



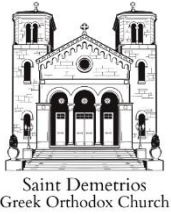
# SAINT DEMETRIOS GREEK ORTHODOX CHURCH

## *Strategic Plan*

JANUARY 26, 2025

### WHY STATEMENT

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

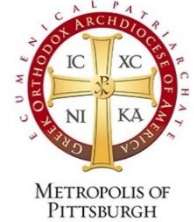


# Saint Demetrios Greek Orthodox Church

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Proistamenos: Rev. Fr. Constantine Valantasis - Assistant Priest: Rev. Fr. Demetrios Constantine



Beloved Faithful,

January 26, 2025

As we embark on this new phase of our community's life, the parish members of our planning committee are pleased to present our Strategic Plan, a comprehensive guide designed to inspire and unite us in fulfilling our mission as a vibrant welcoming parish. This strategic plan is not merely a document; it reflects our collective vision for the future of St. Demetrios Greek Orthodox Church.

At the heart of our community lies a commitment to worship and to religious education for all ages. We believe that nurturing spiritual growth is essential in fostering faithful disciples who carry forth the teachings of Christ into their daily lives. This can only happen when we freely embrace that process of sanctification, which we receive by worshiping God through His One, Holy Catholic, and Apostolic Church, the Orthodox Church. Religious education programs, tailored for children, youth and adults alike, are aimed at deepening our devotion and understanding of Orthodoxy. Another component to our educational programs includes our Greek School Program which is also tailored for youth and adults alike. How blessed we are to be inheritors of the New Testament language regardless of ethnic background. Greek is the language of the Fathers, and the ancestral language for many of us. Cultivating a life-long love for learning the Faith is a gift that will last the entirety of one's lifetime.

Stewardship stands as another cornerstone of our mission. We recognize that each member's contributions—be they time, talent or treasure—are vital in sustaining and expanding the work we do together. By embracing stewardship as an act of gratitude and responsibility, we can ensure that St. Demetrios continues to thrive and serve both its members and the wider community.

Creating a culture that welcomes others is imperative as well. Our parish should be a place where every individual feels valued and embraced regardless of their background or experience with Orthodoxy. By strengthening this aspect of our church culture, we can foster deeper connections among ourselves while also reaching out to those who seek refuge and an encounter with the Living God within our doors.

Finally, not only maintaining but improving our physical structures is essential not simply for aesthetics, but primarily for function as well. We must ensure the "sacred space" we now enjoy for the generations that will come after us. As stewards of these sacred spaces, we are committed to preserving their integrity while enhancing them to meet the needs of the faithful.

This Strategic Plan serves as both inspiration and action guide; a roadmap if you will toward achieving these aspirations over the coming years. Fr. Demetri and I are truly grateful to the many parishioners who worked tirelessly to produce this strategic plan. Together, let us embrace this opportunity not only to reflect on who we are, but more importantly, on who God calls us to be as a parish family.

With love in Christ,

**+Fr. Costa Valantasis**

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# EXECUTIVE SUMMARY

## ST. DEMETRIOS CHURCH WHY STATEMENT:

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

Progress and success require periodically assessing where you are, where you want to be, and how you will get there. Our St. Demetrios Greek Orthodox Church Parish is a pioneer in undertaking this systematic, ambitious, and exciting process. We focus on helping our faithful and creating the most robust and dynamic Parish. This comprehensive Strategic Plan will help all of us manage the “busyness” of our Parish without turning our Parish into a “business.” We will make history together as we implement this Strategic Plan to benefit our Parish, parishioners, and community.

For more than a year, approximately 50 dedicated lay stewards and our clergy, representing the significant diversity within our Parish, have worked joyfully and diligently to analyze available data and issues and develop this Strategic Plan by consensus with input from many of our faithful throughout our Parish. Through a disciplined process, we conducted a detailed analysis of the Strengths, Weaknesses, Opportunities, and Threats (**S.W.O.T.**) of our Parish and developed the following **MISSION** statement:



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

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

*Faith*  
*Love*  
*Philanthropy*  
*Outreach*  
*Integrity*  
*Education*

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

- 1. Within 36 months, measurably improve our:**
  - *Adult and youth Stewardship & Engagement Ministry, and*
- 2. Within 36 months, measurably improve our:**
  - *Adult and youth Religious Education Ministry, and*
- 3. Within 23 months implement best practices and effective adult and youth:**
  - *Parish Leadership Ministry,*
  - *Comprehensive Welcoming Ministry, and*
  - *Outreach & Inreach Ministry; and*
- 4. Within 39 months, establish and implement:**
  - *a viable and effective comprehensive Building and Facilities Ministry that will finalize a Consensus Facilities Plan.*

To address our Strengths, Weaknesses, Opportunities, and Threats, stay true to our Mission and Core Values, and pursue our Vision, we identified four strategic areas of focus and organized a separate Task Force to identify and address goals in each area:

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

These 4 Task Forces then developed by consensus the Strategic Goals and the detailed action plans to achieve them, all of which met the “**S.M.A.R.T.**” goal criteria of being **Specific, Measurable, Attainable, Relevant (and Realistically written), and with achievable **Timetable**.**

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

**Part 1** (pages 6 through 18) includes more detail about the process, the team, our Statement of Why, Mission, our S.W.O.T. Analysis, Core Values and Vision.

**Part 2** (pages 19 through 35) lays out the four specific S.M.A.R.T. Goals and the very methodical, step-by-step implementation action plan and process to achieve each goal, including precise timelines, areas of responsibility, and how we will measure success.

The length of this Strategic Plan may give some pause. However, given the vast diversity of our Parish, faithful, and our needs, we wanted to provide a thorough analysis of what we must do and a comprehensive plan to accomplish everything in a unified and effective manner. We ensured that our Parish, Parish-level ministries, and parishioners were the primary focus of every aspect of our planning.

The real work begins as we commit ourselves to dedicating the necessary resources and prioritizing our efforts to work diligently and achieve this blueprint that offers us an exciting road map to our sacred destiny. We have also established a systematic process to assess our successes and challenges and adjust to achieve measurable positive results. Please walk with us as we take this journey of faith. The future of our Parish’s faithful depends on how diligently we perform this Strategic Plan as stewards of God’s many blessings.

With this Strategic Plan, we now have a clear road map for how our St. Demetrios Greek Orthodox Church Parish exists ***to love one another through Christ and inspire a joyous life with purpose.***



# PART ONE:

## The Process, Mission, S.W.O.T., Core Values, Vision, Strategic Goals

### Start With WHY

Our Lord and Savior, Jesus Christ, gave us His life as an example of how we should live. He also asked us to nurture and grow His Church. Our Father gives us all our many other blessings. What will we do with all these gifts for God's greater glory and a righteous life both here and as we prepare for a "**good account before the awesome judgment seat of Christ**"<sup>1</sup> for all of eternity?

Visionaries understand the importance of first creating a clear vision of "Why?"<sup>2</sup> It is said that the two most important days of your life are:

1. First, the day you were born, and
2. Second, the day you figure out "Why?"<sup>3</sup>

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

It is also critical for each organization and Church to know its "Why." Understanding one's "Why" is Biblical: "**Men, why are you doing these things?**"<sup>4</sup> Through this Strategic Plan, St. Demetrios Greek Orthodox Church (the "**Parish**") commits to emulate the kingdom of God. We unequivocally state:

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

"**Come and see**"<sup>5</sup> how you can change your life and the lives of others for the better by joining a dedicated team of disciples seeking to discover and live their callings through a strong, dynamic, faithful, and purposeful Orthodox Parish.

### Why Strategic Planning?

Strategic Planning is, first and foremost, Biblical and Christ-centered. At the very end of our Lord's ministry on this earth, He gave His Apostles a clear strategic plan as to how they were to achieve his vision by saying: "**Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I commanded you.**"<sup>6</sup>

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

The Book of Acts, written by St Luke, has been described as: ***“...a blueprint for reproducing the specific details and aspects of the Church...However, it is of great importance for understanding the organization and structure of the Church...”***<sup>7</sup> And in the rich Holy Gospel, we find Christ’s clear strategic direction and plan given to his Apostles: ***“But you shall receive power when the Holy Spirit has come upon you; and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth.”***<sup>8</sup>

The world has changed dramatically since our Lord’s time on this earth and even since the Orthodox Church first arrived in the United States. And the speed of change is accelerating at a more rapid pace.

All the data information inevitably leads to the conclusion that to thrive in the current millennium, our Parish must consider the existence of rapidly changing, practical realities without abandoning the truth and essence of our Orthodox Faith and Holy Traditions and, most notably, the timeless teachings of our Lord and Savior Jesus Christ. In other words, there can be no indifference. If we are not moving forward, we are drifting backward.

One of the common challenges of strategic planning for a diverse Parish is the need to fully appreciate and meaningfully address the issues experienced by our parishioners. Thus, the Parish’s Strategic Planning Team was comprised of very diverse representatives of our Parish who primarily focused on the opportunities, needs, and challenges of all our parishioners and Parish-level ministries. It remains incumbent upon all who serve our Church to listen to and focus on the unique needs of our faithful and those seeking Christ. We believe this Strategic Plan does that.





# What is Strategic Planning?

Strategic planning defines our direction (strategy) and allocates our resources to achieve our goals. A Strategic Plan must answer four fundamental questions:

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

## Statement of Why

1. Why do we exist? We must articulate why we exist and why anyone should want to join our Church.

## Current State

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

## Desired Future State

3. Where do we want to be? Following our sense of God's calling, we determine our consensus and comprehensive vision of where we want to be within a reasonable period.

## Action Plan

4. How will we get there? This is where specific activities are outlined in each area, which we determine to be critical in making our vision a reality.

# What is Our Plan?

A "**Strategic Planning Team**" that grew to over 50 diverse lay leaders and clergy throughout our Parish community was formed to do the initial work.<sup>9</sup> We made every effort to be as inclusive and diverse as possible as we gathered people from our Parish family's perspectives, constituencies, and regions.

## Mission

A critical part of any Strategic Planning process is developing a clear description of the fundamental purpose for which an organization exists and what it does to achieve its Vision. Mission answers the question: “What do we do?” A Mission statement is Biblical: **“Go therefore and make disciples of all the nations.”**<sup>10</sup>

To address the needs of the Parish more particularly, we adopted the new Parish Mission Statement:

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

## S.W.O.T. Analysis

Proper Strategic Planning requires a comprehensive analysis of the current state by examining one’s Strengths, Weaknesses, Opportunities, and Threats (“**S.W.O.T.**”). A S.W.O.T. Analysis focuses on the following: (a) Internal Factors comprised of Strengths and Weaknesses; and (b) External Factors comprised of Opportunities and Threats that include sociocultural shifts, macroeconomic matters, technological advances, changes in laws or our environment, etc.

Such an analysis and testing of oneself is Biblical: **“Examine yourselves as to whether you are in the faith. Test yourselves!”**<sup>11</sup> The entire Parish family and each member of the Strategic Planning Team participated in this S.W.O.T. Analysis in writing and through a community forum.

At the first three-day retreat, the Strategic Planning Team assessed many unique Strengths, Weaknesses, Opportunities, and Threats. However, to make the final S.W.O.T. list, a particular item had to be recorded by many people and agreed upon by consensus. The Strategic Planning Team extensively discussed everything to reach a consensus on our Strengths, Weaknesses, Opportunities, and Threats. This list is a static assessment and will inevitably be modified as our parishioners, Parish, Metropolis, and the world around us change.

As a result, the Strategic Planning process must remain dynamic and not static to address new or different Strengths, Weaknesses, Opportunities, and Threats. One of the challenges that must be addressed in this Strategic Plan is implementing, periodically reassessing, refreshing, and potentially modifying to remain a living and breathing document and roadmap through a constantly changing environment.

To maximize the effectiveness and results of any Strategic Plan, the various Strategic Goals should address as many of the items discovered in the S.W.O.T. Analysis as possible. This Strategic Plan does that. A summary of the consensus S.W.O.T. conclusions follows:

# St. Demetrios Greek Orthodox Church Parish

## S.W.O.T. SUMMARY

### 1. Strengths

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

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

### 2. Weaknesses

**Weaknesses** include characteristics that place our Parish at a disadvantage. This can consist of problems we face that we must overcome.

- 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)
-

### 3. Opportunities

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

- Community Outreach & Philanthropy
  - Location & Downtown Warren
  - Technology & Social Media
  - Seekers & Inquires from other Religious Traditions
- 

### 4. Threats

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

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

Many interesting and valuable pieces of information and inferences were drawn from this S.W.O.T. Analysis. Significant time must be spent by the various ministries and leaders of the Parish to continue to assess and address the items identified in the S.W.O.T. Analysis. Indeed, we identified several Weaknesses as “low hanging fruit” that the Parish Council and ministries can improve while we achieve the more significant Strategic Goals.

We acknowledge that our post-immigrant generation Church is experiencing massive numbers of interfaith marriages and the significant outstanding outreach and evangelism Opportunities in our extremely ethnically diverse Parish family. Accordingly, we must work diligently to be a Church that exists *to love one another through Christ and inspire a joyous life with purpose.*

## Core Values

Core Values are beliefs shared among the stakeholders in an organization. They drive an organization's culture and priorities and provide a framework to help make decisions. God presented us with critical Core Values in the Ten Commandments, and our Lord and Savior Jesus Christ augmented them in his Sermon on the Mount with what is known as the Beatitudes.<sup>12</sup>

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

*Faith*  
*Love*  
*Philanthropy*  
*Outreach*  
*Integrity*  
*Education*

## Vision

Vision defines what the organization hopes to do in the future. Vision is a longer-term, multi-year view focusing on: (1) **What do we want to accomplish?** (2) **Where are we going?** (3) **What do we want to be in the future?**

A Vision is Biblical: "***Where there is no vision, the people will perish.***"<sup>13</sup> After numerous and extensive small and large group discussions, the Strategic Planning Team, by consensus, agreed upon the following Vision for the Parish:

- 1. Within 36 months, measurably improve our:**
  - *Adult and youth Stewardship & Engagement Ministry, and*
- 2. Within 36 months, measurably improve our:**
  - *Adult and youth Religious Education Ministry, and*
- 3. Within 23 months implement best practices and effective adult and youth:**
  - *Parish Leadership Ministry,*
  - *Comprehensive Welcoming Ministry, and*
  - *Outreach & Inreach Ministry; and*
- 4. Within 39 months, establish and implement:**
  - *a viable and effective comprehensive Building and Facilities Ministry that will finalize a Consensus Facilities Plan.*

# Strategic Goals

Strategy is a roadmap for implementing the Vision and achieving the organization's goals. It keeps the organization going in the right direction. Strategic Goals are only as effective as the process and discipline implemented to execute and monitor them.

Setting strategic goals and action plans is Biblical. Our Lord provided his Apostles and Disciples with clear direction and step-by-step instructions throughout the Holy Gospel. ***“Let your light shine before men, that they may see your good works and glorify your Father in heaven.”***<sup>14</sup> ***“These twelve Jesus sent out, charging them... go rather to the lost sheep of the house of Israel. And preach as you go... Heal the sick, raise the dead, cleanse lepers, cast out demons.”***<sup>15</sup>

The Strategic Planning Team used the “S.M.A.R.T.” goal process to help ensure that each Strategic Goal is achieved if the various actions and steps identified in the process are diligently pursued and executed.

The S.M.A.R.T. Goal process requires that each Strategic Goal be:

**Specific:** Is the goal specific enough for clarity so everyone will understand?

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

**Attainable:** Is the goal genuinely achievable by us within a reasonable time?

**Relevant and Realistically Written:** Is the goal relevant to our situation and realistically written to address our needs?

**Timeline:** Is there a timeline associated with ensuring completion and accountability?



## Strategic Task Forces.

At the first Strategic Planning retreat, the Strategic Planning Team brainstormed many specific strategic items that addressed the Weaknesses, Opportunities, and Threats, were consistent with the Core Values, focused on the Mission, and helped achieve the Vision. After many hours of discussions, the Strategic Planning Team consolidated the many items and organized them into 4 Strategic Areas of Focus to systematically address the most critical issues. The Parish's 4 Strategic Areas of Focus are:

*1. Stewardship & Engagement Ministry*

*2. Religious Education Ministry*

*3. Parish Culture Ministry:*

*Leadership, Welcoming, Outreach and Inreach*

*4. Parish Facilities Ministry*

## 4 Strategic Goals.

In the months between the two strategic planning retreats, the Strategic Planning Team divided itself into these 4 Strategic Task Forces. It began monthly meetings and calls to develop a reasonable number of the most critical S.M.A.R.T. Strategic Goals to achieve in their Strategic Area.

At a second retreat, the Strategic Planning Team thoroughly discussed and agreed upon the specific wording of each S.M.A.R.T. Strategic Goal and a detailed Action Plan to achieve each goal that outlined (1) each specific action to be undertaken; (2) who was responsible for doing each necessary action; (3) how we would measure the achievement of that action; and (4) the timetable for the achievement of the action.

## Can We Do This?

Some challenges we will address have been with us for a while. Others are new. We have unique gifts that must be celebrated and put to the best use for God's greater glory and our salvation. And all of us working together can achieve the unimaginable.

***"God has appointed some in the church as follows: first apostles, second prophets, third teachers, then wonderworkers, also those having the gifts of healing, those able to help others, those with gifts of administration, and those with different kinds of tongues."***<sup>16</sup>

Just as our Lord appointed 70 Disciples to go to "***every city and place***"<sup>17</sup> and preach the word, so too must all of us in the Parish family become disciples and share the good news. This Strategic Plan affords each of us that opportunity.

## Implementation of Action Plans for 4 Strategic Goals and Accountability.

To be successful, any genuine Strategic Plan should follow a 4-P approach: (1) use the proper Process; (2) recruit the right People; (3) develop the best, practical Plan; and (4) Perform effectively and thoroughly implement the plan. We believe that with God's grace and the Holy Spirit's invaluable and essential assistance and presence, this Strategic Planning process allowed the right team to deploy the proper process to reach significant goals and action plans. The most critical and complex step remains, namely the performance and implementation of this Strategic Plan.

The initial hard work of the Strategic Planning Team and Facilitator is now complete with publishing this Strategic Plan. The Parish will now reorganize itself and dedicate the necessary resources (human, financial, time, and other) to ensure complete implementation and success. This will require the dedication of time and the active involvement of a much bigger and broader group of the faithful. Indeed, significant additional human and financial resources and operational changes will be required to succeed.

To achieve the 4 Strategic Goals, reconstituted "**Implementation Task Forces**" will be formed - one for each of the Strategic Goals identified by the Strategic Planning Committee. These new Implementation Task Forces will include some initial Strategic Planning Task Forces members. They will also add large numbers of individuals from throughout (and perhaps outside) the Parish who can assist in achieving the 4 Strategic Goals.

We are also implementing an unprecedented level of accountability and transparency. As you can see, every action plan step for all 4 Strategic Goals is measurable and has a deadline. We will be regularly and publicly reporting on our progress. We have also instituted multiple feedback and accountability loops to ensure that we stay on track and are focused on achieving success. All of this will be publicly tracked and reported on our Parish Strategic Plan tab on our church website ([saintdemetriuswarren.org](http://saintdemetriuswarren.org)) and will be shared with parishioners regularly. After we have achieved every Strategic Goal, we will again measure how well we have addressed our challenges and then reassess where we go from there. Failure is not an option!





# YOU ARE INVITED TO JOIN THE TEAM!

We invite anyone interested in working on any specific Strategic Goal to volunteer and offer their stewardship of time and talents. The more experienced and dedicated souls we have working together, the more we can achieve. These newly constituted and expanded 4 Strategic Planning Implementation Task Forces will execute and manage the tasks identified in the specific Strategic Action Plans contained in this Strategic Plan.

Each Strategic Goal will have “**Team Co-Captains,**” who are primarily responsible for ensuring that the Implementation Task Force team working on that Strategic Goal stays on track and schedule. The overall implementation of every aspect of this Strategic Plan will be coordinated by the Goal “**Team Co-Captains,**” a “**Team Head Coach,**” and “**Team Owners,**” all of whom form our “**Implementation Headquarters**” (“IHQ”) to help ensure the entire project remains on track. At the same time, we welcome all the faithful of our Parish family to join us on this holy journey of faith by contacting any of the below to volunteer:

	Goal / Ministry	Name	Email Address
Team Owners	For all goals	Rev. Father Constantine Valantasis	cvalantasis@aol.com
		Rev. Father Demetri Constantine	demetriconstantine@gmail.com
Team Head Coaches	Stewardship & Engagement	Nick Cassudakis	nickcassudakis@gmail.com
	Religious Education	Nita Hendryx	hendryxnita@outlook.com
	Parish Culture	Georgia Marousis	marousisgeorgia@gmail.com
	Parish Facilities	Anthony Payiavlas	apayiavlas@avifoodsystems.com
Team Co-Captains	Stewardship & Engagement	Matt Kassos	matt@premiummeats.com
		Steve Zervas	szervas1@yahoo.com
		Constantine Payiavlas	cpayiavlas98@gmail.com
	Religious Education	Helen Morgan	morgans2364@aol.com
		Sevasti Gedra	sevasti.gedra@gmail.com
		Vivian McGarrity	parent@protomartyr.us
		Alex Savakis	mcsforum@aol.com
	Parish Culture	Cindy Lambis	cindy.lambis@ymail.com
		Sonia Perperidis	saperper@yahoo.com
	Parish Facilities	Pam Kassos	pammy5445@aol.com
		Argie Makroglou	argiemakroglou@gmail.com

## Communications and Breadth

The proper and effective communication of this Strategic Plan and the progress made on its achievement will be equally critical. Accordingly, regular communications about how we are achieving our exciting Strategic Goals and Vision is an integral part of this Strategic Plan. Our Clergy and IHQ will regularly communicate the latest updates regarding our progress to all the faithful. The Parish website and other publications will be re-formatted

to feature active links and content to each element of our Vision and 4 Strategic Goals. Regularly communicating our progress and successes will make our Strategic Plan real and achievable.

Some might be concerned that the breadth of this Strategic Plan may be overwhelming. So are the challenges facing our Parish and Holy Orthodox Church. Given our faithful's disparate needs and varied talents, it is critical to have Strategic Goals that serve the vast diversity of our Parish, stewards, and challenges. Prioritization and allocation of available resources will inevitably be required. Each step sets out the time and sequence from the previous action item(s) and steps. After the Head Coaches and Strategic Goal Co-Captains set the Start Dates for each Strategic Goal, the timetable for its achievement is established. We have also included numerous reporting, accountability processes, and feedback loops to ensure that we transparently report our progress and do not drop the ball on any of this critical and holy work.

## Conclusion

There is something in this Strategic Plan for everyone that will allow us to address our most significant issues. After thorough research, careful and prayerful reflection, and diligent work by over 50 dedicated faithful from our Parish, we believe that the systematic implementation of the detailed action plans in this Strategic Plan will allow us to directly address our needs and allow us to improve our service to the faithful entrusted to us measurably.

We do not believe our resources to implement this Strategic Plan are scarce, given the extraordinary God-given talents that exist within the faithful of our Parish. We believe we live in a world of abundance. By the Grace of God and with the essential support of the Holy Spirit, we can make a difference and achieve all of our Strategic Goals in the fullness of time. Our future can be very bright if we work together!

Throughout the process, our Parish will remain true to our [Core Values](#):

*Faith*  
*Love*  
*Philanthropy*  
*Outreach*  
*Integrity*  
*Education*

We want as many of our faithful as possible involved in the transformational improvements resulting from this exciting Strategic Plan. If you, or anyone you know, wants more information or to volunteer, please contact the Parish office directly or email us at [office@saintdemetrioswarren.org](mailto:office@saintdemetrioswarren.org) or contact anyone on page 16.

You can always access this entire Strategic Plan and check out our progress, which we will regularly update, by going to our Parish Strategic Planning tab on our church website at [saintdemetrioswarren.org](http://saintdemetrioswarren.org).

There is plenty of room for the active engagement of every person and organization prepared to ensure that our Parish achieves our Vision to:

**1. Within 36 months, measurably improve our:**

- *Adult and youth Stewardship & Engagement Ministry, and*

**2. Within 36 months, measurably improve our:**

- *Adult and youth Religious Education Ministry, and*

**3. Within 23 months implement best practices and effective adult and youth:**

- *Parish Leadership Ministry,*
- *Comprehensive Welcoming Ministry, and*
- *Outreach & Inreach Ministry; and*

**4. Within 39 months, establish and implement:**

- *a viable and effective comprehensive Building and Facilities Ministry that will finalize a Consensus Facilities Plan.*

*May God bless the St. Demetrios Greek Orthodox Church Parish and its faithful on our journey!*

# PART TWO: Specific Action Plans for Each of the 4 Strategic Goals

## Strategic Goal #1: Stewardship & Engagement Ministry

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:

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

Action Steps	Responsible Party	Deadline	Completion Test
<b>Interim Goal 1: Research the most effective stewardship and ministry engagement programs within 4 months</b>			
1. Form Stewardship & Engagement Ministry Team (S&EMT). (February 1 Start Date)	SPT and S&EMT Goal Co-Captains	3-1-25	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	4-1-25	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	6-1-25	Parish baselines and parish impediments determination are finalized

# Strategic Goal #1: Stewardship & Engagement Ministry (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
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
<b><u>Interim Goal 2: Develop the most effective Stewardship, Ministry Engagement &amp; Planned Giving Ministry within 3 months</u></b>			
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	7-1-25	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	9-1-25	SMEPG Ministry is finalized, and monthly performance benchmarks are determined
<b><u>Interim Goal 3: Recruit and train Ambassadors within 3 months</u></b>			
7. Identify and recruit stewardship personal visitation ("Ambassadors") who can implement the SMEPG Ministry.	S&EMT	10-1-25	Ambassadors are recruited
8. Train Ambassadors to implement all aspects of the SMEPG Ministry.	S&EMT	12-1-25	Ambassadors are trained
<b><u>Interim Goal 4: Implement the Stewardship, Engagement &amp; Tithing Ministry to achieve the Stewardship &amp; Engagement Targets within 24 months</u></b>			
9. Fully implement the SMEPG Ministry to achieve the Stewardship & Engagement Targets.	Ambassadors	12-1-27	SMEPG Ministry is fully launched

# Strategic Goal #1: Stewardship & Engagement Ministry (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
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
<b><u>Interim Goal 5: Compile and assess the results of the Stewardship, Engagement &amp; Tithing Ministry and make necessary improvements within 2 months</u></b>			
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	1-1-28	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	2-1-28	Analysis is completed, and SMEPG Ministry is refined accordingly

# Strategic Goal #1: Stewardship & Engagement Ministry (cont'd)

Lead Measure Action	Deadline Date	% Complete and Date
1. Form Stewardship & Engagement Ministry Team	3-1-25	
2. Develop definitions and effectiveness metrics	4-1-25	
3. Analyze parish baselines and engagement success impediments	6-1-25	
4. Research Stewardship & Engagement Ministry	Simultaneous with steps 2 & 3	
5. Evaluate Stewardship & Engagement Ministry	7-1-25	
6. Finalize Stewardship & Engagement Ministry	9-1-25	
7. Identify and recruit Stewardship Ambassadors	10-1-25	
8. Train Stewardship Ambassadors	12-1-25	
9. Implement Stewardship & Engagement Ministry and manage to interim monthly targets	12-1-27	
10. Track performance Data from Stewardship & Engagement Ministry Implementation	Contemporaneous with step 9	
11. Obtain qualitative and quantitative assessment data from Stewardship & Engagement	1-1-28	
12. Improve Stewardship & Engagement Ministry based lessons learned in step 11	2-1-28	

## Strategic Goal #2: Religious Education Ministry

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:

**PART 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.

**PART 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.**



# Strategic Goal #2: Religious Education Ministry – PART 1

Action Steps	Responsible Party	Deadline	Completion Test
<b>Interim Goal 1: Research the most effective Religious Education Ministries within 4 months</b>			
1. Form Religious Education Ministries Team (REMT). (February 1, 2025 Start Date)	SPT and REMT Co-Captains	3-1-25	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	5-1-25	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	6-1-25	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
<b>Interim Goal 2: Develop the most effective Religious Education Ministries within 4 months</b>			
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	8-1-25	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	10-1-25	Religious Education Ministries are finalized, and monthly performance benchmarks are determined

## Strategic Goal #2: Religious Education Ministry – PART 1 (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
<b><u>Interim Goal 3: Recruit and train Religious Educators Leaders within 2 months</u></b>			
7. Identify and recruit Religious Education Ministries “Educators” who can teach and implement each of the Religious Education Ministries	REMT	11-1-25	Educators are recruited
8. Train Educators to implement the Religious Education Ministries.	REMT	12-1-25	Educators are trained
<b><u>Interim Goal 4: Implement the Religious Education Ministry to achieve the Religious Education Targets within 24 months</u></b>			
9. Implement Religious Education Ministries to achieve the Religious Education Targets.	Educators	12-1-27	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
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	1-1-28	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	2-1-28	Analysis is completed, and Religious Education Ministry is refined accordingly

## Strategic Goal #2: Religious Education Ministry – PART 1 (cont'd)

<u>Lead Measure Action</u>	<u>Deadline Date</u>	<u>% Complete - Date</u>
1. Form Religious Education Ministry Team	3-1-25	
2. Develop definitions and effectiveness metrics	5-1-25	
3. Analyze parish baselines and engagement success impediments	6-1-25	
4. Research Religious Education Ministries	Simultaneous with steps 2 & 3	
5. Evaluate Religious Education Ministries	8-1-25	
6. Finalize Religious Education Ministries	10-1-25	
7. Identify and recruit Educators	11-1-25	
8. Train Educators	12-1-25	
9. Implement Religious Education Ministries and manage to interim monthly targets	12-1-27	
10. Track performance Data from Religious Education Ministries Implementation	Contemporaneous with step 9	
11. Obtain qualitative and quantitative assessment data from Religious Education Ministries	1-1-28	
12. Improve Religious Education Ministries based lessons learned	5-1-28	

## Strategic Goal #2: Religious Education Ministry – PART 2

Action Steps	Responsible Party	Deadline	Completion Test
<b><u>Interim Goal 1: Research interest in Parochial School and alternatives within 9 months</u></b>			
1. Form Parochial School Team (PST). (June 1, 2025 Start Date)	SPT and PST Co-Captains	6-1-25	PST members agree to serve
2. Determine Parochial School (PS) desired outcomes and effectiveness metrics.	PST	8-1-25	PS metrics determined
3. Survey and analyze parish interest in developing some form of PS solution and optimum alternative approaches.	PST	Simultaneous with 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	10-1-25	Several alternative PS models are diligently reviewed along with the necessary steps to develop the parish's PS strategy.
<b><u>Interim Goal 2: Develop the most effective PS alternative within 9 months</u></b>			
5. Evaluate all the researched parochial school alternatives and develop a specific proposal and submit it to the parish for approval.	PST	12-1-25	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 create a strategic, operational and financial plan for the preferred PS alternative.	PST	1-1-26	PS Board and Headmaster selected, and strategic, operational and financial plan developed

## Strategic Goal #2: Religious Education Ministry – PART 2 (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
<b><u>Interim Goal 3: Implement Plan to be prepared for opening within 6 months</u></b>			
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	2-1-26	PS alternative opened
8. Track and report on monthly performance benchmarks determined in strategic, operational, and financial plan.	Board and Headmaster	2-1-26 through 2-1-27	Monthly reports of progress released
<b><u>Interim Goal 4: Compile and assess the results of the PS and make necessary improvements within 2 months</u></b>			
9. Obtain and compile qualitative and quantitative data of PS effectiveness, identify areas for improvement, and make all refinements necessary.	Board and Headmaster	4-1-27	Assessment and remediation plans created and implemented

Lead Measure Action	Deadline Date	% Complete - Date
1. Form Parochial School Team	6-1-25	
2. Develop definitions and effectiveness metrics	8-1-25	
3. Analyze parish baselines and engagement success impediments	Simultaneous with step 2	
4. Research, visit, understand at least 3-5 existing parochial schools.	10-1-25	
5. Evaluate researched parochial school alternatives and develop a specific proposal.	12-1-25	
6. Select initial Board of Directors (Board) and Headmaster and create a strategic, operational and financial plan for the preferred PS alternative	1-1-26	
7. Implement strategic, operational, and financial plan	2-1-26	
8. Track and report on monthly performance benchmarks determined in strategic, operational, and financial plan.	2-1-26 through 2-1-27	
9. Obtain and compile qualitative and quantitative data of PS effectiveness, identify areas for improvement, and make all refinements necessary.	4-1-27	

## **Strategic Goal #3: Parish Culture Ministry: Leadership, Welcoming, Outreach and Inreach**

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”).

## Strategic Goal #3: Parish Culture Ministry: Leadership, Welcoming, Outreach and Inreach (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
<b><u>Interim Goal 1: Research the most effective Parish Culture Ministries within 3 months</u></b>			
1. Form Parish Culture Ministry Team (PCMT). (February 11, 2025 Start Date)	SPT and Goal Co-Captains	3-1-25	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	5-1-25	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
<b><u>Interim Goal 2: Develop the most effective Parish Culture Ministries within 4 months</u></b>			
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	7-1-25	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	9-1-25	Effective Parish Culture Ministries are developed and monthly performance benchmarks are identified

## Strategic Goal #3: Parish Culture Ministry: Leadership, Welcoming, Outreach and Inreach (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
<b><u>Interim Goal 3: Recruit and train Ambassadors to implement the Parish Culture Ministries</u></b>			
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	10-1-25	Ambassadors are recruited
7. Train Ambassadors to implement all Parish Culture Ministries.	PCMT	11-1-25	Ambassadors are trained
<b><u>Interim Goal 4: Implement the most effective Parish Culture Ministries</u></b>			
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
<b><u>Interim Goal 5: Assess and improve all Parish Culture Ministries within 2 months</u></b>			
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.	Ambassadors and PCMT	1-1-27	Parish Culture Ministries assessment completed, and improvements implemented for the next year.



## Strategic Goal #3: Parish Culture Ministry: Leadership, Welcoming, Outreach and Inreach (cont'd)

Lead Measure Action	Deadline Date	% Complete and Date
1. Form Parish Culture Ministries Team	3-1-25	
2. Develop definitions and effectiveness metrics	5-1-25	
3. Research Parish Culture Ministries	Simultaneous with steps 3	
4. Compile and evaluate research and Parish Culture success impediments	7-1-25	
5. Finalize Parish Culture Ministries	9-1-25	
6. Identify and recruit Ambassadors	10-1-25	
7. Train Ambassadors	11-1-25	
8. Implement Parish Culture Ministries and manage to interim monthly targets and track performance data from Parish Culture Ministries Implementation	beginning immediately after step 7 and continuing for 12 months	
9. Obtain qualitative and quantitative assessment data from Parish Culture Ministries and improve Parish Culture Ministries	1-1-27	

## Strategic Goal #4: Parish Facilities Ministry

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”:

A new and comprehensive “Parish and Facilities Ministry” will:

- A. Within 6 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
  1. facilities improvements and additions priorities list,
  2. plans for sales of superfluous property, and
  3. creation of development budget (including use of the Endowment) for the Consensus Parish Facilities Plan;
- B. within 3 months after (A)(1-3),
  1. obtain all necessary parish approvals for the Consensus Parish Facilities Plan;
  2. B. obtain Metropolis and other governmental approvals for the Consensus Parish Facilities Plan approved by the parish;
- C. within 6 months after (B)(1-2),
  1. Identify and contract with architects, general contractors. and other service providers necessary to execute the Consensus Parish Facilities Plan;
  2. 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”);
  3. Obtain funding commitments for a construction loan and, if necessary, mortgage loan and repayment plan (the “Borrowed Portion”) for the Consensus Facilities Plan; and
- D. within 24 months after (C)(1-3) complete the Consensus Parish Facilities Plan, including completion of the Capital Campaign by raising at least the Contributed Portion.

## Strategic Goal #4: Parish Facilities Ministry (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
<b><u>Interim Goal 1: Research parish buildings and facilities options to determine optimum solution within 6 months</u></b>			
1. Form Parish Facilities Ministry Team (PFMT). (February 12, 2025 Start Date)	SPT and Goal Co-Captains	2-12-25	PFMT members agree to serve
2. Comprehensively research the alternative options and analyze optimal alternative(s) for a proposal for Goal items (A) (1-3) (the "Consensus Parish Facilities Plan").	PFMT	8-1-25	Comprehensive research of optimal building and facilities options is completed
<b><u>Interim Goal 2: Obtain consensus consents and approvals from parishioners and Metropolis in support of the Consensus Facilities Plan within 3 months</u></b>			
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	11-1-25	Obtain parishioner and Metropolis approval of Consensus Parish Facilities Plan
<b><u>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</u></b>			
4. Implement steps (A) (3) to achieve Consensus Parish Facilities Plan by: (1) identifying architects, general contractors, and other service providers; (2) 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; (3) develop and begin executing a "Capital Campaign" to obtain at least the Contributed Portion of the Consensus Parish Facilities Plan; and (4) obtain funding commitments for the "Borrowed Portion"	PFMT	5-1-26	Finalize retention of necessary professionals, any borrowings and capital campaign and debt program to fully implement the Consensus Parish Facilities Plan
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").	PFMT	(Simultaneous with step 4) 5-1-26	Report on monthly progress of Parish Facilities Building & Capital Campaign Targets

## Strategic Goal #4: Parish Facilities Ministry (cont'd)

Action Steps	Responsible Party	Deadline	Completion Test
<b>Interim Goal 4: Implement the Facilities and all other programs to achieve the PF&amp;CC Targets within 24 months</b>			
6. Successfully implement Consensus Parish Facilities Plan and Capital Campaign Ministry.	PFMT	5-1-28	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) 5-1-28	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) 5-1-28	Consensus Parish Facilities Ministry and Capital Campaign are successfully achieved

Lead Measure Action	Deadline Date	% Complete and Date
1. Form Parish Facilities Religious Ministry Team	2-12-25	
2. Research Consensus Parish Facilities Plan options	8-1-25	
3. Develop Consensus Parish Facilities Plan and obtain all necessary parish and Metropolis approvals	11-1-25	
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	5-1-26	
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 5-1-26	
6. Successfully implement Consensus Parish Facilities Plan and Capital Campaign Ministry	5-1-28	
7. Track and report on Consensus Parish Facilities Ministry monthly performance benchmarks, Capital Campaign Targets.	Simultaneous with step 6 5-1-28	
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 5-1-28	

## **END NOTES**

<sup>1</sup> II Corinthians 5:10

<sup>2</sup> See Simon Sinek, [Start With Why - How Great Leaders Inspire Everyone To Take Action.](#) @Ted.com

<sup>3</sup> This is a slightly modified expression of belief offered by famed author and philosopher Mark Twain

<sup>4</sup> Acts 14:15

<sup>5</sup> John 1:46

<sup>6</sup> Matthew 28:19-20

<sup>7</sup> St Athanasius Academy of Orthodox Theology, *The Orthodox Study Bible*, (United States: St. Athanasius Academy Septuagint, 2008), 1468

<sup>8</sup> Acts 1:8

<sup>9</sup> The **Strategic Planning Team** was led by our clergy, Fr. Constantine Valantasis and Fr. Demetri Constantine, our consultant and facilitator, Bill Marianes, and consisted of the following faithful and hard-working parishioners (in alphabetical order: Dimitri Aggelis, Cindy Aivazis, Gus Aivazis, Mariah Aivazis, Anna Atsalis, JoAnne Baker, Ted Baker, Charles Cassudakis, Nick Cassudakis, Presvytera Maria Constantine, Irene Culetsu, Arlene DiCesare, Sevasti Gedra, Afrodete Gentis, Nicole Hazimihalis, Nita Hendryx, Christina Kapolis, Matthew Kassos, Pam Kassos, Michael Keriotis, Georgette Kondolios, Mike Kontos, Cindy Lambis, Manoli Magiassos, Savas Magiassos, Argie Makroglou, Georgia Marousis, Steve McGarrity, Vivian McGarrit, Jeff Michelakis, Helen Morgan, Anna Nikolaidis, Nicole Nikolaidis, Mary Oakes, George Pahoulis, Dean Paidas, Alexander Payiavlas, Anthony Payiavlas, Constantine Payiavlas, John Payiavlas, Sonia Perperidis, Michael Pontikos, Maria Poulos, Litsa Rubino, Alex Savakis, Cindy Savakis, Athena Tabus, Athena Tempesta, Louis Vardavas and Steve Zervas. The Strategic Planning Team and its Facilitator devoted many hundreds of hours of work over one year to do the work to develop this Strategic Plan. The volunteer Strategic Planning Team members thank God for our many blessings, and we are thankful for the opportunity to be stewards of Christ's church and this Parish. The Implementation Teams formed to achieve this Strategic Plan will include the Strategic Planning Team and many more individuals who will volunteer to lead and work on our 4 Strategic Goals. We humbly and respectfully thank all our co-workers in advance for their dedication and stewardship.

<sup>10</sup> Matthew 28:19

<sup>11</sup> 2 Corinthians 13:5

<sup>12</sup> Matthew 5:1-16

<sup>13</sup> Proverbs 29:18

<sup>14</sup> Matthew 5:16

<sup>15</sup> Matthew 10:1, 5-8

<sup>16</sup> 1 Corinthians 12:28

<sup>17</sup> Luke 10:1



**SAINT DEMETRIOS**  
**GREEK ORTHODOX CHURCH**