

Summarized 37 SMART Goals In The 11 Strategic Areas of Focus

1. Education: Dr. Eve Tibbs

- 1.1 Clergy Development / Continuing Education Program
- 1.2 Parish Council Development Network
- 1.3 Education Curriculum

2. Liturgical Life: Fr. Steven Tsihliis

- 2.1 Diaconate Program
- 2.2 Liturgical Renewal Programs

3. Missions & Evangelism: Fr. Theodore Dorrance

- 3.1 Missions and Evangelism Ministry in Each Parish
- 3.2 Establish 5 New Parishes
- 3.3 Parish Mentoring Process and Team

4. Philanthropic Outreach: Fr. Aris Metrakos

- 4.1 Service Learning Training
- 4.2 Philanthropic Outreach Information Exchange
- 4.3 Signature Philanthropic Outreach in Each Parish

5. Stewardship: Ted Vavoulis

- 5.1 “Igniting the Flame of True Orthodox Stewardship Program”
- 5.2 Stewardship Ambassador In Each Parish
- 5.3 Ambassadors Visitations

6. Youth; Dr. Dave Matty

- 6.1 Young Adult Focus Groups/Ministries
- 6.2 Social Media and Skype Youth Programs
- 6.3 Moms and Tots
- 6.4 Youth Website and Information Resource
- 6.5 Youth Participation Survey and Scorecard

7. Specialized Ministries – Wellness: Presvytera Donna Pappas

- 7.1 “Prepare” Premarital Program
- 7.2 “Enrich” Couples Program
- 7.3 Parish Nurse Ministry
- 7.4 “DivorceCare” Program
- 7.5 Clergy Wellness Ministry

8. Communications: Cliff Argue

- 8.1 Metropolis Message and Value Proposition
- 8.2 Strategic Communications Plan
- 8.3 Pan-Orthodox Western Communications Plan
- 8.4 Regular Metropolis Communications

9. Finances: George Demos

- 9.1 Standard Financial Reporting
- 9.2 Metropolis Financial Assistance Program
- 9.3 Metropolis Endowment

10. Metropolis Organization & Development: Fr. Apostolos Koufallakis; Michael Syrengelas

- 10.1 Metropolis Staffing Enhancement
- 10.2 Metropolis Council of Ministries
- 10.3 Metropolis Leadership Identification Program

11. Parish Organization & Development: Greg Kyritsis

- 11.1 Parish Level Strategic Planning Process
- 11.2 Inter-Parish Cooperation Council
- 11.3 Model Set of Parish Leaders Roles

37 Strategic Goals

EDUCATION

1st STRATEGIC OBJECTIVE Implement a **Clergy Development / Continuing Education Program** in which all Clergy will receive relevant and inspirational in-service training programs, offered on a quarterly basis, that will enhance clergy effectiveness and professional development.

2ND STRATEGIC OBJECTIVE: Implement a **Parish Council Development Network** to enhance the skills of our Parish Council members by providing (in conjunction Parish Organization and Development Task Force Objective #2):

(a) **training (and certification) for all new Parish Council members;** and

(b) **on-going education programs,** Parish Council resources, best practices, relevant materials and information.

3rd STRATEGIC OBJECTIVE: Develop and implement a consistent **core curriculum** for:

(a) **Church School** (pre-school–12th grade) (including stewardship and web-based teacher certification);

(b) **Godparents and Parish Council Catechetical certification;**

(c) **Adult education** (to increase core knowledge of the Orthodox faith and stewardship responsibilities) that will reach all parishioners within 5 years.

LITURGICAL LIFE

1st STRATEGIC OBJECTIVE:

- (a) Provide comprehensive **Diaconate guidelines** for qualifying potential Deacons.
 - (b) **Ordain at least 1 Deacon to serve in each Parish of 250+ stewards.**
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2ND STRATEGIC OBJECTIVE:

- (a) Implement a “**Liturgical Renewal Program and Resource Center**” to more actively engage our parishioners and Clergy in Liturgical Life through a “Parish Renewal Task Force” we will establish in each Parish
- (b) Provide **Liturgical Renewal Seminars and Teaching Liturgies in Parishes.**

MISSIONS AND EVANGELISM

1st STRATEGIC OBJECTIVE: Establish a **Missions and Evangelism Ministry in each Parish** that within 1 to 2 years from formation will:

- (a) Plan and execute Parish and regional area outreach events;
 - (b) Energize a Welcoming Committee to improve outreach and growth;
 - (c) Create an OCMC Ambassador Program; and
 - (d) Increase church membership.
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2ND STRATEGIC OBJECTIVE: Establish at least **5 new Parishes**.

3rd STRATEGIC OBJECTIVE:

- (a) Establish a **Parish Mentoring Process and Team** to help those Parishes needing mentoring; and
- (b) Every **Parish needing mentoring will be assigned the appropriate Clergy and Lay Mentors** who will help the Parish

PHILANTHROPIC OUTREACH

1st STRATEGIC OBJECTIVE: Finalize an effective **Service Learning Training** model to equip Parishes with the processes and tools to effectively conduct philanthropic outreach.

2ND STRATEGIC OBJECTIVE: Create a **Philanthropic Outreach Information Exchange** to expand the number of parishioners participating in Parish and Philoptochos philanthropic ministries and facilitate the exchange of philanthropic ministries information.

3rd STRATEGIC OBJECTIVE: Each Parish will implement at least **one signature Outreach ministry**.

STEWARDSHIP

1st STRATEGIC OBJECTIVE: Each Parish will implement the “Igniting the Flame of True Orthodox Stewardship Program.”

2ND STRATEGIC OBJECTIVE: Each Parish will hand **select and train Stewardship Ambassador Teams** of servant leaders (who are actively engaged in Parish life, leading by example and giving sacrificially) to personally visit with all parishioners.

3rd STRATEGIC OBJECTIVE: Ambassadors in each Parish will visit with every member and nonmember to engage them more fully in the life and ministries of the Parish (through a process that takes 8 months in each Parish).

YOUTH

1st STRATEGIC OBJECTIVE:

- (a) Complete **young adult focus groups** (college and working age) and evaluate other successful Christian youth programs; and
 - (b) **Increase participation** in a larger number of most effective **young adult ministry programs**.
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2nd STRATEGIC OBJECTIVE:

- (a) Create vibrant **Twitter, Facebook and other mobile social media ministries** to reach our youth; and
 - (b) Initiate a quarterly, multi-location **Youth Skype Series** with engaging speakers and interesting topics.
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3rd STRATEGIC OBJECTIVE:

- (a) Implements 'Moms and Tots' programs in at least 8 Parishes;
 - (b) Implement '**Moms and Tots**' programs in at least 50% of our Parishes.
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4th STRATEGIC OBJECTIVE:

- (a) Launch a **Metropolis Youth Website** that better addresses the needs of youth and youth workers; and
 - (b) Provide a comprehensive **information resource for youth related activities and better youth leader training** in our Metropolis.
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5th STRATEGIC OBJECTIVE:

- (a) Complete the first annual **Youth Participation Survey** for Parish youth and youth ministry leaders that measures participation in, and effectiveness of, all Parish youth programs; and
- (b) Publish a **Parish Youth Participation Scorecard** from the annual survey data.

SPECIALIZED MINISTRIES - WELLNESS

1st STRATEGIC OBJECTIVE: Every couple getting married in a Parish must complete the **PREPARE** program prior to their wedding

2ND STRATEGIC OBJECTIVE: Annually offer an **ENRICH** Group Program for married couples.

3rd STRATEGIC OBJECTIVE: Implement a sustainable **Parish Nurse Ministry**

4th STRATEGIC OBJECTIVE: Implement **DivorceCare** divorce recovery support groups regionally throughout the Metropolis.

5th STRATEGIC OBJECTIVE: Implement a sustainable **Clergy Wellness Ministry** throughout the Metropolis including:

- (a) Annual Metropolis-wide clergy couples' wellness retreat;
- (b) Clergy small groups (3-6) which meet monthly for fellowship, support, accountability, professional development, Bible study, etc.;
- (c) Regular Metropolitan Parish visitation schedule; and
- (d) Series of clergy wellness webinars/presentations (e.g., spiritual health, diet and exercise, legal issues for clergy, avoiding burnout, financial planning, etc.).

COMMUNICATIONS

1st STRATEGIC OBJECTIVE: Develop and communicate the **Metropolis message and value proposition** (including our Vision, Core Values and Strategic Goals) using all available media, Parish and personal contacts.

2ND STRATEGIC OBJECTIVE: Create a **strategic communications plan** and **identify resource needs to better communicate the Metropolis' message and information by exploiting the enhanced use of technology** (e.g., webcasts, podcasts, social networking, on-line sermons, live-streaming, web-based educational programs).

3rd STRATEGIC OBJECTIVE:

- (a) Create a **Western States Pan-Orthodox communications and technology working group** to implement joint programs, particularly on social and life issues, and improve how we communicate with each other; and
 - (b) Implement **quarterly Pan-Orthodox clergy retreats and meetings**.
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4th STRATEGIC OBJECTIVE: Regularly communicate throughout the Metropolis our operational, ministry, and financial results, and post on the Metropolis website all key documents, reports and other information, as well as a unified Metropolis calendar.

FINANCES

1st STRATEGIC OBJECTIVE: Assist Parishes in developing best practices **standardized financial reporting** for Parish use and for reporting to the Metropolis.

2ND STRATEGIC OBJECTIVE: Provide a **framework to provide Metropolis assistance to help Parishes develop a plan** to fully fund all Parish ministries and obligations and improve the Parish's financial condition and relationship with the Metropolis.

3RD STRATEGIC OBJECTIVE: Establish a **Metropolis Endowment with a minimum corpus of \$5 Million.**

METROPOLIS ORGANIZATION AND DEVELOPMENT

1st STRATEGIC OBJECTIVE: Implement a **plan to enhance and expand Metropolis staffing**, including:

- (a) Vicars;
- (b) Filling of Parish vacancies;
- (c) Additional Metropolis Office Staff; and
- (d) Regional Youth Directors and involvement of Youth in Planning

2nd STRATEGIC OBJECTIVE: Establish a **Metropolis Council of Ministries** and promote a **Council of Ministries at each Parish**.

3rd STRATEGIC OBJECTIVE: (Modified September, 2014)
Within 2 years we will develop a **Leadership Identification Program** that would allow the Metropolis to identify and recruit leadership candidates to be used within the Metropolis to support its ministries.

PARISH ORGANIZATION AND DEVELOPMENT

1st STRATEGIC OBJECTIVE: Provide the framework, tools and support for a Parish-level **Strategic Planning Process**.

2nd STRATEGIC OBJECTIVE: Establish a process to foster greater **Inter-Parish Cooperation** to improve Parish Council effectiveness and sharing best-in-class practices and processes

3rd STRATEGIC OBJECTIVE: Develop **model sets of Parish Leader roles, responsibilities** and expectations for Parish Council, Ministry Leaders and a Priest's administrative duties.