvest,
therefore, to send out workers
into his harvest field.”**

Matthew 9:37-38

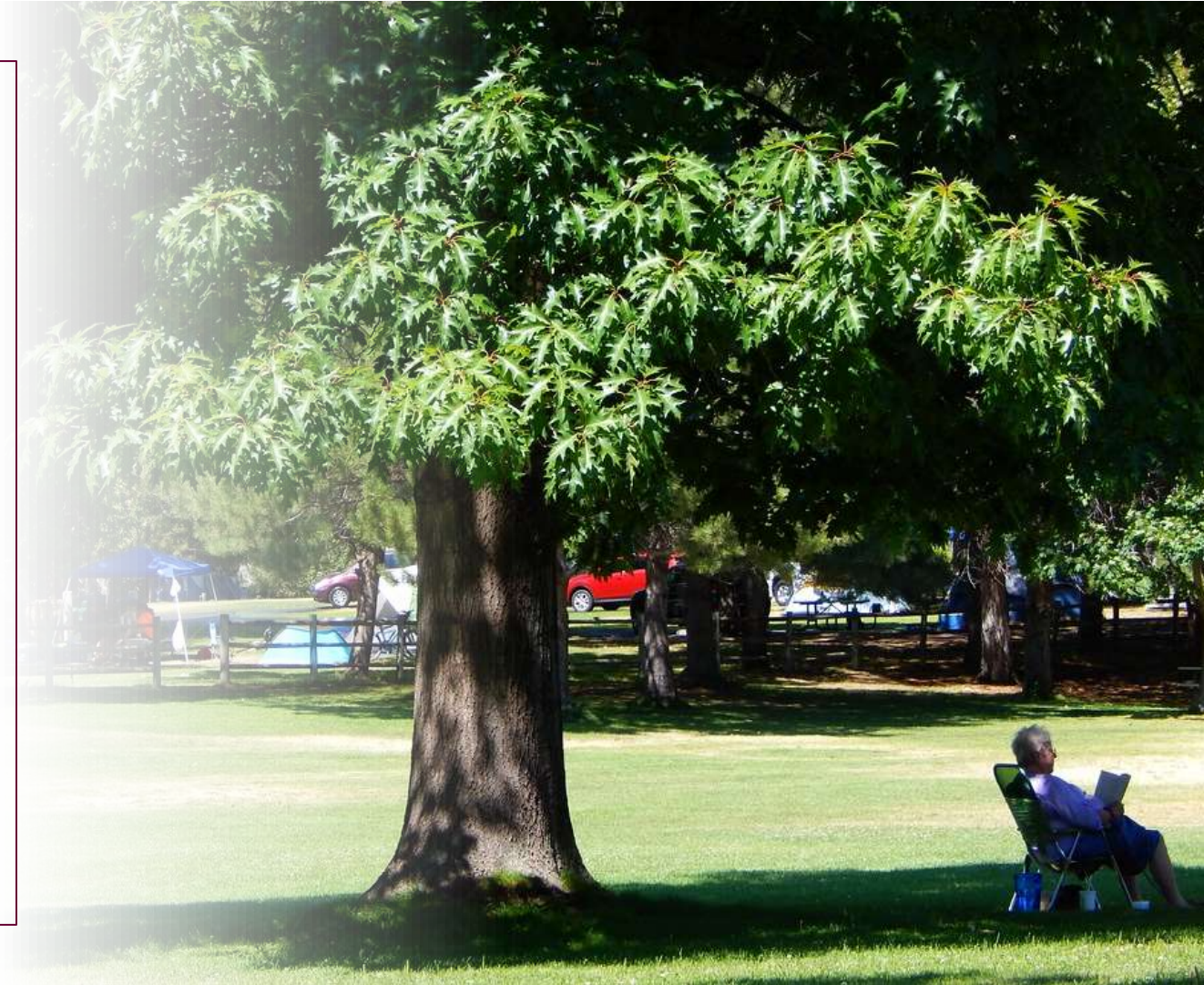


“The most basic task of the Church leader is to discern the spiritual gifts of all those under his authority, and to encourage those gifts to be used to the full for the benefit of all.”

“Only a person who can discern the gifts of others and can humbly rejoice at the flowering of those gifts is fit to lead the Church.”

**“A society
grows great
when old men
and women
plant trees in
whose shade
they shall
never sit.”**

Greek Proverb



Persistence

“It is not the critic who counts; not the person who points out how the strong person stumbled or where the doer of deeds could have done them better.

The credit belongs to the person who is actually in the arena,

whose face is marred by dust and sweat and blood;
who strives valiantly;
who errs and comes short again and again;
who knows great enthusiasms, the great devotions;
who spends themselves in a worthy cause;
who at the best, knows in the end the triumph of high achievement, and

who, at the worst, if they fail, at least fail while daring greatly so that their place shall never be with those timid souls who neither know victory nor defeat.”

President Theodore Roosevelt

If anyone ever asks you, "What Would Jesus Do?"



Remind them that flipping over tables and chasing people with a whip is within the realm of possibilities.

Matthew 21:12

Mark 11:15

Luke 19:45

John 2:15

**This story of courage is told
in all four Gospels**

Now, Lord,
look on their
threats, and
grant to Your
servants that
with all
boldness they
may speak
Your word!

Acts 4:29

Fortune Favors The Bold...





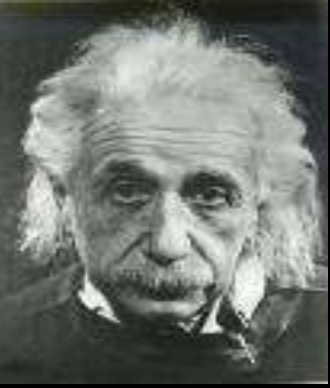
Why Are We Doing This?

“That the end of our lives may be Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of Christ.”

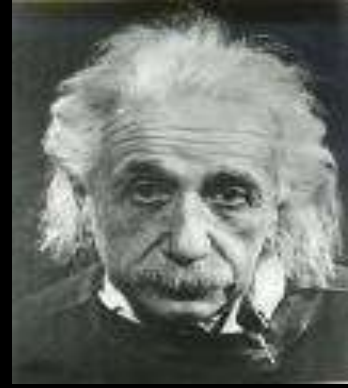
“Leaders of a Church will either be risk takers, or caretakers until they become undertakers.”



Pastor Rick Warren



Albert's Insight



❖ What was Albert Einstein's greatest contribution?

❖ ~~$E=mc^2$~~

“NOTHING HAPPENS UNTIL SOMETHING MOVES”

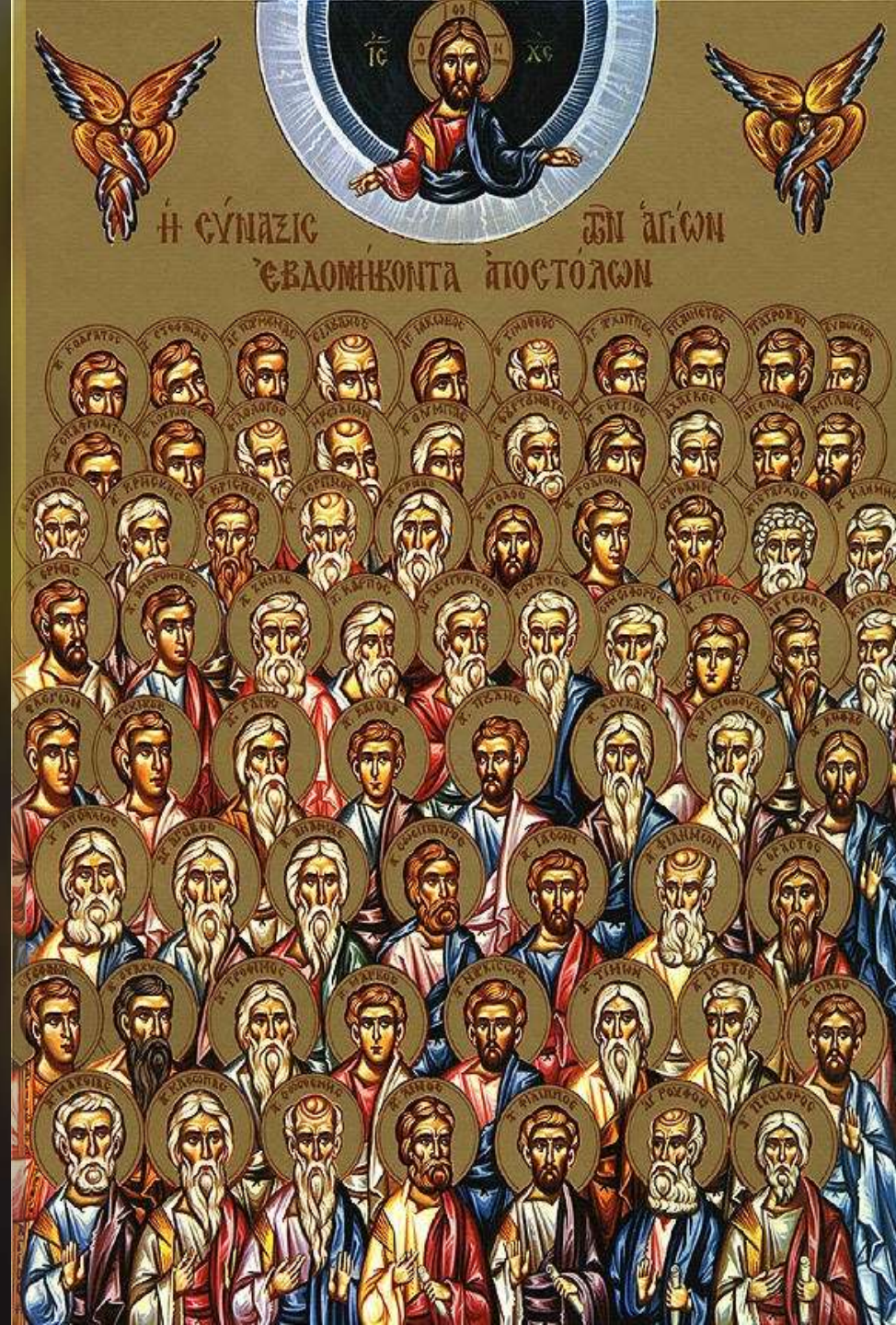


The Marianes Corollary

**“NOTHING HAPPENS
UNTIL SOMEBODY
MOVES”**

*You have
now been
called as one
of the 70
Disciples*

Luke 10:1





CHRIST THE SAVIOUR ORTHODOX CHURCH
HARRISBURG, PENNSYLVANIA

Strategic Planning Retreat 2

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

Proverbs 29:18

Bill Marianes

