



Welcome home!
Saint Demetrios Greek Orthodox Church
Warren, OH

St. Demetrios Strategic Plan Implementation



STEWARDSHIP
CALLING

Bill Marianes

**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 island 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 is dark and reflects the colors of the sky. A small, dark island is visible in the middle ground.

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

Peter Drucker



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.

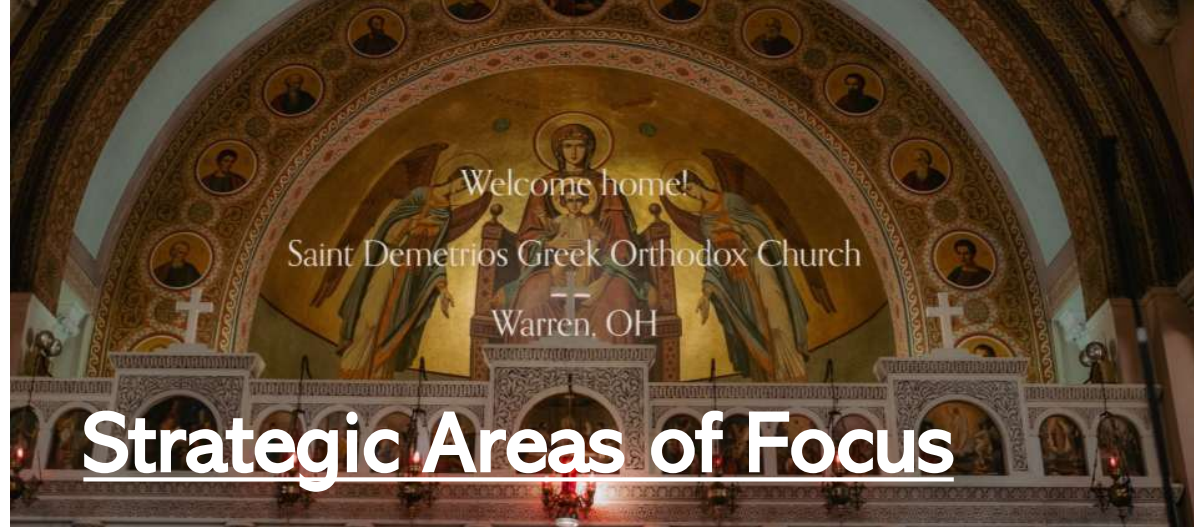


We will:

- (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.**



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

Fr. Costa

(Owner)

Fr. Demetri

(Owner)

**Nick
Cassudakis**

(Stewardship
Head Coach)

**Nita
Hendryx**

(Education
Head Coach)

**Georgia
Marousis**

(Culture
Head Coach)

**Anthony
Payiavlas**

(Facilities
Head Coach)

**Matt
Kassos,
Steve
Zervas,
C.J.
Payiavlas**

(co-captains)

**Sevasti
Gedra,
Vivian
McGarrity,
Helen
Morgan,
Alex Savakis**

(co-captains)

**Cindy
Lambis,
Sonia
Perperidis**

(co-captains)

**Pam
Kassos,
Argie
Makroglou,**

(co-captains)

Five Habits of High-Performing Virtual Teams

<https://leading-resources.com/team-building/five-habits-of-high-performing-virtual-teams/>

High Performance:

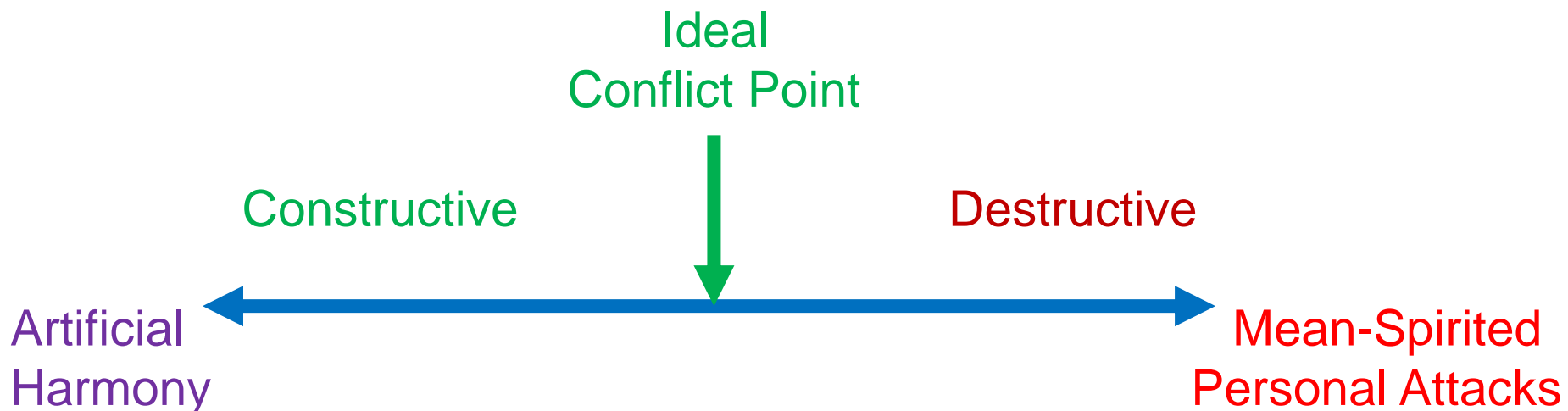




The Five Dysfunctions of a Team

Patrick Lencioni

1. **Lack of TRUST** = vulnerability, being open and able to productively discuss failures, errors, weaknesses, and even fears. (Ego is the #1 team killer.)
2. **Fear of CONFLICT** = productive, ideological conflict - passionate, unfiltered debate around important team issues. A little discomfort is helpful.



“Whatever you do in life, surround yourself with smart people who’ll argue with you.”



John Wooden won 10 NCAA Championships in 12 years



Tom Hagen & Don Vito Corleone

Cultivate a Consigliere!

con·si·glie·re: a trusted adviser to a leader



The Five Dysfunctions of a Team

Patrick Lencioni

3. **Lack of COMMITMENT** = embrace disagreement and temporary indecision to extract every possible idea and perspective to achieve clarity and buy-in. “**Disagree then commit**” with cascading communications to everyone
4. **Avoiding ACCOUNTABILITY** = unwillingness to remind one another when they don't live up to the performance standards of the group



The Five Dysfunctions of a Team

Patrick Lencioni

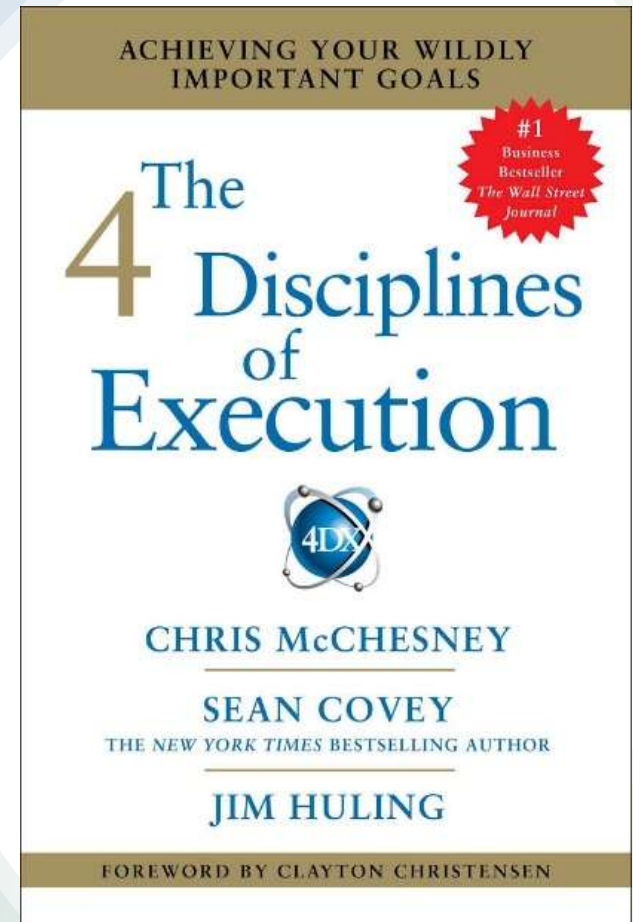
5. Inattention to RESULTS = Use a Scoreboard to unambiguously identify how the team is doing on achieving the goal and how much time is left



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
- ~ Public Scoreboard keeps track of progress on all goals
- ~ Constant parish communications updates of Strategic Goals and “low hanging fruit”



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)

Goal Team check-ins

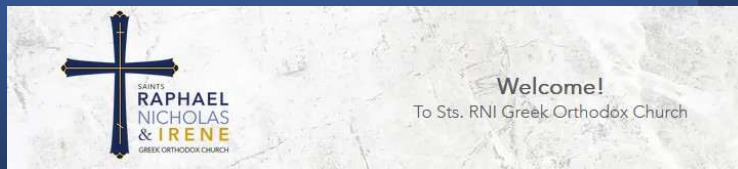
- Short WEEKLY call to update progress
- Each member reports:
 - What they said they'd do
 - What they did
 - What they will do this week
 - Any help they need
- Goal Scoreboard is updated and posted for everyone to see





Stewardship & Engagement Action Plan

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Stewardship & Engagement Giving Program Team		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and engagement success impediments		
4. Research Stewardship &.Engagement Program		
5. Evaluate Stewardship & Engagement Program		
6. Finalize Stewardship & Engagement 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		



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 3 months			
1. Form Stewardship & Engagement Program Team (S&EPT).	SPT and S&EPT Goal Co-Captains	1 month after Start Date	S&EPT members agree to serve
2. Determine adult and youth stewardship, tithing, ministry engagement, and planned giving key definitions and effectiveness metrics.	S&EPT	1 month after step 1	Definitions and metrics determined
3. Analyze the adult and youth parish baseline 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&EPT	1 month after step 2	Parish baselines and parish impediments determination are finalized
4. Identify at least 3 engagement, 3 percentage giving/tithing, and 3 planned giving programs to consider from both inside and outside the Orthodox ecosystem.	S&EPT	Simultaneous with steps 2 & 3	At least 3 stewardship & engagement, 3 percentage giving/ tithing, and 3 planned giving programs are examined

SMART Gap Accountability Plan


(A Cadence of Accountability)

- IHQ regular accountability check-ins
 - a) Bi-weekly calls between Head Coaches and Owners to review update progress and Goal Scoreboard
 - b) Co-Captains 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 SMART Gap follow-through
2. Failure to follow step-by-step of Action Plan and lose momentum
3. Resistance to change from “insiders” & naysayers (“not invented here” syndrome, “we always did it this way”)
4. Absence of visible activity and immediate results (PC “low hanging fruit” & constant communications)
5. Loss of focus on your WHY



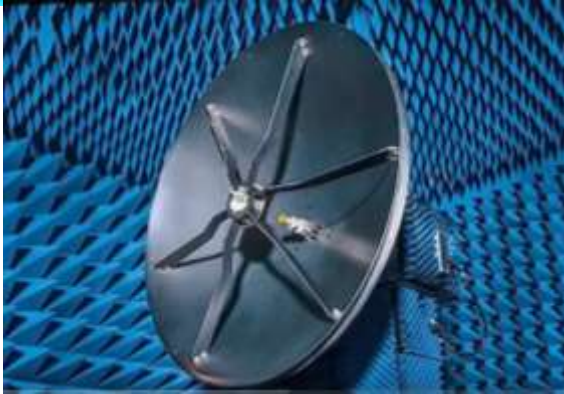
To love one another through Christ and inspire a joyous life with purpose.

You MUST...

1. Follow the data to meet the long-term needs of the entire parish. This cannot be about what YOU think or would like. Nostalgia inhibits progress.
2. Follow the Action Plan! This is your roadmap.
3. Do the research of bona fide and measurable best practices by objective standards. Know your goals.
4. Not just ask what your friend's or koumbaroi's or any other Orthosphere church is doing unless they provide objective data they are using fide best practices.
5. Research best practices outside the Orthosphere. Use Barna, Pew, Gallup, PRRI, Stewardship Calling, successful non-Orthodox churches, etc. who have researched or identified successful best practices.

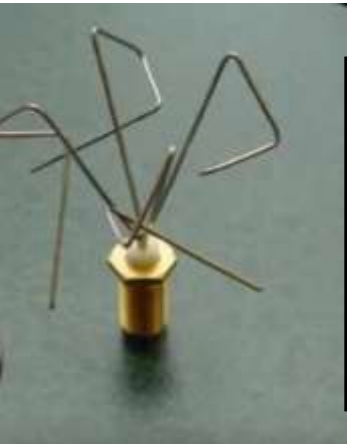
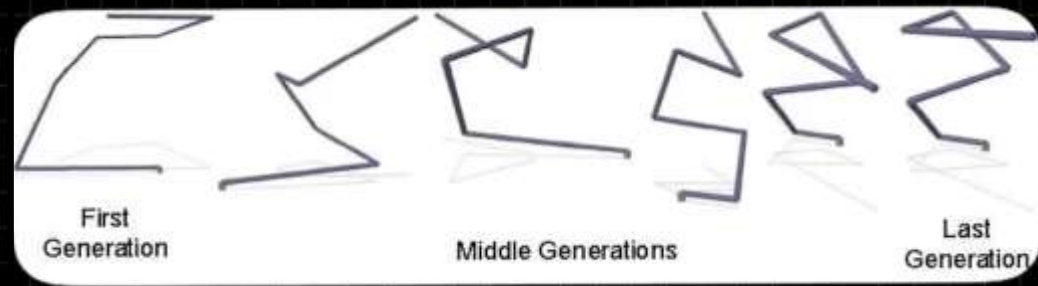


Needed a new Antenna for a space mission

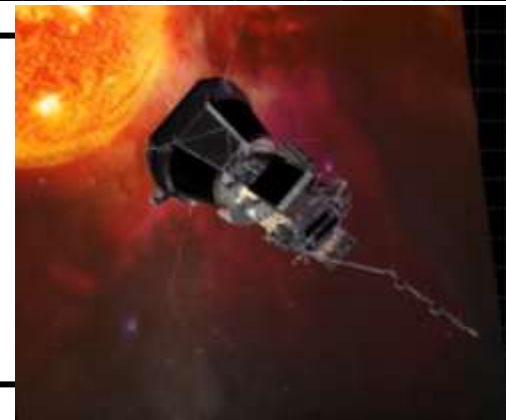


Human engineers used established techniques to keep tinkering with this proven design

Then they turned the challenge over to AI to start from scratch



The far and away best solution looked like nothing they ever conceived of previously.



Please watch this life changing homily about how an Orthodox parish can get UNSTUCK.



<https://www.youtube.com/watch?v=-nl2r0LfZpc>

Next Steps For Success

WE WANT YOU



- ~ 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 more parishioners, experts, and strategic planning converts throughout the entire implementation

Pre-Community Roll-Out Event



- ~ Roll-out event committee plan theme, and over communicate the need for everyone to attend

- ~ PC determine “low hanging fruit” from SWOT Weaknesses they will address in the next year and
 - (a) identify who will lead each one
 - (b) what resources are needed and how they will be produced
 - (c) a reasonable timetable for addressing the issues

- ~ Co-Captains set up first Goal Team meeting date and schedule and reach out to re-engage those SPT members who previously signed up

Community Roll-Out Event



- ~ Frs. Costa/Demetri set tone and focuses on **Why** and **Core Values**
- ~ **Head Coaches** reinforce **Why** and **Core Values** and present the **Mission and Vision** and **Goal Co-Captains**
- ~ Each set of **Co-Captains** present the **Goal**, announce the **Start Date**, and generate enthusiasm by discussing the **measurable goals and timeline** and recruit new team members
- ~ **Parish Council President** announces “**low hanging fruit**” the **PC** will work on during the next year
- ~ **Head Coaches** discuss **goals accountability process** and **completion communications process**
- ~ Frs. Costa/Demetri close the sale and asks for people to complete and submit volunteer forms

Post Community Roll-Out Event



- ~ **Within 5 days of roll-out event, the list of volunteers for each Goal Team is delivered to Co-Captains**
- ~ **Within 10 days of roll out, each new volunteer is contacted and welcomed by the Co-Captains and invited to attend first Goal Team meeting**
- ~ **Within 14 days of roll out, each Goal Team has its first meeting to:**
 - (a) review Goal and Action Plan and discuss execution plan**
 - (b) allocate team to various tasks**
- ~ **Strategic Planning page added to parish website with completed scoreboards showing the dates for each action item that are updated no less frequently than monthly**
- ~ **WHY Statement and Mission Statement added to EVERYTHING and over communicated over and over to PC and in all parish communications (banner in hall)**

“If you keep doing
what you’ve always
done, you’ll keep
getting
what you’ve always
got.”

Henry Ford



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





**QUESTIONS
ANSWERED
HERE
EVEN THE
SILLY ONES**

Any Questions?



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Welcome!
To Sts. RNI Greek Orthodox Church

WHY Statement

**To welcome all on a
transformational journey to
a life of purpose and
salvation.**



Internal Strengths

Welcoming Family & Community

Appeal to Converts

Dynamic Clergy

Ministries

 Youth Programs

 Community Outreach & Greek Festival

Technology Utilization



Internal Weaknesses

Facilities/Building Campaign
Stewardship & Engagement
Parish Council and Ministry Leadership
Adult & Youth Religious Education,
Catechism & Engagement



External Opportunities

Geographic Area

Seekers & Prospective Parishioners

Outreach

Technology & Communications



External Threats

Social Issues

Economic Concerns

Media

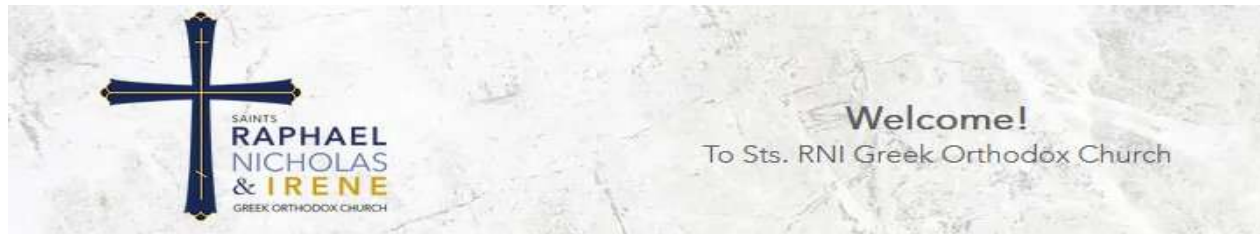
Time & Competitive Pressures



Welcome!
To Sts. RNI Greek Orthodox Church

Core Values

Intentionally Orthodox
Community
Agape Love
Christ-focused



Mission Statement

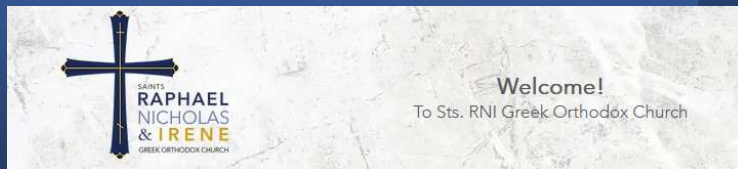
Sts RNI is a welcoming family who develops intentional Orthodox Christians through worship, education, outreach, and service.

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



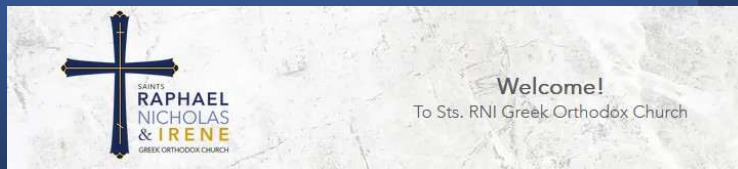
We will research, develop, and implement a best practices and effective adult and youth Stewardship & Ministry Engagement Program (the “Stewardship & Engagement Program”) with a comprehensive communications plan that will achieve the following “Stewardship & Engagement Targets” within 34 months:

- (a) Transition all adult and youth parishioners to intentionally give a percentage of their income on their way to becoming at least tithers (10%);**
- (b) Increase the adult and youth ministry engagement so that at least 90% of parishioners use their time and talents in ministry so that we can become a full participation parish;**
- (c) Cover solely through financial stewardship all parish operating expenses plus at least an additional 10% of operating expenses to be given to parish-chosen external charities without negatively impacting the capital campaign; and**
- (d) Implement a planned giving campaign in which at least 25% of parishioners participate.**



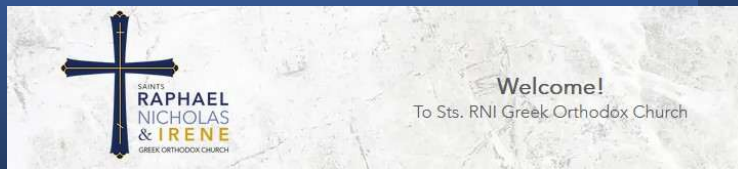
Stewardship & Engagement Action Plan

<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 3 months			
1. Form Stewardship & Engagement Program Team (S&EPT).	SPT and S&EPT Goal Co-Captains	1 month after Start Date	S&EPT members agree to serve
2. Determine adult and youth stewardship, tithing, ministry engagement, and planned giving key definitions and effectiveness metrics.	S&EPT	1 month after step 1	Definitions and metrics determined
3. Analyze the adult and youth parish baseline 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&EPT	1 month after step 2	Parish baselines and parish impediments determination are finalized
4. Identify at least 3 engagement, 3 percentage giving/tithing, and 3 planned giving programs to consider from both inside and outside the Orthodox ecosystem.	S&EPT	Simultaneous with steps 2 & 3	At least 3 stewardship & engagement, 3 percentage giving/tithing, and 3 planned giving programs are examined



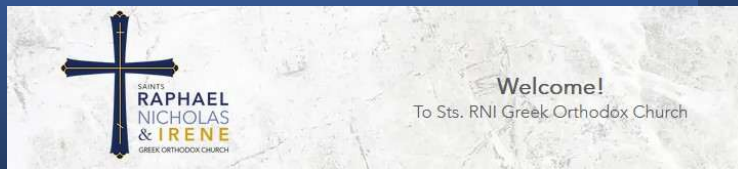
Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 2: Develop the most effective Stewardship & Engagement Program within 3 months			
5. Evaluate researched adult and youth stewardship, tithing, ministry engagement, and planned giving for effectiveness against key performance metrics and parish baselines based on criteria of effectiveness determined in step 2.	S&EPT	1 months after step 4	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 for utilization at the parish the Stewardship, Tithing, Ministry Engagement and Planned Giving Program (collectively the “Stewardship & Engagement Program”) and establish monthly performance benchmarks and comprehensive communications strategy and plan.	S&EPT	2 months after step 5	Stewardship & Engagement Program is finalized, and monthly performance benchmarks are determined
Interim Goal 3: Recruit and train Ambassadors within 2 months			
7. Identify and recruit personal visitation ambassadors/small group leaders (“Ambassadors”) who can implement the Stewardship & Engagement Program.	S&EPT	1 month after step 6	Ambassadors are recruited
8. Train Ambassadors to implement the Stewardship & Engagement Program.	S&EPT	1 month after step 7	Ambassadors are trained



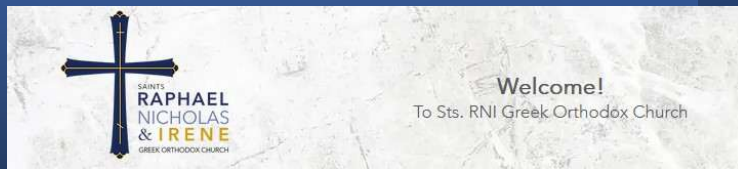
Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Stewardship & Engagement Program to achieve the Stewardship & Engagement Targets within 24 months</u>			
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



Stewardship & Engagement Action Plan

<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 Stewardship Program and make necessary improvements within 2 months</u>			
11. Obtain and compile qualitative and quantitative data from Stewardship & Engagement Program and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Ambassadors and S&EPT	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 S&EPT	1 month after step 11	Analysis is completed, and Stewardship & Engagement Program 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 Giving Program Team		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and engagement success impediments		
4. Research Stewardship &.Engagement Program		
5. Evaluate Stewardship & Engagement Program		
6. Finalize Stewardship & Engagement 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		

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



We will research, develop, and implement best practices and effective adult and youth “Religious Education Programs” with a comprehensive communications plan that will achieve the following “Religious Education Targets ” within 36 months:

- (a) Develop, distribute, and publish on extensive media outlets a wide variety of religious educational materials that achieve designated interaction metrics growing at least 10% per quarter (“Online Program);**
- (b) at least 90% of parish youth will complete a revamped full academic year “Youth Religious Formation and Education School Program” each year and achieve measurable outcomes identified in step 2 of the Action Plan;**
- (c) at least 50% of parish adults will complete a new “Adult Religious Formation and Education Program” each year and achieve measurable outcomes identified in step 2 of the Action Plan; and**
- (d) establish a quarterly dinner “Parish Life Education Program” with dynamic presenters in which at least an average of 25% of parishioners participate in each quarterly program during complete implementation year 1, and at least an average of 40% of parishioners participate in each quarterly program during complete implementation year 2.**

Religious Education Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 1: Research the most effective religious education programs within 4 months</u>			
1. Form Religious Education Team (RET) to develop and implement the “Religious Education Programs” consisting of the Online Program, Youth Sunday School Program, Adult Sunday School Program, and Parish Life Education Program.	SPT and RET Co-Captains	1 month after Start Date	RET members agree to serve
2. Determine religious education key definitions and effectiveness metrics (to include specific deliver/open, view/read, completion/engagement metrics that)grow for adults and youth for each of the four Religious Education Programs.	RET	2 months after step 1	Religious Education Programs key Definitions and metrics determined
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.	RET	1 month after step 2	Parish baselines, and content delivery vehicle and frequency of religious education content is finalized
4. Identify several Online Programs, Youth Sunday School Programs, Adult Sunday School Programs, and Parish Life Education Programs to consider from both inside and outside the Orthodox ecosystem.	RET	Simultaneous with steps 2 & 3	Multiple Religious Education Programs are researched and examined

Religious Education Action Plan

<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 Programs within 4 months</u>			
5. Evaluate researched Religious Education Programs for effectiveness against key performance metrics and parish baselines based on criteria of effectiveness determined in step 2 and determine topics and modalities.	RET	2 months after step 4	Evaluation of alternative Religious Education Programs is completed
6. Modify or develop new Online Program, Youth Sunday School Program, Adult Sunday School Program, and Parish Life Education Program (the “Religious Education Programs”) and establish monthly performance benchmarks to achieve Religious Education Targets.	RET	2 months after step 5	Religious Education Programs are finalized, and monthly performance benchmarks are determined
<u>Interim Goal 3: Recruit and train Educators within 2 months</u>			
7. Identify and recruit Religious Education Programs “Educators” who can implement the Religious Education Programs.	RET	1 month after step 6	Educators are recruited
8. Train Educators to implement the Religious Education Programs.	RET	1 month after step 7	Educators are trained

Religious Education Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Religious Education Programs to achieve the Religious Education Targets within 24 months</u>			
9. Implement Religious Education Programs to achieve the Religious Education Targets.	Educators	24 months after step 8	Religious Education Programs 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

<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 Program and make necessary improvements within 2 months</u>			
11. Obtain and compile qualitative and quantitative data from Religious Education Programs and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.	Educators and RET	1 month after step 10	Religious Education Program assessments are completed
12. Finalize and deliver Religious Education Programs assessment analysis report, and make all refinements necessary to make the Religious Education Programs more effective based on information identified in step 11.	Educators and RET	1 month after step 11	Analysis is completed, and Religious Education Programs is refined accordingly

Religious Education Action Plan

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

Church Building & Capital Campaign S.M.A.R.T. Goal

We will research, develop, and implement a best practices “Church Building Program” that within 54 months will achieve the following “Church Building & Capital Campaign Targets” for a new church.

(a) Within six months we will research and present for General Assembly and Metropolis approval at least the following four options:

- (i) Plan A1: A revised construction plan, budget, and capital campaign and debt plan to fully finance and build on the current site a modified version of the currently approved plan;**
- (ii) Plan A2: A completely modified construction plan, budget, and capital campaign and debt plan to fully finance and build on the current site a new Sanctuary only;**
- (iii) Plan B1: A new construction plan, budget, and capital campaign and debt plan to fully finance and build an expanded sanctuary and other buildings on an entirely new site assuming sale of the current site; and**
- (iv) Plan B2: A budget, capital campaign and debt plan to fully finance and buy an existing building to be developed into a sanctuary and other supportive buildings on an entirely new site assuming sale of the current site.**

(b) Within twelve months after (a), we will:

- (i) Reach consensus and obtain all necessary parish and Metropolis approvals for the final desired Building Program;**
- (ii) Retain the real estate professionals, architects, and general contractors necessary to complete the Building Program;**
- (iii) Develop and begin to execute a “Capital Campaign” process plan and methodology to obtain pledges to cover at least 80% of the aggregate Building Program budget (“Contributed Portion”); and**
- (iv) Negotiate funding commitments for a construction loan and mortgage loan (the “Borrowed Portion”) and develop repayment plan approved by the parish.**

(c) We will complete the Capital Campaign and raise at least the Contributed Portion by the deadline established in the Capital Campaign decided above.

Church Building & Capital Campaign Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
Interim Goal 1: Research the most effective Church Building & Capital Campaign Program within 6 months			
1. Form Church Building & Capital Campaign Team (CB&CCT).	SPT and CB&CCT Goal Co-Captains	1 month after Start Date	CB&CCT members agree to serve
2. Research the alternative options and finalize the parish consensus list, prioritization, and timeline for building and capital improvement projects in the Church Building & Capital Campaign Program.	CB&CCT	2 months after step 1	Finalize Church Building & Capital Campaign Program projects and prioritization
3. Finalize a proposed construction budget for the Church Building & Capital Campaign Program and seek necessary approvals for total budget, Contributed Portion and Borrowed Portion.	CB&CCT	3 month after step 2	Church Building Project budget and Contributed and Borrowed Portions determined
4. Identify at least 3 capital campaign processes (and/or consultants if needed) to consider from both inside and outside the Orthodox ecosystem.	CB&CCT	Simultaneous with steps 2 & 3	At least 3 capital campaign programs and/or consultants are examined

Church Building & Capital Campaign Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 2: Develop the most effective Church Building & Capital Campaign Program within 10 months</u>			
5. Obtain all necessary parish, Metropolis and city approvals for Church Building & Capital Campaign Program, including Capital Campaign and Borrowings budgets.	CB&CCT	10 months after step 4	Approvals obtained and Capital Campaign ad Borrowing levels finalized
6. Develop effective Capital Campaign to reach 100% of parishioners to solicit sufficient 2-3-year pledges to provide at least the Contributed Portion of the Church Building & Capital Campaign Program and negotiate with lenders the construction and mortgage loans. Develop monthly performance benchmarks.	CB&CCT	Simultaneous with step 5	Capital Campaign and construction and mortgage programs and loans are finalized and negotiated
<u>Interim Goal 3: Recruit and train Ambassadors within 2 months</u>			
7. Identify and recruit personal visitation capital campaign ambassadors (“Ambassadors”) who can implement the Capital Campaign.	CB&CCT	1 month after step 6	Ambassadors are recruited
8. Train Ambassadors to implement the Capital Campaign.	CB&CCT	1 month after step 7	Ambassadors are trained

Church Building & Capital Campaign Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<u>Interim Goal 4: Implement the Church Building & Capital Campaign Program to achieve the Church Building & Capital Campaign Targets within 24 months</u>			
9. Implement Church Building & Capital Campaign Program to achieve the Church Building & Capital Campaign Targets.	Ambassadors	24 months after step 8	Church Building & Capital Campaign is fully launched
10. Track and report on monthly performance benchmarks determined in step 6 and continue Ambassadors follow-up with parishioners until Church Building & Capital Campaign Targets are achieved	Ambassadors	Contemporaneous with step 9	Established monthly Church Building & Capital Campaign Targets are achieved
<u>Interim Goal 5: Complete Church Building & Capital Campaign Program</u>			
11. Identify and fill any gaps in Building & Capital Campaign Program to achieve Church Building & Capital Campaign Targets	Ambassadors and CB&CCT	12 months after step 10	Church Building & Capital Campaign Program is completed

Church Building & Capital Campaign Action Plan

<u>Action</u>	<u>Deadline Date</u>	<u>% Complete and Date</u>
1. Form Church Building & Capital Campaign Program Team		
2. Develop Church Building & Capital Campaign Program projects and prioritization		
3. Church Building Project budget and Contributed and Borrowed Portions determined		
4. Capital campaign programs and/or consultants researched		
5. Approvals obtained and Capital Campaign ad Borrowing levels finalized		
6. Capital Campaign and construction and mortgage loans are finalized and negotiated		
7. Identify and recruit Capital Campaign Ambassadors		
8. Train Ambassadors		
9. Implement Church Building & Capital Campaign Program manage to interim monthly targets		
10. Track performance of Church Building & Capital Campaign Program		
11. Identify and fill gaps in results of Church Building & Capital Campaign Program		