



Welcome home!
Saint Demetrios Greek Orthodox Church
Warren, OH

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...





WHY Statement

**To love one another
through Christ and inspire
a joyous life with purpose.**

A sunset over a body of water with a small boat in the distance. The sky is filled with colorful clouds in shades of orange, red, and purple, with the sun low on the horizon. The water reflects the colors of the sky. A small boat is visible in the middle ground.

“The best way to
predict the future is to
create it.”

Peter Drucker



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.”

2 Corinthians 5:10
Divine Liturgy



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

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 a dark background. The image shows several people in business attire, some standing and some sitting at a table, engaged in discussion. The text is overlaid in white on a dark, semi-transparent background.

- ~ 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.

3. You cannot master what you do not measure.

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





WHY Statement

**To love one another
through Christ and inspire
a joyous life with purpose.**



Internal Strengths

Clergy Leadership
Diverse and Talented Community
Ministries (church and youth)
Culture, History & Traditions
Real Estate and Facilities
Orthodox Faith
Fundraisers
Local Communities



Internal Weaknesses

Stewardship & Ministry Engagement (youth and adult)

Leadership & Parish Culture (youth and adult)

- ~ Apathy & Resistance to Change
- ~ Unwelcoming & Divisive Culture
- ~ Inadequate Facilities

Religious Engagement & Education (youth and adult)



External Opportunities

Community Outreach & Philanthropy
Location & Downtown Warren
Technology & Social Media
Seekers & Non-Greek Converts



External Threats

Antagonism / Non-priority of Religion
Crime & Violence
Economy
Social Media
Non-denominational Churches



Core Values

Faith

Love

Philanthropy

Outreach

Integrity

Education



Mission Statement

**The Mission of St. Demetrios GOC
is to nurture a welcoming and
loving community that worships the
Holy Trinity and grows spiritually in
the Orthodox faith.**



Strategic Areas of Focus

- 1. Stewardship & Engagement Ministry**
- 2. Religious Education Ministry**
- 3. Parish Culture: Leadership, Welcoming, Outreach and Inreach, and Parish Facilities Ministry**



TIME FOR
SOMETHING
NEW!



Vision Statement

We will:

- (a) within 36 months, implement best practices and effective adult and youth Ministries to measurably improve our:
 - (i) Stewardship & Ministry Engagement, and**
 - (ii) Religious Education;****

- (b) within 23 months implement best practices and effective adult and youth:
 - (i) Parish Leadership Ministry,**
 - (ii) Comprehensive Welcoming Ministry, and**
 - (iii) Outreach & Inreach Ministry; and****

- (c) within 39 months, establish and implement a viable and effective comprehensive Buildings and Facilities Ministry Ministry that will finalize a Consensus Facilities Plan.**

Download This Presentation:

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

StewardshipCalling.com

Strategic Planning Tab

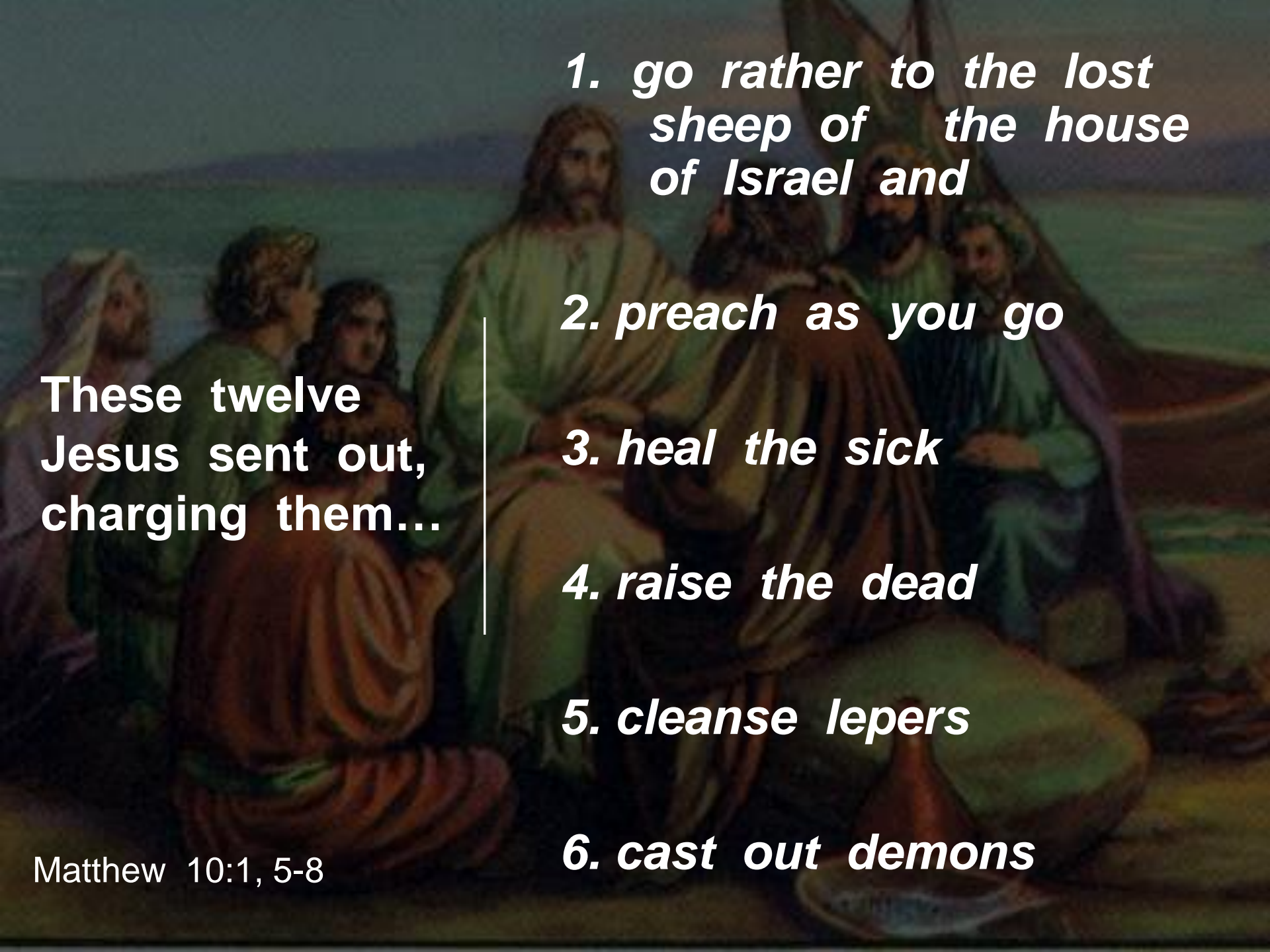
St. Demetrios Page

<https://stewardshipcalling.com/warren-oh-st-demetrius-strategic-plan/>

The screenshot displays the website's navigation menu with the following items: WHY?, STEWARDSHIP, STRATEGIC PLANNING, INTERNET RADIO & PODCASTS, KEYNOTES & LEADERSHIP, and RESOURCES. The 'STRATEGIC PLANNING' tab is selected, showing a list of strategic plans for various parishes: BOSTON METROPOLIS – THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING; SAMPLE S.M.A.R.T GOAL & ACTION PLANS; METROPOLIS OF BOSTON – FOUR PARISH STRATEGIC PLAN; WARREN, OH – ST DEMETRIOS STRATEGIC PLAN; CHRIST THE SAVIOUR – HARRISBURG, PA; HOLY TRINITY GDC – GRAND RAPIDS, MI; HOLY TRINITY – INDIANAPOLIS – STRATEGIC PLAN; ST. NICHOLAS – GRAND RAPIDS, MI STRATEGIC PLAN; and ZOE FOR LIFE – WHY DISCOVERY. The main content area features a large image of the interior of St. Demetrios Greek Orthodox Church in Warren, OH, with the text 'Welcome home! St. Demetrios Greek Orthodox Church Warren, OH'. Below the image, the text reads: 'Warren, OH – St Demetrios Greek Orthodox Church in Warren, OH. is undertaking a strategic planning process. This incredible work is under the inspired leadership of Father Constantine, Strategic Planning Chairman, Anthony Payiavlas, and a Strategic Planning Core Team consisting of: Father Constantine, Strategic Planning Chairman, Anthony Payiavlas, and a Strategic Planning Core Team consisting of: Georgia Marousis, Anna Marousis, Constantine Payiavlas, Vicki Raptis and Steve Zervas. This Core Team will be supplemented by 10 additional parishioners to form the Strategic Planning Team. The Strategic Planning Team can be found on this page.'

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

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

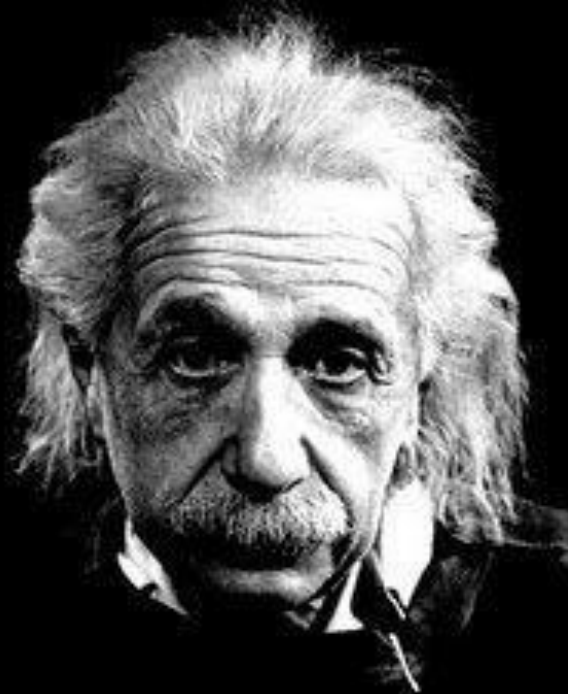
~ Answers strategic planning question #4:

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

Stewardship & Engagement S.M.A.R.T. Goal

We will research, develop, and implement a best practices and effective adult and youth Stewardship & Engagement Ministry (the “Stewardship & Engagement Ministry”) with a comprehensive communications plan that will achieve the following “Stewardship & Engagement Targets” within 36 months:

- (a) Transition the adult and youth parishioners to becoming percentage givers on their way to becoming tithers;**
- (b) Increase the adult and youth ministry engagement so that at least 70% of parishioners are actively engaged in ministry through implementing pathways for parishioners to use their time and talents on our way to becoming a full participation parish;**
- (c) Cover at least 70% of parish operating expenses solely through financial stewardship contributions; and**
- (d) Implement a planned giving campaign in which at least 15% of parishioners participate.**

Stewardship & Engagement Action Plan

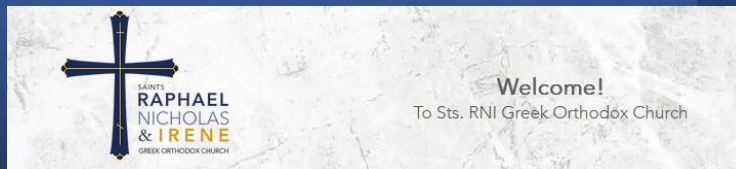
<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 1: Research the most effective stewardship and ministry engagement programs within 4 months			
1. Form Stewardship & Engagement Ministry Team (S&EMT). (June 1 Start Date)	SPT and S&EMT Goal Co-Captains	7-1-24	S&EMT members agree to serve
2. Determine adult and youth stewardship, tithing, ministry engagement, and planned giving key definitions, data, and effectiveness metrics.	S&EMT	8-1-24	Definitions and metrics determined
3. Analyze the adult and youth parish baselines on those key stewardship, tithing, ministry engagement, and planned giving metrics, survey/research parish impediments to achieving increased stewardship, tithing, ministry engagement, and planned giving success.	S&EMT	10-1-24	Parish baselines and parish impediments determination are finalized
4. Identify at least 2-3 ministry engagement, 2-3 stewardship, percentage giving/tithing, and 2-3 planned giving programs to consider from both inside and outside the Orthodox ecosystem.	S&EMT	Simultaneous with steps 2 & 3	At least 2-3 of each of stewardship, ministry engagement & planned giving programs are examined

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 2: Develop the most effective Stewardship, Ministry Engagement & Planned Giving Ministry within 3 months			
5. Evaluate researched adult and youth stewardship, tithing, ministry engagement, and planned giving programs for effectiveness against key parish performance metrics and baselines based on criteria of effectiveness determined in step 2.	S&EMT	11-1-24	Evaluation of alternative stewardship & ministry engagement, tithing, and planned giving programs is completed
6. Modify or develop new adult and youth stewardship, tithing, ministry engagement, and planned giving ministry programs for utilization at the parish (the “SMEPG Ministry”) and establish monthly performance benchmarks and comprehensive communications strategy and plan.	S&EMT	1-1-25	SMEPG Ministry is finalized, and monthly performance benchmarks are determined
Interim Goal 3: Recruit and train Ambassadors within 3 months			
7. Identify and recruit stewardship personal visitation (“Ambassadors”) who can implement the SMEPG Ministry.	S&EMT	2-1-25	Ambassadors are recruited
8. Train Ambassadors to implement all aspects of the SMEPG Ministry.	S&EMT	4-1-25	Ambassadors are trained

Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Stewardship, Engagement & Tithing Ministry to achieve the Stewardship & Engagement Targets within 24 months</u>			
9. Fully implement the SMEPG Ministry to achieve the Stewardship & Engagement Targets.	Ambassadors	4-1-27	SMEPG Ministry 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
<u>Interim Goal 5: Compile and assess the results of the Stewardship, Engagement & Tithing Ministry and make necessary improvements within 2 months</u>			
11. Obtain and compile qualitative and quantitative data from SMEPG Ministry and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Ambassadors and S&EMT	5-1-27	SMEPG Ministry assessments are completed
12. Finalize and deliver SMEPG Ministry assessment analysis report and make all refinements necessary to make the SMEPG Ministry more effective.	Ambassadors and S&EMT	6-1-27	Analysis is completed, and SMEPG Ministry is refined accordingly



Stewardship & Engagement Action Plan

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Stewardship, Engagement & Planned Giving Ministry Team	7-1-24	
2. Develop definitions and effectiveness metrics	8-1-24	
3. Analyze parish baselines and engagement success impediments	10-1-24	
4. Research Stewardship, Engagement & Planned Giving Ministry	Simultaneous with steps 2 & 3	
5. Evaluate Stewardship, Engagement & Planned Giving Ministry	11-1-24	
6. Finalize Stewardship, Engagement & Planned Giving Ministry	1-1-25	
7. Identify and recruit Stewardship Ambassadors	2-1-25	
8. Train Stewardship Ambassadors	4-1-25	
9. Implement Stewardship, Engagement & Planned Giving Ministry and manage to interim monthly targets	4-1-27	
10. Track performance Data from Stewardship, Engagement & Planned Giving Ministry Implementation	Contemporaneous with step 9	
11. Obtain qualitative and quantitative assessment data from Stewardship, Engagement & Planned Giving	5-1-27	
12. Improve Stewardship, Engagement & Planned Giving Ministry based lessons learned in step 11	6-1-27	

Religious Education S.M.A.R.T. Goal

Within 36 months we will research, develop, and implement best practices and effective adult and youth “Religious Education Ministries” in each of the following six areas with a comprehensive communications plan where:

1. We will achieve the following “Religious Education Targets” for the Religious Education Ministries:
 - (a) At least 50% of parish youth in year 1, and at least 75% of parish youth in year 2, will complete a revamped full academic year “Youth Sunday School Ministry” and achieve measurable outcomes identified in step 2 of the Action Plan;
 - (b) At least an average of 15% of parishioners in year one, and at least 25% of parishioners in year 2, will participate in at least two new quarterly “Parish Life Education Ministry” dinner series with dynamic presenters and discussion groups (the “Parish Life Ministry”);
 - (c) A new “Small Group Ministry” will actively engage at least 3 small groups of parishioners meeting at least monthly in year 1, and at least 10 small groups of parishioners meeting at least monthly in year 2, where they will discuss spiritual growth, religious education, and personal growth topics;
 - (d) A bi-weekly adult “Bible Study Ministry” will be offered each year over four distinct modules of sessions live, via Zoom, and recorded with at least 15% of parishioners completing at least half of the four modules in year one, and at least 25% of parishioners completing at least three of the four modules in year two;
 - (e) A parish “Religious Education Media Center” will be created that engages at least 50% of parishioners at least weekly by providing on the parish website, email, text messaging and social media and other platforms at least 90 items of religious education and spiritual growth content over the course of each year with specific metrics of delivery, opening, viewing, reading, and engaging to be determined in step 2 of the Action Plan; and
 - (f) Within 12 months, the parish will implement a “Congregational Singing Ministry” to more fully engage parishioners in liturgical life by singing during the Divine Liturgy.
2. In addition to the above Religious Education Ministries, within 26 months, we will research and begin to implement some form of “Parochial School Ministry” which can include either creating a more engaging interactive partnership with the Holy Trinity Academy in Warren, Ohio, St. Constantine School in Houston, TX, some other Orthodox parochial school, or developing a separate parish plan for its own parochial school.

Religious Education Action Plan – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 1: Research the most effective Religious Education Ministries within 4 months			
1. Form Religious Education Ministries Team (REMT). (June 1 Start Date)	SPT and REMT Co-Captains	7-1-24	REMT members agree to serve
2. Determine religious education key definitions and effectiveness metrics for adults and youth for each of the six SMART Goal religious education and spiritual growth objectives (collectively the “Religious Education Ministries”).	REMT	9-1-24	Religious Education Ministries key definitions and metrics determined for all six elements
3. Analyze the parish baseline on those key religious education effectiveness metrics and survey parishioners to determine what religious education content they need and what delivery modalities they will use regularly.	REMT	10-1-24	Parish baselines, and content delivery vehicle and frequency of religious education content is finalized
4. Identify at 2-3 of each of adult religious education, youth religious education, small group ministry, Bible study, media ministry, and congregational singing programs to consider from both inside and outside the Orthodox ecosystem.	REMT	Simultaneous with steps 2 & 3	At least 2-3 alternatives of each of the six elements of the Religious Education Ministry are examined

Religious Education Action Plan – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 2: Develop the most effective Religious Education Ministries within 4 months</u>			
5. Evaluate all the researched Religious Education Ministries items from step 4 for effectiveness against key performance metrics and parish baselines based and criteria of effectiveness determined in step 2 and determine religious education topics, programs, and modalities.	REMT	12-1-24	Evaluation of alternative Religious Education Ministries is completed
6. Develop new Youth Sunday School Ministry, Parish Life Ministry, Small Group Ministry, Bible Study Ministry, Religious Education Media Center, and Congregational Singing Ministry, (collectively, the “Religious Education Ministries”) and establish monthly performance benchmarks to achieve each of the Religious Education Targets.	REMT	2-1-25	Religious Education Ministries are finalized, and monthly performance benchmarks are determined
<u>Interim Goal 3: Recruit and train Religious Educators Leaders within 2 months</u>			
7. Identify and recruit Religious Education Ministries “Educators” who can teach and implement each of the Religious Education Ministries	REMT	3-1-25	Educators are recruited
8. Train Educators to implement the Religious Education Ministries.	REMT	4-1-25	Educators are trained

Religious Education Action Plan – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Religious Education Ministry to achieve the Religious Education Targets within 24 months</u>			
9. Implement Religious Education Ministries to achieve the Religious Education Targets.	Educators	4-1-27	Religious Education Ministries are fully launched
10. Track and report on monthly performance benchmarks determined in step 6 and continue Educators follow-up with parishioners until Religious Education Targets are achieved.	Educators	Contemporaneous with step 9	Established monthly Religious Education Targets are achieved

Religious Education Action Plan – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 5: Compile and assess the results of the Religious Education Ministry and make necessary improvements within 2 months</u>			
11. Obtain and compile qualitative and quantitative data from Religious Education Ministries and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Educators and REMT	5-1-27	Religious Education Ministry assessments are completed
12. Finalize and deliver Religious Education Ministries assessment analysis report, and make all refinements necessary to make the Religious Education Ministries more effective based on information identified in step 11.	Educators and REMT	6-1-27	Analysis is completed, and Religious Education Ministry is refined accordingly

Parish Culture Ministries S.M.A.R.T. Goal (Part 1)

Within 23 months we will research, develop, and implement best practices and effective adult and youth Parish Leadership Ministry, Comprehensive Welcoming Ministry, and Outreach & Inreach Ministry (the **“Parish Culture Ministries”**) with a comprehensive communications plan that will achieve the following **“Parish Culture Targets”**:

- (a) Our new “Parish Leadership Development Ministry” will be developed and implemented within 9 months such that the new development program will be completed by:**
 - (i) 100% of current Parish Council members, adult and youth ministry leaders, and parish staff within 1 month of program implementation, and**
 - (ii) all new PC members, adult and youth Ministry leaders and parish staff thereafter prior to assuming their roles;**
- (b) a new “Comprehensive Welcoming Ministry” will be developed and implemented within 9 months that will actively engage 100% of adult, youth, and young adult visitors and invite them to participate in a new comprehensive welcoming process;**
- (c) a new “Outreach and Inreach Ministry” will be developed and implemented within 9 months that will ensure that within the next 12 months at least:**
 - (i) 100% of St Demetrios former parishioners will be personally contacted to discuss and address their needs and what the parish can do to serve them better (“Former Parishioner Inreach”);**
 - (ii) at least 20 individuals living in the Warren area who are unaffiliated with any Orthodox parish will begin a specific catechumen program to help them become Orthodox and engage with the parish and its ministries and activities (“Evangelism”);**
 - (iii) 100% of elderly and other special needs parishioners will be personally contacted within 2 months of their being identified (or as soon thereafter as possible), to determine what additional support and services they need to help them engage with the parish and its ministries and activities (“Special Needs Inreach”); and**
 - (iv) at least 100 non-Orthodox individuals will be personally contacted each calendar year and be offered the opportunity to join the parish family and participate in its ministries and activities (“Outreach”).**

Parochial School Action Plan – Part 2

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 1: Research interest in Parochial School and alternatives within 9 months			
1. Form Parochial School Team (PST). (June 1 Start Date)	SPT and PST Co-Captains	1 month after Start Date	PST members agree to serve
2. Determine Parochial School (PS) desired outcomes and effectiveness metrics.	PST	2 months after step 1	PS metrics determined
3. Survey and analyze parish interest in developing some form of PS solution and optimum alternative approaches.	PST	2 months after step 2	Parish interest in PS and alternatives are determined
4. Assuming sufficient interest in step 3, identify at least 3-5 existing parochial schools to examine, including Holy Trinity Academy in Warren, Ohio, and St. Constantine School in Houston, TX. Conduct site visits and interviews with all such schools, their administration and Boards and conduct due diligence. Research specific action plan to develop a parish PS strategy.	PST	4 months after step 3	Several alternative PS models are diligenced along with the necessary steps to develop the parish's PS strategy.

Parochial School Action Plan – Part 2

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 2: Develop the most effective PS alternative within 9 months</u>			
5. Evaluate all the researched parochial school alternatives and develop a specific proposal and submit it to the parish for approval.	PST	3 months after step 4	Evaluation of alternative PS alternatives and proposal submitted to the parish for approval
6. If a separate PS is approved by the parish, select initial Board of Directors (Board) and Headmaster and crate a strategic, operational and financial plan for the preferred PS alternative.	PST	6 months after step 5	PS Board and Headmaster selected, and strategic, operational and financial plan developed
<u>Interim Goal 3: Implement Plan to be prepared for opening within 6 months</u>			
7. Implement strategic, operational, and financial plan to prepare for opening of preferred PS alternative in time for the next available academic year opportunity.	Board and Headmaster	6 months after step 6	PS alternative opened
8. Track and report on monthly performance benchmarks determined in strategic, operational, and financial plan.	Board and Headmaster	Each month during PS operation	Monthly reports of progress released
<u>Interim Goal 4: Compile and assess the results of the PS and make necessary improvements within 2 months</u>			
9. Obtain and compile qualitative and quantitative data of PS effectiveness, identify areas for improvement, and make all refinements necessary.	Board and Headmaster	At least annually	Assessment and remediation plans created and implemented

Religious Education Action Plan

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete - Date</u>
1. Form Religious Education Ministry Team	7-1-24	
2. Develop definitions and effectiveness metrics	9-1-24	
3. Analyze parish baselines and engagement success impediments	10-1-24	
4. Research Religious Education Ministries	Simultaneous with steps 2 & 3	
5. Evaluate Religious Education Ministries	12-1-24	
6. Finalize Religious Education Ministries	2-1-25	
7. Identify and recruit Educators	3-1-25	
8. Train Educators	4-1-25	
9. Implement Religious Education Ministries and manage to interim monthly targets	4-1-27	
10. Track performance Data from Religious Education Ministries Implementation	Contemporaneous with step 9	
11. Obtain qualitative and quantitative assessment data from Religious Education Ministries	5-1-27	
12. Improve Religious Education Ministries based lessons learned	6-1-27	

Parish Culture Ministries – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 1: Research the most effective Parish Culture Ministries within 3 months</u>			
1. Form Parish Culture Ministry Team (PCMT). (June 1 Start Date)	SPT and Goal Co-Captains	1 month after Start Date	PCMT members agree to serve
2. Determine key definitions, success strategies, effectiveness metrics for all “Parish Culture Ministries” in the areas of leadership, comprehensive welcoming, outreach and inreach, and identify welcoming, hospitality and engagement barriers and areas for improvement.	PCMT	2 months after step 1	Key Parish Culture Ministries metrics for success and definitions are developed
3. Research and identify at least 2-3 of each of Parish Leadership programs, Welcoming Ministry, and Outreach and Inreach Ministry programs to consider from both inside and outside the Orthodox ecosystem.	PCMT	Simultaneous with steps 3	At least 2-3 effective programs are identified in each of the areas of parish leadership, welcoming and inreach & outreach

Parish Culture Ministries – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 2: Develop the most effective Parish Culture Ministries within 4 months			
4. Compile and evaluate research and data from steps 2 and 3, existing processes, best practices research and visitor’s experiences and review and analyze results and data and identify the elements of a best practices Parish Leadership Ministry, Comprehensive Welcoming Ministry, and Outreach and Inreach Ministry to be implemented.	PCMT	2 months after step 3	A report and analysis of all data and research is compiled to inform judgement of most effective Parish Culture Ministries
5. Develop effective Leadership Ministry, Comprehensive Welcoming Ministry, and Outreach and Inreach Ministry (collectively, the “Parish Culture Ministries”) and identify monthly “Parish Culture Ministry Targets” performance benchmarks for each of such Parish Culture Ministries.	PCMT	2 months after step 4	Effective Parish Culture Ministries are developed and monthly performance benchmarks are identified

Parish Culture Ministries

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Parish Culture Ministries Team		
2. Develop definitions and effectiveness metrics		
3. Research Parish Culture Ministries		
4. Compile and evaluate research and Parish Culture success impediments		
5. Finalize Parish Culture Ministries		
6. Identify and recruit Ambassadors		
7. Train Ambassadors		
8. Implement Parish Culture Ministries and manage to interim monthly targets and track performance data from Parish Culture Ministries Implementation		
9. Obtain qualitative and quantitative assessment data from Parish Culture Ministries and improve Parish Culture Ministries		

Parish Culture Ministries – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 3: Recruit and train Ambassadors to implement the Parish Culture Ministries			
6. Identify and recruit parishioners (“Ambassadors”) to implement each element of Parish Leadership Ministry, Comprehensive Welcoming Ministry, and Outreach and Inreach Ministry to achieve the Parish Culture Ministry Targets.	PCMT	1 month after step 5	Ambassadors are recruited
7. Train Ambassadors to implement all Parish Culture Ministries.	PCMT	1 month after step 6	Ambassadors are trained
Interim Goal 4: Implement the most effective Parish Culture Ministries			
8. Implement all Parish Culture Ministries for a period of 12 months to achieve the Parish Culture Ministry Targets and track and report on monthly performance benchmarks determined previously in step 5 and continue Ambassadors follow-up with parishioners until Parish Culture Ministry Targets are achieved.	Ambassadors and PCMT	beginning immediately after step 7 and continuing for 12 months	Parish Culture Ministries are implemented, and monthly achievement of Parish Culture Ministry Targets are reported and tracked

Parish Culture Ministries – Part 1

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 5: Assess and improve all Parish Culture Ministries within 2 months			
<p>9. Obtain and compile qualitative and quantitative data from Parish Leadership, Comprehensive Welcoming Ministry, Outreach and Inreach Ministry, and Building & Capital Campaign Ministries and compile as to the effectiveness and success based on established criteria, Parish Culture Ministry Targets, and identify areas for improvement. Finalize and deliver improvements to all continuing Parish Culture Ministries to make them more effective.</p>	<p>Ambassadors and PCMT</p>	<p>2 month after step 8</p>	<p>Parish Culture Ministries assessment completed, and improvements implemented for the next year.</p>

Parish Facilities Ministry S.M.A.R.T. Goal (Part 2)

Within 39 months we will research, develop, and implement best practices and effective Parish Facilities Ministry with a comprehensive communications plan that will achieve the following **“Parish Facilities Targets”**:

(d) A new and comprehensive “Parish and Facilities Ministry” will:

(i) Within 4 months, finalize developing a detailed plan “Consensus Parish Facilities Plan” that addresses all present and future building and facilities needs and desires of the parish in one campus location, including

- A. facilities improvements and additions priorities list,**
- B. plans for sales of superfluous property, and**
- C. creation of development budget (including use of the Endowment) for the Consensus Parish Facilities Plan;**

(ii) within 5 months after (d)(i),

- A. obtain all necessary parish approvals for the Consensus Parish Facilities Plan;**
- B. obtain Metropolis and other governmental approvals for the Consensus Parish Facilities Plan approved by the parish;**

(iii) within 6 months after (d)(ii),

- A. identify and contract with architects, general contractors. and other service providers necessary to execute the Consensus Parish Facilities Plan;**
- B. develop and begin executing a “Capital Campaign” process plan and methodology that includes using the parish Endowment (to the extent approved by the parish) plus three-year pledges to cover at least 80% of the aggregate budget for the Consensus Parish Facilities Plan (“Contributed Portion”);**
- C. obtain funding commitments for a construction loan and, if necessary, mortgage loan and repayment plan (the “Borrowed Portion”) for the Consensus Facilities Plan; and**

(iv) within 24 months after (d)(iii) complete the Consensus Parish Facilities Plan, including completion of the Capital Campaign by raising at least the Contributed Portion.

Parish Facilities Ministry – Part 2

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 1: Research parish buildings and facilities options to determine optimum solution within 4 months</u>			
1. Form Parish Facilities Ministry Team (PFMT). (June 1 Start Date)	SPT and Goal Co-Captains	7-1-24	PFMT members agree to serve
2. Comprehensively research the alternative options and analyze optimal alternative(s) for a proposal for Goal items D (i) (A), (B), (C) and (D) (the “Consensus Parish Facilities Plan”).	PFMT	10-1-24	Comprehensive research of optimal building and facilities options is completed
<u>Interim Goal 2: Obtain consensus consents and approvals from parishioners and Metropolis in support of the Consensus Facilities Plan within 5 months</u>			
3. Finish development of Consensus Parish Facilities Plan and obtain all necessary parish and Metropolis approvals to whatever final version of the Consensus Parish Facilities Plan is approved by the parish general assembly.	PFMT	2-1-25	Obtain parishioner and Metropolis approval of Consensus Parish Facilities Plan

Parish Facilities Ministry – Part 2

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<p>Interim Goal 3: Obtain all necessary professionals and capital campaign program and debt borrowings to implement Consensus Parish Facilities Plan and Capital Campaign within 6 months</p>			
<p>4. Implement steps (d) (iii) to achieve Consensus Parish Facilities Plan by: (A) identifying architects, general contractors, and other service providers; (B) identify how much of the Endowment will be used as part of the Consensus Parish Facilities Plan and receive approval from the parish general assembly; (C) develop and begin executing a “Capital Campaign” to obtain at least the Contributed Portion of the Consensus Parish Facilities Plan; and (D) obtain funding commitments for the “Borrowed Portion”</p>	<p>PFMT</p>	<p>8-1-25</p>	<p>Finalize retention of necessary professionals, any borrowings and capital campaign and debt program to fully implement the Consensus Parish Facilities Plan</p>
<p>5. Develop tracking and reporting monthly performance benchmarks for all activities associated with Consensus Parish Facilities Plan and Capital Campaign (the “Parish Facilities & Capital Campaign Targets”).</p>	<p>PFMT</p>	<p>Simultaneous with step 4</p>	<p>Report on monthly progress of Parish Facilities Building & Capital Campaign Targets</p>

Parish Facilities Ministry – Part 2

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 5: Implement the Facilities and all other programs to achieve the LPC&F Targets within 24 months			
6. Successfully implement Consensus Parish Facilities Plan and Capital Campaign Ministry.	PFMT	8-1-27	Consensus Parish Facilities Plan and Capital Campaign Ministry are completed
7. Track and report on monthly performance benchmarks determined previously regarding Consensus Parish Facilities Plan, Parish Facilities & Capital Campaign Targets, and Consensus Parish Facilities Ministry.	PFMT	Simultaneous with step 6	Monthly performance benchmark reports are released
8. Identify and fill any gaps in Parish Facilities & Capital Campaign Targets until Consensus Parish Facilities Plan is fully completed and achieved.	PFMT	Simultaneous with step 6	Consensus Parish Facilities Ministry and Capital Campaign are successfully achieved

Parish Facilities

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Parish Facilities Religious Ministry Team	7-1-24	
2. Research Consensus Parish Facilities Plan options	10-1-24	
3. Develop Consensus Parish Facilities Plan and obtain all necessary parish and Metropolis approvals	2-1-25	
4. Identifying professionals, and obtain approval for use of Endowment, develop and begin executing a Capital Campaign and obtain funding commitments for the Borrowed Portion	8-1-25	
5. Develop tracking and reporting monthly performance benchmarks for all activities associated with Consensus Parish Facilities Plan and Capital Campaign (the “Parish Facilities & Capital Campaign Targets	Simultaneous with step 4	
6. Successfully implement Consensus Parish Facilities Plan and Capital Campaign Ministry	8-1-27	
7. Track and report on Consensus Parish Facilities Ministry monthly performance benchmarks, Capital Campaign Targets.	Simultaneous with step 6	
8. Identify and fill any gaps in Parish Facilities & Capital Campaign Targets until Consensus Parish Facilities Plan is fully completed and achieved.	Simultaneous with step 6	

Congratulations

A group of graduates in black caps and gowns are celebrating outdoors. They are smiling and looking upwards, with one graduate in the center holding up her cap. The background is filled with green trees and a bright sky.

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



Transition from Strategic Planning to Implementation



WHY Statement

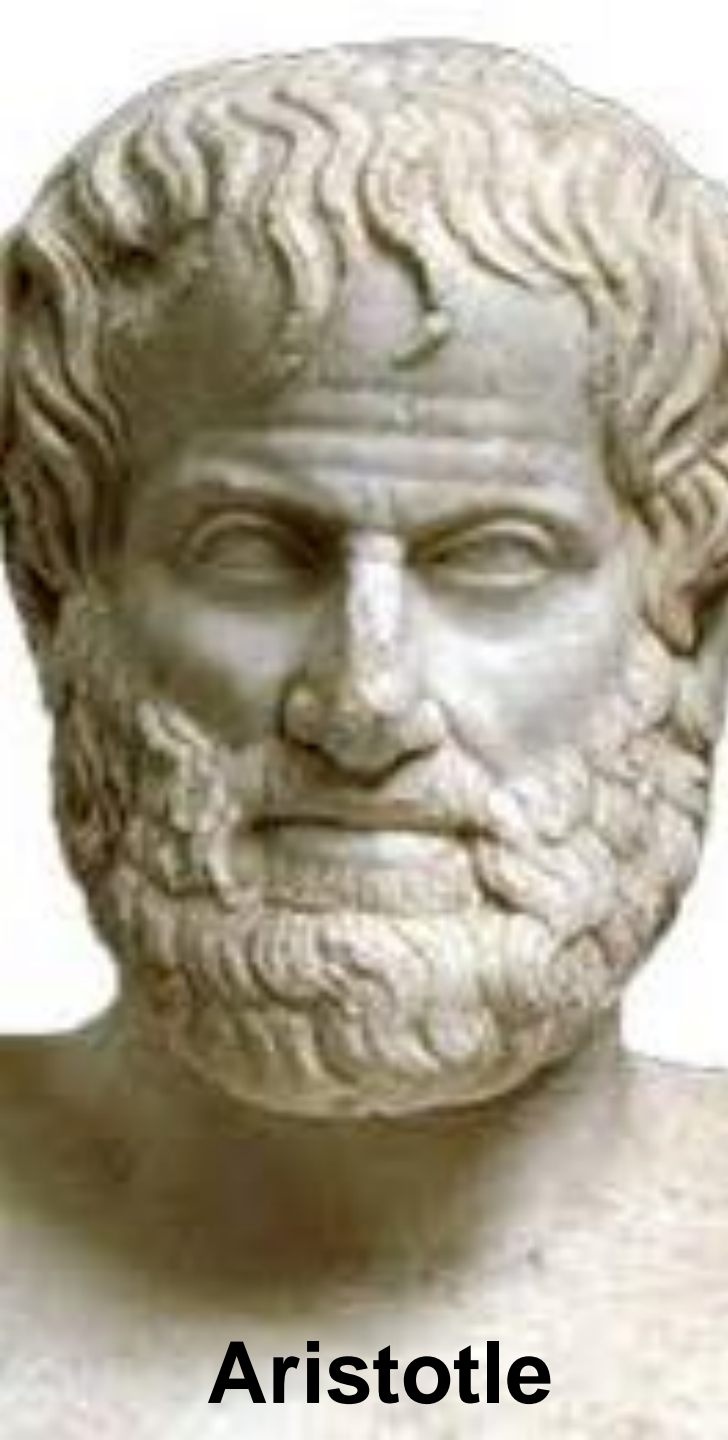
**To love one another
through Christ and inspire
a joyous life with purpose.**



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

LEADERSHIP

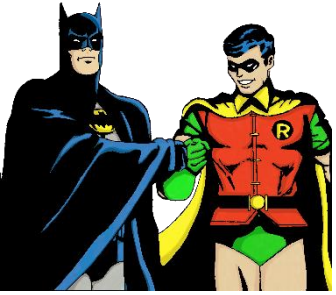


Implementation Management

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

- ~ 3 Head Coaches will coordinate with the 8 Goal Co-Captains

- ~ Frs. Costa & Demetri, the Head Coaches, and Co-Captains will form the Implementation Headquarters ("IHQ") and ultimately be responsible for the entire implementation process



The Dynamic Duo

“Team Owners”



Fr. C.

Fr. D.



The Three Musketeers

Implementation Head Coaches



**Nick
Cassudakis**

Stewardship & Engagement
Ministry

**Nita
Hendryx**

Religious Education
Ministry

**Anthony
Payiavlas**

Parish Culture: Leadership,
Welcoming, Outreach and Inreach,
and Parish Facilities Ministry

Next Steps For Success

Community Roll-Out Celebration

- ~ Date TBD (possibly May 10 or 18) where entire community celebrates and gets a copy of new Strategic Plan and hears details from IHQ and are recruited to join Implementation Teams

Parish Council and Ministry Leaders

- ~ Review SWOT Weaknesses that did not rise to the level of a Strategic Goal (“Low Hanging Fruit Issues”)
- ~ Address Low Hanging Fruit Issues immediately during the “Strategic Plan Quiet Period” (approx. 9 mo. during S.M.A.R.T. Goals research/new program development and rollout)
- ~ Publicly celebrate addressing Low Hanging Fruit as Strategic Planning success



**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 church announcements, bulletins, homilies, General Assemblies, 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 Period”



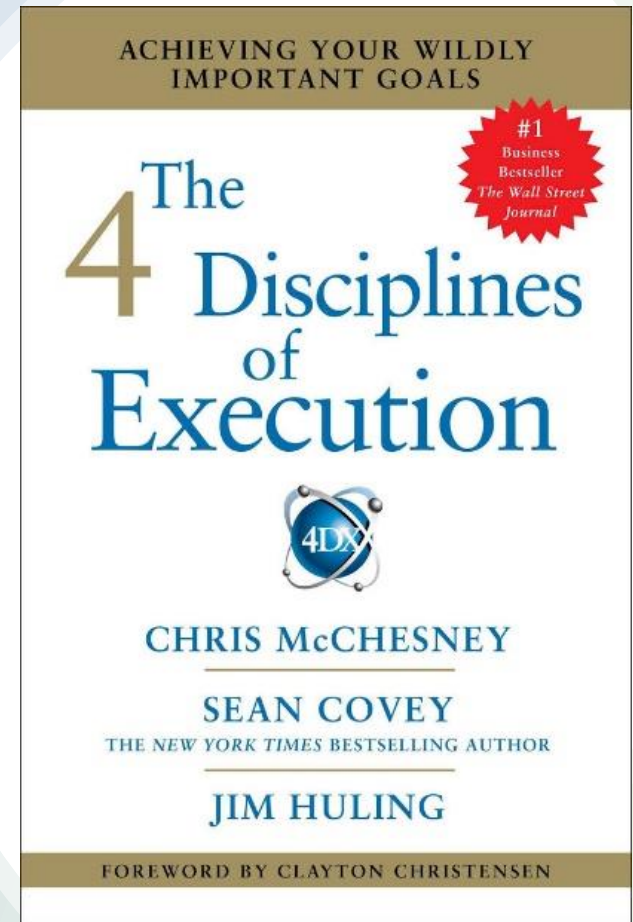
A Leader Leads By Example

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

SMART Gap Accountability Plan

(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



SMART Gap Accountability Plan

(A Cadence of Accountability)

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



SMART Gap Accountability Plan

(A Cadence of Accountability)

1. Implementation Goal Team check-ins

- Short (10-15 minutes
WEEKLY update call
- Each member reports:
 - What they said they'd do
 - What they did
 - What they will do this week
 - Any help they need
- Goal Scoreboard is updated and posted for everyone to see



SMART Gap Accountability Plan

(A Cadence of Accountability)


2. Head Coach regular accountability check-ins

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



Top 5 Implementation Challenges

1. Lack of discipline and momentum
2. Resistance to change
3. Insider “nattering nabobs of negativism” & naysayers (“not my idea” (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 love one another through Christ and inspire a joyous life with purpose.



**“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

We Need To Build High Performing Implementation Teams



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 be considered as a possible Goal Co-Captain to manage the implementation of a Goal using the Action Plan.

Next Steps For Success

Rat out (recruit) your talented friends
to work on these Strategic Goals



Next Steps For Success

- ~ Integrate existing related ministries into Strategic Goal Teams and research/develop new best practices
- ~ Continuously recruit new parishioners/converts to implementation teams over the next three years



Next Steps For Success



Fill out your Implementation Team Volunteer Form and turn it in today.



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 – Stewardship & Engagement Ministry
 Goal 2 – Religious Education Ministry
 Goal 3 – Parish Culture: Leadership, Welcoming, Outreach and Inreach, and Parish Facilities Ministry
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: _____

Next Steps For Success

A composite image. On the left, a portion of a classic 'WE WANT YOU' World War I poster is visible, with the words 'WE WANT YOU' in large, bold, blue and red letters. On the right, there is a portrait of a middle-aged man with a grey beard and mustache, wearing a black turtleneck and a gold chain. He is smiling and pointing towards the viewer. The background of the portrait is dark.

What can you do?

1. Promote Strategic Planning Roll Event (date TBD)
2. Get your friends to sign up to work on an Implementation Team by completing the Implementation Volunteer Form at: <https://stewardshipcalling.com/warren-oh-st-demetrios-strategic-plan/> and submit it to: office@saintdemetrioswarren.org
3. Be positive and talk it up with everyone and recruit others to attend the roll-out event and work on the implementation



QUESTIONS
ANSWERED
HERE
EVEN THE
SILLY ONES

Any Questions?

Download This Presentation:

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

StewardshipCalling.com

Strategic Planning Tab

St. Demetrios Page

The screenshot shows the website's navigation menu with the following items: WHY?, STEWARDSHIP, STRATEGIC PLANNING, INTERNET RADIO & PODCASTS, KEYNOTES & LEADERSHIP, and RESOURCES. The 'STRATEGIC PLANNING' tab is selected. Below the menu, there are several links for strategic planning documents: BOSTON METROPOLIS – THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING, SAMPLE S.M.A.R.T GOAL & ACTION PLANS, METROPOLIS OF BOSTON – FOUR PARISH STRATEGIC PLAN, WARREN, OH – ST DEMETRIOS STRATEGIC PLAN, CHRIST THE SAVIOUR – HARRISBURG, PA, HOLY TRINITY GDC – GRAND RAPIDS, MI, HOLY TRINITY – INDIANAPOLIS – STRATEGIC PLAN, ST. NICHOLAS – GRAND RAPIDS, MI STRATEGIC PLAN, and ZOE FOR LIFE – WHY DISCOVERY. The main content area features a large image of the interior of St. Demetrios Greek Orthodox Church in Warren, OH, with the text 'Welcome home! St. Demetrios Greek Orthodox Church Warren, OH'. Below the image, the text reads: 'Warren, OH – St Demetrios Greek Orthodox Church in Warren, OH. is undertaking a strategic planning process. This incredible work is under the inspired leadership of Father Constantine, Strategic Planning Chairman, Anthony Payiavlas, and a Core Team consisting of: Georgia Marousis, Anna... The Strategic Planning Team can be found on this page.'

<https://stewardshipcalling.com/warren-oh-st-demetrius-strategic-plan/>

Special Thanks

1. Frs. Costa and Demetri

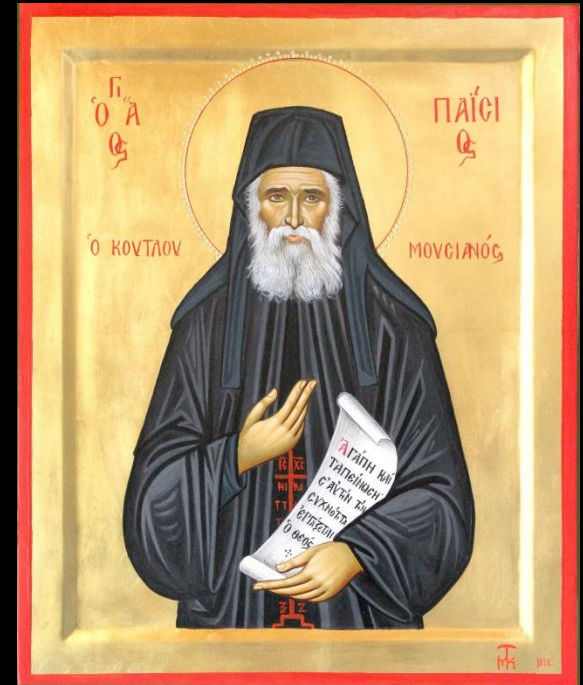
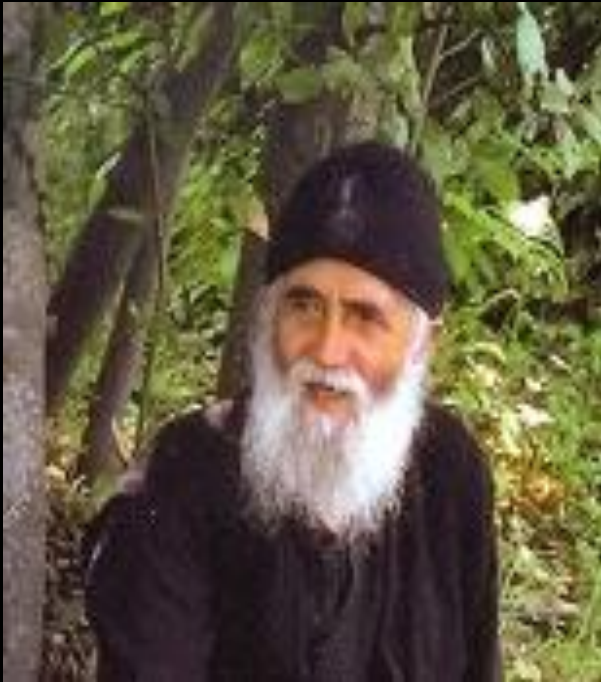
2. Anthony Payiavlas

3. Amanda Haupt and the AVI Team

4. All of you...



Tough Love

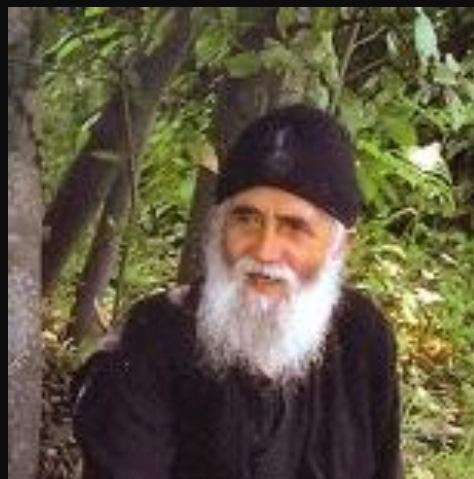


St. Paisios the Athonite

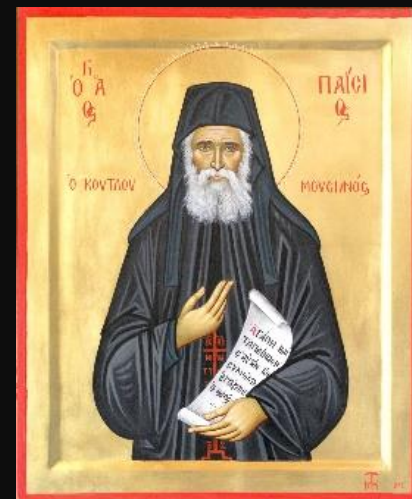
The spirit of luke-
warmness reigns.

We've been spoiled
for good.

How does God still
tolerate us?



St. Paisios the Athonite



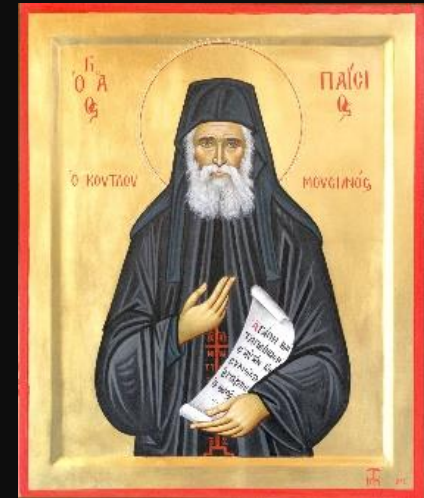
Today's generation
is the generation
of indifference.

There are no
Palikaria (warriors)!

The majority are
fit for parades and
feasts only.



St. Paisios the Athonite

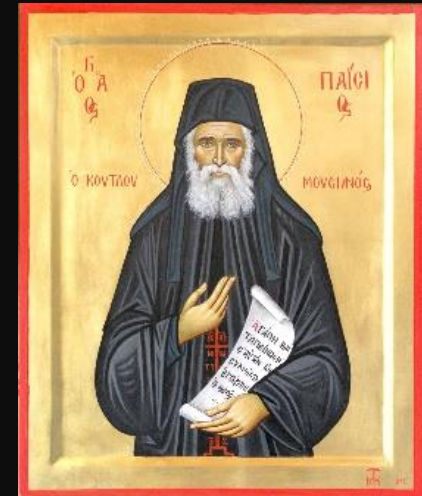


Even people who've
got something
inside have begun
to grow cool
saying,

Can I really do
anything to change
the situation ?



St. Paisios the Athonite

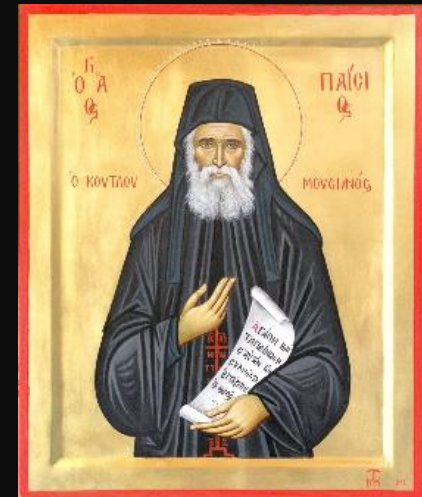


We have to
witness our Faith
with **boldness**,

because if we
continue to remain
silent, we'll have
to **answer** in the
end.



St. Paisios the Athonite



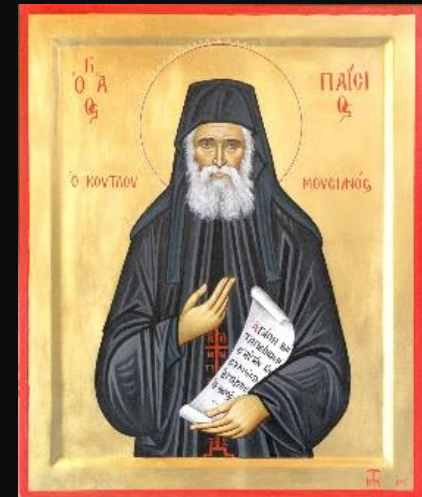
In these difficult days, **each must do** what is in their own power.

Leave what's out of their power to **GOD.**

In this way, our **conscience will be clear.**



St. Paisios the Athonite



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



Mahatma Gandhi

**“God doesn’t call
the qualified;**

**God
qualifies
the called.”**

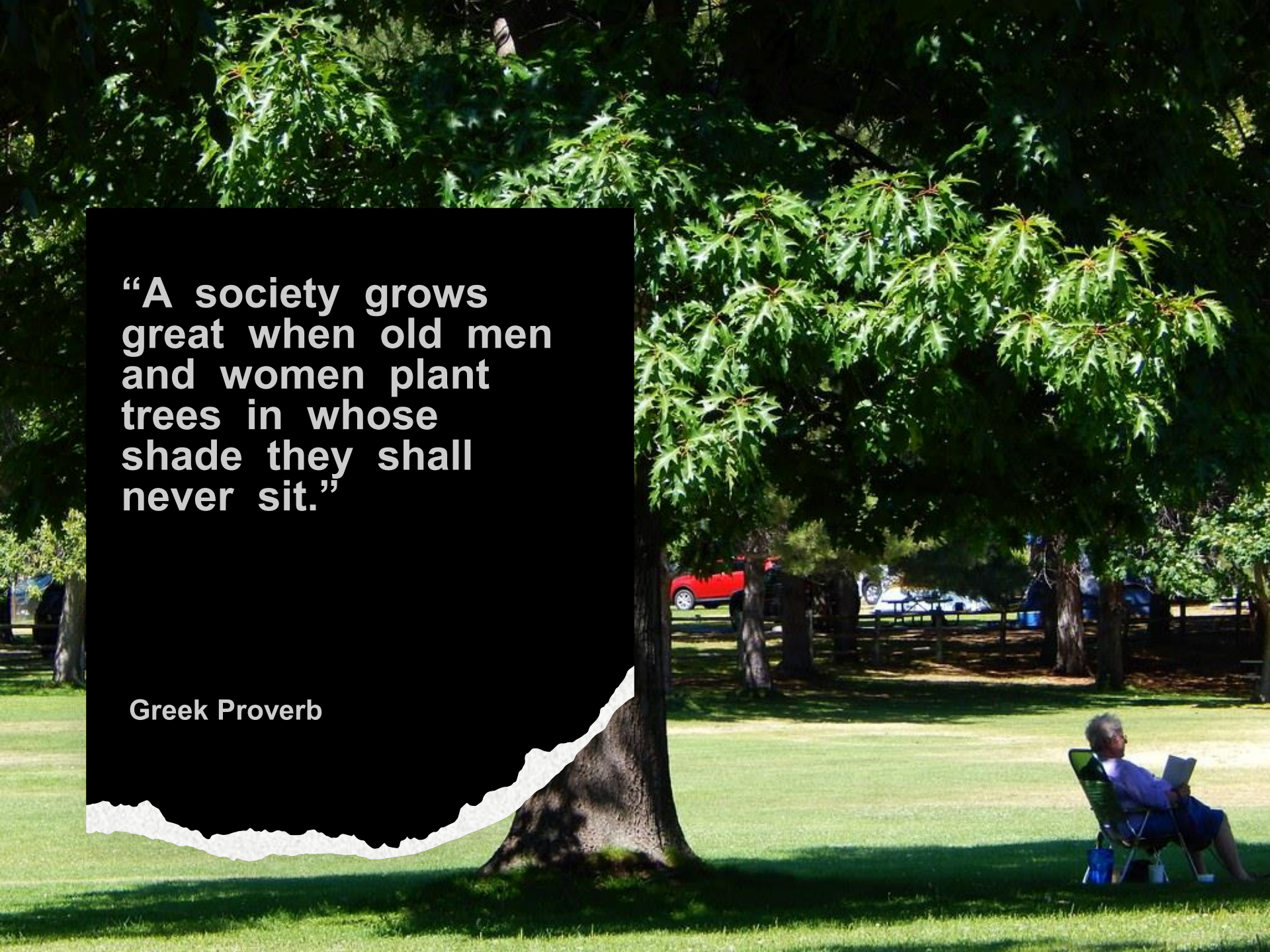




“The most basic task of the Church leader is to

- 1. discern the spiritual gifts of all those under his authority, and**
- 2. to encourage those gifts to be used**
- 3. to the full**
- 4. 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 large, leafy tree dominates the left and center of the frame. The tree's canopy is dense with green leaves, and its trunk is thick and textured. In the background, a red car is parked on a paved area, and other trees are visible. In the foreground, a person is sitting in a green folding chair on a grassy lawn, reading a book. The scene is brightly lit, suggesting a sunny day.

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

Greek Proverb



Old Chinese Proverb

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

The second best time is today.”

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**

Fortune Favors The Bold...

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

Acts 4:29

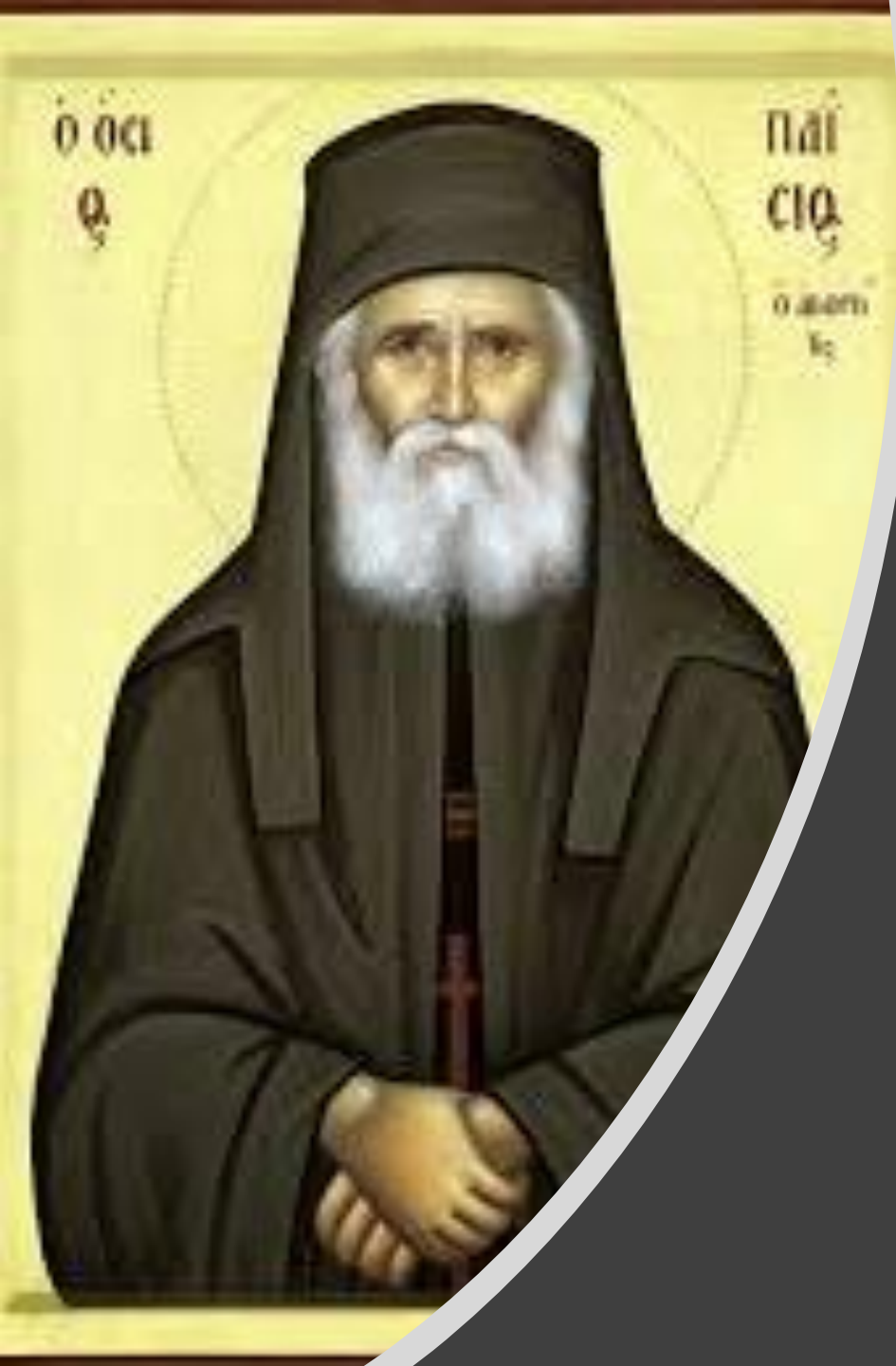




Why Are We Doing This?

“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.”

2 Corinthians 5:10
Divine Liturgy



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!’ ”

NOVEMBER 18, 2008



The Anthrax Probe: What Did The FBI Know?

In Their Words: Obama and McCain On Faith and Politics



Game Over? The War on Beer Pong

TIME

THE PURPOSE DRIVEN PASTOR

Rick Warren

America's most powerful religious leader takes on the world

BY DAVID VAN BIEELA



WWW.TIME.COM

Leaders of a church will either be risk takers, or church caretakers who will eventually become its undertaker.

“Either lead, follow or get out of the way.”



Ted Turner



Thomas Paine



General George S. Patton



Lee A. Iacocca



Bill Marianne

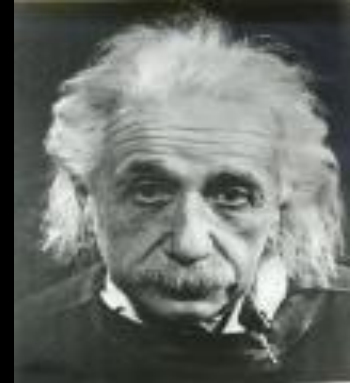


Be the change!





Albert's Insight



❖ What was Albert Einstein's greatest contribution?

❖ ~~$E=mc^2$~~

“NOTHING HAPPENS UNTIL SOMETHING MOVES”

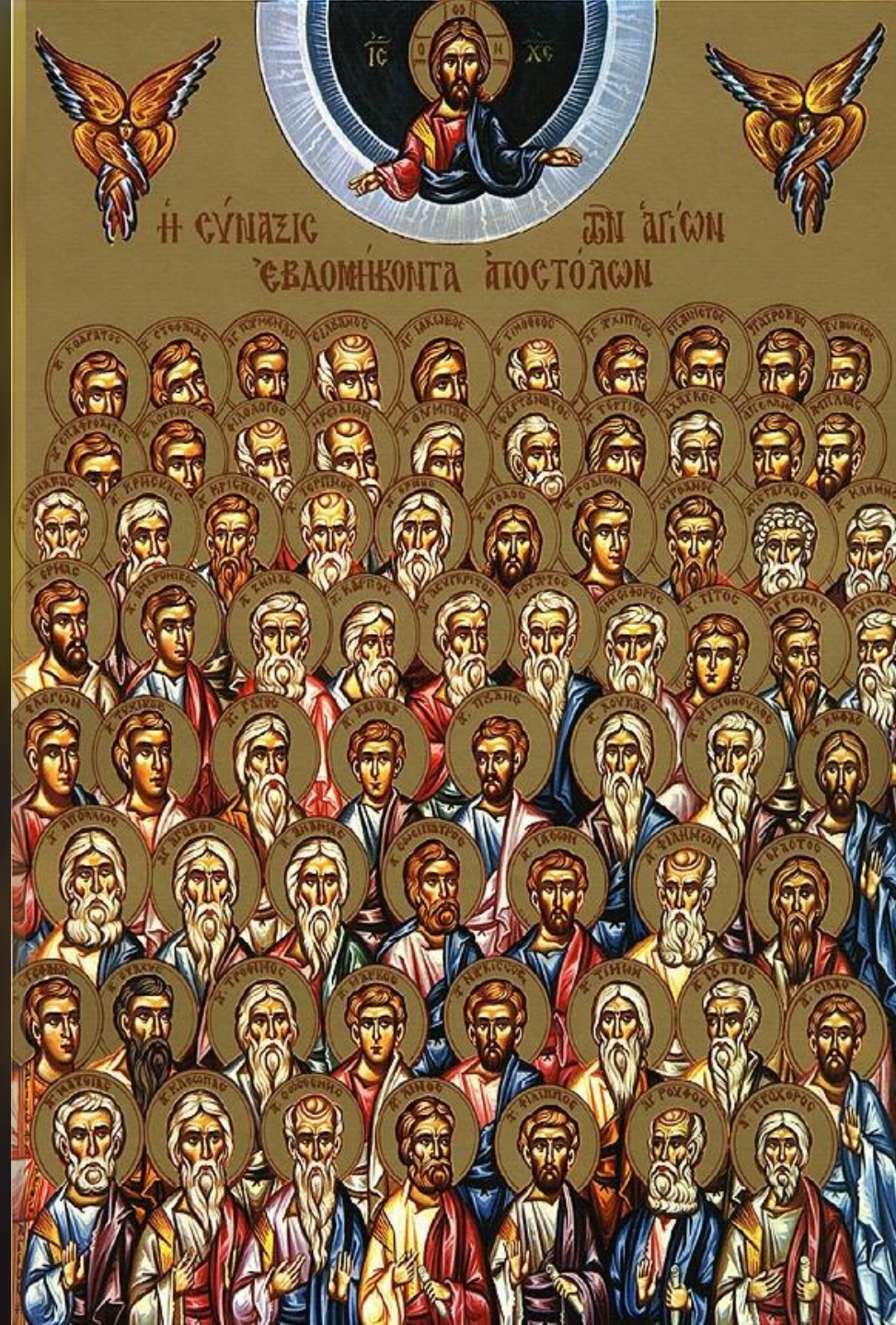


The Marianes Corollary

**“NOTHING HAPPENS
UNTIL SOMEBODY
MOVES”**

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

Luke 10:1





Welcome home!
Saint Demetrios Greek Orthodox Church
Warren, OH

Strategic Planning Retreat 2

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

Proverbs 29:18

Bill Marianes



STEWARDSHIP
CALLING

GO FORTH

A hand-drawn sign with the words "GO FORTH" in a bold, black, sans-serif font is placed in the middle of the ocean. The sign is partially submerged, with waves splashing around it. The background shows a vast, open sea under a pale, overcast sky. The overall mood is one of adventure and exploration.

**Do Something
Today That
Your Future
Self Will
Thank You For**